Business Paper

Ordinary Meeting

Tuesday, 23rd September 2025
1.00pm

Vision

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 the 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.

Hay Shire Council
ABN: 84 075 604 155
134 Lachlan Street PO Box 141 HAY NSW 2711
Telephone: 02 6990 1100 Facsimile: 02 6993 1288
Email: mail@hay.nsw.gov.au Website: www.hay.nsw.gov.au

18th September 2025

The Mayor and Councillors
Hay Shire Council
PO Box 141
Hay NSW 2711

Ladies and Gentlemen:

NOTICE OF MEETING

I have to inform you that an Ordinary Meeting of the Council will be held in the Council Chambers, Hay on:

Tuesday, 23rd September to be held 1.00pm
in the Council Chambers.

The agenda for the meeting is as follows:

1. Council Prayer
2. Apologies
3. Confirmation of minutes
4. Matters arising from minutes
5. Declarations of interest
6. Mayor's Report
7. Supplementary Mayoral Minute
8. Notice of Motion
9. General Manager's Reports
10. Committee Reports
11. In Committee Report

This meeting will be live streamed, and the link can be found at https://www.hay.nsw.gov.au/Inside-Hay-Shire-Council/Council-Meetings-and-Reports/Council-Meetings-Webcast
This meeting will also be audio recorded and available on Council's website within 48 hours on completion of the Ordinary meeting.

Yours sincerely,

David Webb
General Manager

MINUTES
INDEX

- Ordinary Meeting – 26th August 2025

MINUTES OF THE ORDINARY MEETING OF THE HAY SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS LACHLAN STREET HAY AT 1.00PM ON 26th August 2025

PRESENT: Councillors: Cr G Chapman, Cr L Garner, Cr J Perry, Cr P Porter, Cr M Quinn (Chair), Cr D Tapper, General Manager David Webb, Deputy General Manager – Mark Dowling, Executive Manager People and Governance – Kirstyn Thronder and Executive Assistant Kerry McRae

Request to attend by Audio Visual Link: Nil

Apology: Cr W Miller, Mayor Cr Oataway

Leave of Absence

25-101 Resolved that Council grants leave of absence to:

a. Cr Will Miller for the period 7 August till Thursday 28 August 2025; and
b. Cr Carol Oataway for 26th August 2025.

(Perry/Tapper)

This meeting was live streamed, and audio recorded.

Address to Council: Nil

Confirmation of Minutes

25-102 Resolved that the minutes of the Ordinary Meeting of Council held 22nd July 2025 be confirmed.

(Porter/Tapper)

25-103 Resolved that the minutes of the Extraordinary Meeting of Council held 31st July be confirmed.

(Chapman/Tapper)

Declaration of Interest

Nil

Mayoral Report

M1 Mayoral Report

That Council notes the information provided in the report.

M2 Mayoral Minute

25-104 Resolved that Council:

1. Submits the following motions to the upcoming LGNSW 2025 Annual Conference:

(a) Motion 1:
That Local Government NSW advocates as a matter of urgency to the Aged Care Quality and Safety Commission and the Federal Government to amend or introduce greater flexibility to the mandatory 24/7 Registered Nurse requirement for residential aged care facilities in rural and remote areas, acknowledging the need for a more flexible, risk-based or tiered approach that takes into account community size, workforce availability, and proximity to acute health services;

(b) Motion 2:
That Local Government NSW advocates as a matter of urgency to the Australian Government to address the critical nationwide shortage of Registered Nurses, exacerbated by the mandatory 24/7 on-site requirement in residential aged care facilities, by:

1. *Expediting the recognition and registration of overseas-qualified nurses whose credentials meet Australian standards; and*
2. *Prioritising and fast-tracking visa applications for internationally qualified nurses seeking to work in the aged care sector;*

(c) Motion 3:
That Local Government NSW advocates to the Australian and NSW Governments to implement fee-free education and training programs for individuals seeking to work in the aged care sector, including qualifications for Personal Care Workers, Enrolled Nurses, and Registered Nurses.

2. Advocates to the Federal Health Minister, the Hon. Mark Butler MP, regarding the concerns raised in Motions 1, 2 and 3 above.

(Perry/Chapman)

Delegate Report

Nil

General Manager's Reports

Action Plan Report

The report was received and noted.

C1 Development Applications for 11th July 2025 to 14th August 2025

That Council notes the list of Development Applications for 11th July to August 2025.

C2 Hay Shire Housing Facilitation Project - Planning Proposal PP2024-1037

25-105 Resolved that Council**:**
1. Receives the post exhibition report and endorses Planning Proposal

PP- 2024-1037 to amend the Hay Local Environmental Plan 2011:

a. Remove the current 550sqm minimum lot size applicable to land located within the RU5 Village Zone (both North and South Hay).

b. Rezone land identified as 229 Bourke Street (Lot 2, DP448476 and Lot 135, DP756755) and 41 Cemetery Road (Lot 168, DP756755) from RU1 Primary Production to R2 Low Density Residential Zone.

c. Reduce the minimum lot size of land identified as 229 Bourke Street (Lot 2, DP448476 and Lot 135, DP756755) and 41 Cemetery Road (Lot 168, DP756755) from 90ha to 1,500sqm.

d. Introduce a new land use zone within the Land Use Table of the LEP, being the R2 Low Density Residential zone.

2. Requests the NSW Department of Planning, Housing and Infrastructure to draft and finalise the amendment to the Hay Local Environmental Plan 2011.

(Perry/Tapper)

C3 General Planning Report

25-106 **Resolved** that Council:
(a) Notes the information provided in the report;
(b) Authorises the General Manager to apply for funding as the opportunity arises for the:
i. Aerodrome Precinct – For specialist studies and a Planning Proposal
ii. Waste Precinct – For specialist studies and a Planning Proposal
iii. Health Precinct – For specialist studies and design plans.

(Perry/Chapman)

C4 Developer Contributions Plan

25-107 **Resolved** that Council adopts the Hay Shire Council Local Infrastructure Contributions Plan 2025, dated August 2025.

(Porter/Perry)

C5 Planning Agreements Policy

25-108 **Resolved** that Council:
(a) Places the draft Planning Agreements Policy, V1.2 dated August 2025 on public exhibition for a minimum of 28 days; and
(b) A further report be brought to Council in due course.

(Tapper/Perry)

C6 Showground Masterplan

25-109 **Resolved** that Council adopts the Showgrounds Master Plan V3, dated July 2025, as presented.

(Perry/Tapper)

C7 Maude Cemetery

25-110 **Resolved** that Council

(a) Notes the information provided in the report;

(b) Calls for Expressions of Interest (EOI) for land management of Lot 7018 DP 1019632 and Lot 7003 DP 1019633 at the Maude Cemetery.
(c) A further report is brought back to Council in due course.

(Chapman/Perry)

C8 Customer Service Charter

25-111 **Resolved** that Council adopts the Hay Shire Council Customer Service Charter, V1 dated August 2025.

(Perry/Porter)

C9 Transport's Authorisation and Delegation to Councils

25-112 **Resolved** that Council:

(a) Notes the information provided in the report;
(b) Dissolves the Hay Local Traffic Committee;
(c) Nominates Crs Garner & Quinn as the delegates on the Hay Local Traffic Forum in addition to the General Manager or his delegate; and
(d) Delegates to the General Manager functions under the Transport Administration Act 1988, Roads Act 1993, Roads Transport Act 2013 and Road Transport (General) Regulation 2021 as outlined in the report and Transport for NSW Authorisation and Delegation dated 21st July 2025.

(Porter/Garner)

C10 Swimming Pool Management

25-113 **Resolved** that Council:

(a) Notes the information provided in the report and actions being undertaken;
(b) Readvertises the Expression of Interest (EOI) to lease the pool canteen for the 2025/2026 season.

(Garner/Tapper)

C11 Request to Lease Office Space

25-114 **Resolved** that Council:

(a) Accepts the Expressions of Interest (EOI) offer from the Hay Children Services to lease office space in the Hay Goal Museum Governors Cottage building; and
(b) Authorises the General Manager to enter into the lease with the Hay Children Services for 12 months, with options to extend 2 x 12 months, commencing 15th September 2025, in the amount of $2,600 per annum (excluding GST).

(Perry/Chapman)

C12 John Houston Memorial Swimming Pool Replacement Project

25-115 **Resolved t**hat Council:
(a) Notes the information provided and the actions being undertaken; and

(b) Authorises the purchase of a diesel generator up to 275 KVA 415V (3-Phase) in size, to be funded at the next quarterly budget review.

(Perry/Tapper)

C13 Monthly Financial Report – June 2025

That Council receives and notes the report provided.

C14 Circulars and other Government Correspondence

That Council notes the information provided in the report.

C15 Tourism & Economic Development July/August 2025

25-116 **Resolved** that Council:
(a) Notes the information in the report and the actions being undertaken;
(b) Acknowledges the Hay Region Economic Transition Roadmap – Early Insights dated July 2025; and
(c) Authorises the engagement of a solicitor to provide legal services to undertake preparation and negotiations of Planning Agreements associated with the SW REZ, funded from EnergyCo's Council Commissioning Agreement and/or developers.

(Perry/Chapman)

C16 Library Report July 2025

25-117 Resolved that Council:

1. Ceases new enrolments in the Imagination Library from 31 August 2025, while ensuring currently enrolled children continue to receive books until June 2026 as currently funded.
2. Reviews its library programs and develops new, innovative programs in collaboration with HCS that align with best practice in early literacy and maximise family participation in library services.
3. At the next Quarterly Budget Review considers the Library Budget allocation following the review in (2) above; including 1000 Books Before School, Storytime, Baby Rhyme Time, and family literacy workshops, with improved incentives and enrolment strategies.
4. Updates and diversifies the children's book collection to support social, emotional, and educational development, ensuring resources remain relevant to the needs of regional families.
5. Promotes equity of access by encouraging extended loans and outreach support for families who are geographically isolated or unable to attend library programs regularly.

(Perry/Porter)

C17 Major Projects Update

That Council notes the information provided in the report and the actions being undertaken.

C18 Operations Monthly Update Report

That Council notes the information provided in the report.

Reports of Council Committees

- Hay Showground Management Committee 18.06.2025
- Hay Showground Management Committee 21.07.2025

25-118 **Resolved** that Council notes the Committees meeting minutes, and any recommendations contained within be adopted.

(Chapman/Perry)

Closed Session

At this stage of the meeting the Deputy Mayor advised that it is proposed to move into Closed Session for consideration of the following items:

IC.1 General Manager Annual Performance Review for period ending 30 June 2025

Reason for Confidentiality:

(a) personnel matters concerning particular individuals (other than councillors);

Further that in accordance with Section 10D it is considered that if the matter were discussed in an open Council meeting, it would on balance, be contrary to the public interest as its information that would if disclosed, confer a commercial advantage on person with whom the Council is conducting (or proposes to conduct) business. As such, the matter is appropriately considered in closed session under Section 10A(2)(a) of the Local Government Act 1993.

The Deputy Mayor invited representations or submissions from the public as to the reasons why the matters identified are moving into closed session.

Nil representations or submissions were received.

The Deputy Mayor advised that in accordance with Section 11(2)(a)(b) of the Local Government Act 1993, access to the correspondence and reports relating to the items considered during the course of the Closed Session will be withheld.

25-119 **Resolved** that the meeting be closed during the discussion of these matters.

(Porter/Perry)

Accordingly, members of the press and public were excluded from the closed session.

IC1 - General Manager Annual Performance Review for period ending 30 June 2025

25-120 **Resolved** that Council endorse the Panel's determined position on the Annual Review as follows:

1. That the record of performance assessment as recorded in the General Manager's Performance Agreement Annual Review be submitted to Council for information.
2. The Panel's Rating for the General Manager was **8.65** and the Panel considered this to be an **'Excellent'** level of performance.

3. Endorse the 2025/2026 General Manager Performance Agreement.
4. The General Manager's Total Renumeration Package be permanently increased by 7% (inclusive of the SOORT increase) recognising the high level of performance of the General Manager, Award increases for other staff, community expectations and market forces.
5. The General Manager, David Webb be offered a new Five-Year Contract of Employment with a commencement date of 16 September 2025.

(Perry/Porter)

25-121 **Resolved** that the meeting move out of closed session, and the resolutions closed session be made public.

(Tapper/Porter)

Open Meeting

The Deputy Mayor verbally advised the meeting of resolutions from the closed session and these resolutions are recorded without any alteration and amendment thereto.

There being no further business the meeting was terminated at 2:55 pm.

Confirmed_____
Cr Martyn Quinn
Deputy Mayor

Mayoral Minute

Index

Clause	Page	
M1	**P13**	Mayoral Report
M2	**P15**	Mayoral Minute

M1. Mayoral Report

REPORTING OFFICER	Cr Carol Oataway – Mayor
ATTACHMENTS	Nil

August / September have been busy with official engagements, meetings and representation. The following is a summary of my mayoral activities for this period:

Representation / Engagements

- **Bush Summit – 27th August 2025**
  The General Manager and I attended the SKY News Bush Summit in Wagga recently. The Summit brought together Federal and State leaders, policy makers, industry representatives and regional councils to discuss the key challenges and opportunities facing rural and regional Australia. The program included keynote addresses and panel discussions on topics such as regional health, housing, infrastructure, workforce shortages, the future of agriculture and renewable energy. It was a valuable opportunity to hear directly from decision makers and to ensure that the voices of rural communities like Hay are part of the national conversation.

- **NSW Ambulance Town Hall Meeting (CERT) – 27th August 2025**
  A public meeting was recently held in Hay to explore the potential establishment of a Community Emergency Response Team (CERT) in partnership with NSW Ambulance. The meeting was attended by local community members, paramedics from the Hay Ambulance Station, the General Manager and myself, along with senior executives from NSW Ambulance who delivered a comprehensive presentation. The presentation outlined the training requirements for volunteers and provided insight into how a CERT would operate in Hay, supporting local paramedics in emergency response. The meeting was well attended, with several members of the public expressing interest in learning more and potentially volunteering. This was a valuable first step in assessing community support for the initiative and ensuring that Hay is well placed to strengthen its local emergency response capacity should a CERT program be implemented.

- **Dunera Reunion – 6th September 2025**
  I was honoured to attend the 85th anniversary of the Dunera Boys' arrival in Hay. The commemoration began with a moving re-enactment at the Hay Railway Station, retracing the arrival of the internees in 1940. A highlight of the morning was the donation of a replica of the HMT *Dunera*, crafted by Tom Wolfe, which will be permanently displayed in the western carriage of the Dunera Museum. I was privileged to be invited to speak at the event, welcoming the descendants of the Dunera Boys back to Hay and reflecting on the importance of keeping their stories alive for future generations. The legacy of the Dunera Boys is deeply woven into our town's history, and it was heartening to see children and grandchildren continue to make the annual pilgrimage. Later in the day, I joined the group for dinner, which provided another opportunity to connect with the families and share in the remembrance of this significant chapter in Hay's story. My sincere thanks go to the team at the Hay Visitor Information Centre for their coordination of the weekend's activities and for hosting a wonderful morning tea at the railway station. Their efforts ensured the 85th anniversary was both respectful and memorable.



Replica of the HMT Dunera



Dunera Day – 85th Anniversary Re-enactment

Meetings

- **LHAC Meeting – 1st September 2025**
  The General Manager and I recently attended the monthly meeting of the Local Health Advisory Committee (LHAC), where a number of important matters concerning health services in Hay were discussed. Plans are underway for the upcoming Hospital Open Day, on Monday 13th October 2025 at 10am, which will provide an opportunity for the community to learn more about the services available locally. LHAC prepared a newspaper infomercial to raise awareness about how to access aged care services. One of the issues raised was the loss of podiatry services in Hay, which will impact many community members who rely on this care. LHAC will continue to pursue options for access to this vital service. The Manager reported that there has been no change to staffing levels since the last meeting. Residential aged care remains at full capacity, with a waiting list of 12 residents, highlighting the growing demand in our community. Recruitment remains a significant challenge, with vacant positions such as the Facility Manager and Nurse Unit Manager (NUM) continuing to be advertised but unfortunately attracting no applicants.

- **Pool Meeting – 4th September 2025**
  The General Manager, Cr Perry and I recently attended a meeting with Council staff and community representatives to review the progress of the pool redevelopment. The project remains on track. The concrete pour has been completed for both the toddler's pool and the learn-to-swim pool, while tiling is now underway on the Olympic pool. An official opening date of 19th December has been confirmed, with invitations to the event to be issued shortly. We are still awaiting final approval from Essential Energy for the design plan. As a contingency, Council has considered the purchase of an additional generator, which could be utilised not only for the pool but across other Council operations if required. Work is also progressing on access arrangements, with quotes currently being obtained for a fob system. This will allow for secure, unsupervised entry when lifeguards are not on duty, ensuring flexibility and convenience for pool users. This exciting project is moving steadily towards completion, and we look forward to welcoming the community to enjoy the new facilities this summer.

Upcoming Engagements

- Meeting with Sussan Ley – 16th September 2025
- CWA Public Speaking Awards – 19th September 2025
- Pool Site Visit – 19th September 2025
- Hay Glow Festival -20th September 2025
- Council Workshop – 25th September 2025
- Pool Meeting – 2nd October 2025
- Deni Ute Muster – 3rd October 2025
- CRLG Meeting – 8th October 2025
- Hay Hospital Open Day – 13th October 2025

RECOMMENDATION

That Council notes the information provided in the report.

M2. Mayoral Minute
Urgent Action Required to Secure the Future of Rural Aged Care Facilities

REPORTING OFFICER	Mayor Cr Carol Oataway
ATTACHMENTS	Nil

INTRODUCTION

This Mayoral Minute highlights a critical issue: the sustainability of small, community-run aged care in rural NSW. In Hay, both facilities are full, with 14 residents on a waiting list, and one operates from a 1968 building that no longer meets modern standards. Without urgent investment, its closure would leave families without local care, deny residents the right to age in place, and place unsustainable pressure on the remaining service.

COMMENTARY

I bring this Mayoral Minute to Council to address an issue of the highest urgency — the sustainability and compliance of small, community-run aged care facilities in rural and regional New South Wales. This is not a distant concern; it is a crisis unfolding here in Hay.

Our community, like many across rural NSW, has an ageing population with growing demand for residential aged care. Both of our local facilities are at full capacity, and as I understand one has a waiting list of 14 people. This waiting list represents real people — our parents, grandparents, neighbours, and lifelong residents of Hay — who cannot access the care they need in their own community.

The situation is compounded by the fact that one of our facilities, the privately operated service, is housed in a building constructed in 1968. This building is now well past its intended life cycle and is not fit-for-purpose under modern aged care standards. More importantly, it does not meet compliance requirements set by the Aged Care Quality and Safety Commission. Without significant grant funding and capital investment, this facility faces the increased risk of not being able to continue to operate into the future.

The consequences of such a closure would be devastating:

- Families would be compelled to move their elderly loved ones hundreds of kilometres away from Hay.
- Lifelong residents would be denied the right to age in place with dignity and community connection.
- The remaining facility would face unsustainable pressure, risking its long-term viability as well.

The reality is clear: without immediate and targeted Federal investment, rural communities like Hay could lose essential aged care services. The Federal Government must recognise and address the disproportionate challenges faced by small, community-run facilities in meeting compliance standards. Failure to act will leave rural Australians without access to basic aged care — a situation that is both unacceptable and unjust.

It is recommended that Council:

(i) Writes to the Federal Minister for Aged Care, The Hon Mark Butler, the Minister for Aged Care and Seniors of Australia, The Hon Sam Rae, the Federal Minister for Regional Development, Local Government and Territories, The Hon Kristy McBain, and the Shadow Minister for Health and Aged Care, The Hon Anne Ruston, to make immediate funding for rural aged care compliance and upgrades a national priority.

(ii) Requests an immediate meeting with our Federal Member, Sussan Ley, to ensure this matter is taken to Canberra without delay.

(iii) Advocates to NSW Country Mayors Association to lead a coordinated campaign including case studies from other councils and collecting quantitative evidence that demonstrate the scale and urgency of the crisis in aged care service sustainability in rural and regional NSW; and develops a joint advocacy strategy to collectively lobby the Federal Government for a coordinated and adequately resourced national response.

This is a matter of urgency. Our elderly residents cannot wait, and Hay cannot afford to lose critical aged care services. Federal action is not optional — it is essential.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.1 Our community is skilled and supported 1.1.3 Improve access to health services 1.1.4 Support local health initiatives and programs 1.4 Our youth and aged are supported 1.4.2 Support youth and aged services and initiatives **Civic Leadership** 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community
FINANCIAL IMPLICATION	N/A
LEGISLATIVE IMPLICATION	N/A
POLICY IMPLICATION	N/A
ASSET IMPLICATION	N/A
RISK IMPLICATION	N/A

RECOMMENDATION

That Council:

(i) Writes to the Federal Minister for Aged Care, The Hon Mark Butler, the Minister for Aged Care and Seniors of Australia, The Hon Sam Rae, the Federal Minister for Regional Development, Local Government and Territories, The Hon Kristy McBain, and the Shadow Minister for Health and Aged Care, The Hon Anne Ruston, to make immediate funding for rural aged care compliance and upgrades a national priority.

(ii) Notes that a meeting was held 16th September 2025 with our Federal Member, Sussan Ley, to ensure this matter is taken to Canberra without delay.

(iii) Advocates to NSW Country Mayors Association to lead a coordinated campaign including case studies from other councils and collecting quantitative evidence that demonstrate the scale and urgency of the crisis in aged care service sustainability in rural and regional NSW; and develops a joint advocacy strategy to collectively lobby the Federal Government for a coordinated and adequately resourced national response.

Notice of Motion – Cr Geoff Chapman
Support for the National Carp Strategy

REPORTING OFFICER	Cr Geoff Chapman
ATTACHMENTS	- Draft Minutes of Murray Darling Association Region 9 Meeting 28th August 2025 - Suggested letter to Minister Collins

INTRODUCTION

This Motion seeks Council's in principle support for the funding and implementation of the National Carp Control Plan (NCCP) and its recommendations by the Federal Minister for Agriculture Fisheries and Forestry, the Hon Julie Collins MP.

The Australian Government began investigating the use of the Cyprinid Herpesvirus 3 (the Carp Virus) in 2016, culminating after 6 years research by the Fisheries Research and Development Corporation (FRDC) in the NCCP.

European Carp contribute to environmental degradation in the Basin and impact native fish species. Through their feeding habits, Carp impact aquatic plant, native fish eggs, small fish, and zooplankton populations in our waterways. The end result of one or a combination of these impacts is reduced water quality and/or reduced abundance and diversity of native plant and fish species.

In response to concerns raised by Councils and Local Government Areas (LGA's) across the Basin regarding European Carp and water quality, the Murray Darling Association Inc. (MDA) has prepared correspondence to the Minister for Agriculture Fisheries and Forestry, the Hon Julie Collins MP.

The letter outlines the impact of the invasive European Carp in the Murray-Darling Basin's Waterways and advises of the in-principle support for the funding and implementation of the National Carp Control Plan and all of its recommendations by the Councils and LGA's of the Basin.

COMMENTARY

The letter to the Minister for Agriculture, Forestry and Fisheries (Letter to the Minister) provides Council's in principle support for the funding and implementation of the NCCP and its recommendations.
This draft motion does not propose that any Council or LGA fund, in part or in full, the implementation of the NCCP and its recommendations.
Due to document size, and to provide additional information, the NCCP has been linked per the below hyperlink:

- https://www.agriculture.gov.au/biosecurity-trade/pests-diseases-weeds/pest-animals-and-weeds/carp-biological-control-plan/national-carp-control-plan

This Page, hosted by the Federal Department of Agriculture, Fisheries and Forestry provides the following links for further research and reading:

- The National Carp Control Plan (PDF 8.10 MB)
- The NCCP includes 19 research papers and five planning investigations, available for download from the Fisheries Research and Development Corporation website.

- Technical papers
    - Carp biocontrol background (PDF 948 KB)
    - Epidemiology and release strategies (PDF 977 KB)
    - Carp biocontrol and water quality (PDF 937 KB)
    - Carp virus species specificity 2022 (PDF 802 KB)
    - Potential socio-economic impacts of carp control 2022 (PDF 1.34 MB)
    - NCCP implementation (PDF 1.92 MB)
    - NCCP engagement report (PDF 1.20 MB)
    - NCCP Murray and Murrumbidgee case study (PDF 8.39 MB)
    - NCCP Lachlan case study (PDF 2.72 MB)

The Letter to the Minister draws on available data and research from the research conducted by the Fisheries Research and Development Corporation (FRDC) on behalf of the Australian Government from 2016 that culminated in the 2022-released NCCP.

The FRDC undertook extensive consultation, detailed investigations and targeted research. Eleven research institutions and over 40 research scientists contributed. The FRDC also consulted with policy and expert scientific workgroups.

Risks associated with Carp Biocontrol:

- Water Quality risks
    - Decomposing carp have potential to negatively affect water quality
        - Can deplete dissolved oxygen in the water
        - Can release nutrients and ammonia that can fuel algal blooms
- Carp density below approx. 300 kg/ha, and water is flowing (most regulated river channels of the Southern Basin): Key water parameters are unlikely to be seriously impaired.
- Carp density exceeds approx. 300kg/ha, and the water is still/slow-moving: Potential for low dissolved oxygen conditions and harmful algal blooms to develop. Likely to prevail in disconnected waterbodies (wetlands, lakes, reservoirs et cetera.)
- Main river channel habitats unlikely to experience negative water-quality impacts following carp kills.
- Shallow, off-channel habitats and unregulated dryland rivers may, particularly where carp densities exceed 300 kg/ha.
- In higher – risk habitats, two important risk mitigation options (manual collecting of carcases, use of water releases to flush away dead carp) are difficult to implement.
    - If released, planning will need to incorporate surveillance and rapid-response measures across carp's mainland eastern Australian distribution, focussing on off-channel areas with carp biomass of 300kg/ha or greater.

If successful, the Carp virus could reduce carp populations by approximately 40-60%. Releasing the virus would most likely, cause an initial major outbreak followed by ongoing seasonal outbreaks that supress the carp population.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Environmental** 2.3 Celebrate and Promote our unique natural environment 2.2.2 Support local community groups, first nations groups, and other agencies working with the natural environment 2.5 Our community is inclusive and sustainable 2.5.3 Advocate for water security and practices 2.5.5 Facilitate and support sustainable practices across our community **Civic Leadership** 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community
FINANCIAL IMPLICATION	N/A
LEGISLATIVE IMPLICATION	N/A
POLICY IMPLICATION	N/A
ASSET IMPLICATION	N/A
RISK IMPLICATION	N/A

RECOMMENDATION

That Council:

a) Supports, in principle, the Murray Darling Association's urgent call for the Federal Government to fund and implement the National Carp Control Plan and its recommendations.
b) Writes to the Minister for Agriculture, Fisheries and Forestry, the Hon Julie Collins MP, with a copy to be sent to the MDA for their records.

MINUTES

MURRAY DARLING ASSOCIATION REGION 9
HELD IN THE GRIFFITH CITY COUNCIL CHAMBERS ON THURSDAY, 28 AUGUST 2025 COMMENCING AT 10:00 AM

PRESENT

Chair, Councillor Shari Blumer (Griffith City Council), Councillor Scott Groat (Griffith City Council), Mark Lamb (CEO MDA - Zoom), Tim Zeller (MDA – Zoom), Mayor Ruth McRae (Murrumbidgee Shire Council), Councillor Jenny Clarke (Narrandera Shire Council), Scott Grant (GM Griffith City Council), Jackie Kruger (GM Leeton Shire Council - Zoom), Councillor Geoff Chapman (Hay Shire Council – Zoom), Councillor Tracey Morris (Leeton Shire Council), Glen Andreazza (Griffith), Paul Maytom (Leeton) (Zoom), Minute Taker, Leanne Austin

Councillor Shari Blumer opened the meeting with an Acknowledgement of Country and introduced Association members to Griffith City Council's new General Manager, Mr Scott Grant.

1 APOLOGIES

RESOLVED on the motion of Councillor Scott Groat and Mayor Ruth McRae that apologies be received from Mayor Doug Curran (Griffith City Council), David Webb (GM Hay Shire Council), Matt Woodward (MDBA), the Hon. Michael McCormack and John Scarce (GM Murrumbidgee Shire Council).

2 CONFIRMATION OF MINUTES

RESOLVED on the motion of Glen Andreazza and Councillor Tracey Morris that the minutes of the previous meeting held on 29 May 2025, having first been circulated amongst all members, be confirmed, including an amendment being made to correct the reference from Tracey Chapman to Tracey Morris.

3 BUSINESS ARISING

Nil.

4 DECLARATIONS OF INTEREST

Pecuniary Interests

There were no pecuniary interests declared.

Significant Non-Pecuniary Interests

There were no significant non-pecuniary interests declared.

Less Than Significant Non-Pecuniary Interests

There were no less than significant non-pecuniary interests declared.

5 ITEMS OF BUSINESS

CL02 was brought forward.

CL02 CEO MDA MARK LAMB - UPDATE REPORT

Mr Lamb provided an update on MDA activities since the last meeting. Mr Lamb thanked Mr Andreazza for his contribution to Region 9 and welcomed Councillor Shari Blumer as the Region 9 Chair and National President of the MDA.

Mr Lamb advised that there have been a number of changes across the basin in terms of Chairs and members, which is expected to bring a fresh injection of ideas. A series of meetings and roadshows are scheduled to take place across the basin in the coming months. The MDA continues to advocate for both previously raised motions and new ones.

Preparations are currently underway for the upcoming Annual Conference, which will be held in Griffith next month. Conference activities will include a Board meeting, networking events, a study tour, presentations from a range of speakers, including politicians, stakeholders and subject matter experts, the Annual General Meeting (AGM) to adopt motions, and a Gala Dinner. Approximately 150 attendees are expected.

Councils in Region 9 were encouraged to contact Ministers and politicians attending the Conference to arrange meetings with their Mayor, General Manager, or other key staff. Contact details are to be provided to RAMJO, as well as to other Region 9 Councils.

Councillor Blumer requested that Conference attendees indicate if they would be interested in the dinner at Little Italy on Tuesday 30 September 2025 as it would be preferrable to provide numbers.

Councillor Groat enquired if participants were able to visit a local farm as part of the study tour occurring on 30 September 2025? Councillor Blumer advised the study tour would be visiting a number of local places of interest including a visit to a Murray Cod aquaculture farm and a cotton gin if time permits.

Councillor Blumer provided an overview of the One Basin Cooperative Research Centre (CRC) which is an industry led partnership established to build a more resilient and sustainable basin by working with local communities and stakeholders. One Basin CRC has initiated a project exploring how organic waste can be transformed into Biochar, a product which may potentially improve water quality in water bodies such as Lake Wyangan.

Ms Kruger advised that the Department of Climate Change, Energy, the Environment and Water (DCCEEW) were also researching Biochar. Councillor Blumer advised she would contact One Basin CRC to provide this information. RAMJO are also participants in the Biochar project.

Councillor Blumer stated that it is essential to demonstrate to State and Federal government agencies that local government has both the capacity and the local knowledge to contribute meaningfully to solving complex issues particularly in terms of water issues and the importance of water quality. Councils must be actively consulted and engaged in decision-making processes, particularly on matters that directly impact their communities.

Councillor Blumer advised a motion in relation to European Carp control is being prepared and requested that participating councils raise the European Carp Control implementation

plan as a Notice of Motion at their respective Council Meetings to garner support. Wording for the motion and letter to the relevant Minister would be provided. A list of councils in the basin is to be sent to Association members. Councillor Blumer will also notify the Board to pass this information on to other regions. Councillor Blumer noted that the Department of Agriculture will be in attendance at the Conference and will be making a decision on this program.

Mr Lamb advised the European Carp issue is gaining momentum with media outlets and throughout the basin communities stating that it was important to address the Carp issue and improve water quality.

Ms Kruger suggested that Matt Linegar be invited to sit on the panel to discuss the Carp issue as he has a number of years' experience in this area. Mr Zeller advised the Australian Chief Environmental Biosecurity Officer would be speaking at the Conference in relation to the National Carp Control Plan (NCCP).

Councillor Morris enquired if media had been contacted in relation to the Conference? Councillor Blumer advised that local media outlets will be invited.

Councillor Clarke advised that Narrandera Shire Council would be considering a Notice of Motion in relation to Lake Coolah. Councillor Blumer asked if the Narrandera Council Notice of Motion could be circulated to members by email by the end of the week. Once all motions have been finalised, a copy would be emailed to all members.

Ms Kruger enquired where the existing motion is up to in relation to the Lake Coolah project and stated it was her preference that the existing motion remain in place rather than adding a new motion.

Mr Andreazza advised that the previous motion was in relation to obtaining a feasibility study on the Lake Coolah project however, funding for this has not been successful.

Councillor Blumer suggested that members review the old motion and the proposed motion and indicate their preference by email.

CL03 was brought forward.

CL03 REGION 9 MOTIONS FOR 2025 MDA CONFERENCE

Discussion took place regarding the issue of easements and compensation for flooding the river corridor to enable environmental releases of water, where flood easements could be classed as conservation areas and therefore be exempt from rates, putting pressure on the existing rate base.

Councillor Blumer advised that where there are Crown Land managed easements, they will continue on in the same way. However, there has been no forthcoming advice regarding private landholders having an easement that will be required for environmental water flows and whether or not their rate classifications would change. Councillor Blumer advised she would follow this up for clarification and email the MDBA for a response. Mr Chapman advised he was happy for this to continue to be pursued as part of the Association's advocacy role.

Councillor Morris left the meeting the time being 11:00 am.

Mayor McRae stated that the State Government funded Floodplain Management Plans are having an impact on landholders, future property prices and future development throughout

the various local government areas. Councillor Blumer suggested that Mayor McRae prepare a Notice of Motion to distribute to other councils in relation to this issue.

Ms Kruger enquired whether the Association's position regarding water buybacks remains unchanged and asked if a new motion is necessary to reaffirm this stance. She also expressed concern over rule-based changes occurring in NSW, noting that these changes are lacking transparency and are increasingly impacting General Security entitlement holders.

In response, Councillor Blumer confirmed that the existing motion opposing water buybacks across the entire Murray-Darling Basin still stands and does not require a new resolution at this time.

Councillor Blumer also noted that the member survey remains open and continues to collect valuable data, which is instrumental in the Association’s advocacy efforts. Mr. Lamb supported this, emphasising that the survey serves as a key metric when engaging with government stakeholders, and he encouraged all members to participate in the survey.

Councillor Blumer advised that she had attempted to raise the issue through the NSW Office of Local Government, but it was dismissed on the basis that it is not considered a NSW issue.

Mayor McRae suggested that advocacy efforts could be pursued through the Country Mayors Association and the Local Government Conference, as the matter represents a broader, whole-of-system issue.

Councillor Blumer advised that a water panel would be held at the upcoming ALGWA Conference in Griffith scheduled to take place in the coming weeks.

Mayor McRae left the meeting the time being 11:18 am.

Mr Andreazza raised concerns about the lack of transparency surrounding water allocations, specifically the impact of carryover on starting allocations and the role of the Commonwealth and NSW environmental water holders. He questioned their accountability and the broader implications for entitlement holders.

Councillor Blumer agreed, noting the difficulty in advocating effectively to government given the volume and complexity of rule changes and information. She stressed the need for support in asking the right questions and understanding key issues such as carryover, the management of environmental water and the consequences of being unable to deliver environmental water that is currently being stored in dams.

Ms Kruger highlighted a specific example where water was allocated to Wagga Wagga to address PFAS ('forever chemical') contamination from historical chemical use at the RAAF Base. She pointed out that this allocation occurred without any commercial purchase being made and questioned why the government has the authority to draw from the commercial market bucket, potentially disadvantaging General Security water holders.

Councillor Blumer advised that, on behalf of RAMJO, she had recently met with Andrew McConville (CEO, Murray-Darling Basin Authority), Daryl Quinlivan (MDBA Board Chair), as well as members of the MDBA executive team, river operators and regional engagement officers. During the meeting, she requested that the MDBA work closely with local communities and engage directly with councils on local issues, such as cultural water, given that local government will ultimately be responsible for managing or maintaining any

infrastructure developed as part of such initiatives.

She urged the MDBA to engage with councils at the earliest stage, before plans are developed and to collaborate with communities to resolve issues and build local capacity. It was noted that the upcoming Basin Plan Review will focus on smaller, community-based projects.

Councillor Blumer reiterated that councils do not have the resources to manage these responsibilities alone and emphasised the need for the MDBA to provide up-to-date information and identify which reports are most relevant to ensure informed decision-making at the local level.

CL01 2025 BASIN EVALUATION & 2025 SUSTAINABLE RIVERS AUDIT - RELEASED 24 JULY 2025

Ms Kruger advised that although she had reviewed the recent economic report, she felt it did not adequately reflect the true economic impact of water buybacks on basin communities. In particular, she noted the report focused heavily on tourism while failing to address the significance of manufacturing within the region.

In response, Councillor Blumer advised that a recommendation and policy based on the evaluation resources is expected to be presented to Parliament towards the end of next year. She affirmed that advocacy efforts would continue and emphasised the importance of alignment across different advocacy groups to ensure a consistent and unified message.

Councillor Blumer also suggested inviting a representative from the MDBA to present at a future meeting to help build greater understanding. She noted that Griffith City Council's Water Prospectus has recently been released to the community for feedback, and stressed the need for clarity around all different water assets involved.

6 GENERAL BUSINESS

Nil.

7 NEXT MEETING

The next meeting of the Murray Darling Association (MDA) Inc. Region 9 is to be held at a date to be advised.

There being no further business the meeting terminated at 11:37 am.

DATE, 2025

The Hon Julie Collins MP
Minister for Agriculture, Fisheries and Forestry
03 6244 1222
Minister.collins@aff.gov.au

In principle support for the implementation of the National Carp Control Plan and its recommendations.

Dear Minister Collins,

On behalf of [Insert Council], I would like to advise you of our in principle support for the funding and implementation of the National Carp Control Plan and its recommendations.

It is well known that the Australian Government began investigating the use of the *Cyprinid Herpesvirus 3* (the Carp Virus) in 2016, culminating after 6 years research by the Fisheries Research and Development Corporation (FRDC) in the National Carp Control Plan, which provides an extensive body of research and analysis to inform decision making about the potential use of the Carp Virus for biological control of European Carp in Australia.

Since the 1960s, European Carp have affected native fish species, biodiversity and aquatic vegetation. They reduce water quality, damage riverbanks and contribute to algae blooms. European Carp are adaptable and populations can increase quickly, and account for up to 90% of fish biomass in some areas of the Basin.

An invasive, widespread pest in the Murray–Darling Basin, they contribute to environmental degradation in the Basin and impact native fish species. Carp cause their main environmental impacts through their feeding habits., and as adults, they usually feed on the bottom of rivers and ponds.

Feeding by sucking soft sediment into their mouths, this habit (known as roiling) leads to a suspension of sediment in the water.

When carp are present in high densities, the resultant suspended sediment can result in a number of problems, including:

- direct deterioration of water quality due to sediment and increased nutrient levels
- reduced light penetration, resulting in reduced plant growth
- smothering of plants, invertebrates and fish eggs
- clogging of gills of other fish species
- inhibited visual feeding by other fish species.

The process of feeding can also result in fewer aquatic plants: carp will graze on plants directly and uproot plants during feeding. Carp are also effective grazers of surface films on plants and rocks.

Their direct impact on plants can also have a number of related impacts, including:

- reduced populations of invertebrates that are dependent on the plants
- reduced stability of bottom sediments through loss of aquatic vegetation.

Juvenile carp in particular also feed directly on zooplankton in the water. If zooplankton numbers are reduced, algal growth might increase, as the zooplankton normally feed on algae.

There are also records of carp feeding on fish eggs and on small fish.

The end result of one or a combination of these impacts will be **reduced water quality and/or reduced abundance and diversity of native species**.

Water quality is of particular concern to the communities, and industries of the Murray-Darling Basin, particularly in a future where the Basin must adapt to a changing climate, and, by the CSIRO's estimates, an up to 30% reduction in water available across the Murray-Darling Basin.

In addressing water quality there is no one solution, however the management of the invasive, and incredibly damaging European Carp in the waterways of the Murray-Darling Basin would provide invaluable benefits to the environment as a whole, particularly the basin's native water flora and fauna, as well as work towards the greater challenge of improving Australia's water quality.

As such, [Insert Council], on behalf of its communities hereby provides it's in principle support for the funding and implementation of the National Carp Control Plan and its recommendations.

For further information, or to discuss the management of European Carp in the Basin, the National Carp Control Plan, please don't hesitate to contact the Murray Darling Association Chief Executive Officer, Mark Lamb via m.lamb@mda.asn.au and 0490 143 214, or the Murray Darling Association National President, Cr Shari Blumer, via sblumer@griffith.com.au and 0415 081 362.

Sincerely,

[NAME]
[POSITION]
[COUNCIL]

Mark D. Lamb
Chief Executive Officer
Murray Darling Association Inc.
0490 143 214, (03) 5480 3805
m.lamb@mda.asn.au

General Manager's Report

Index

Clause	Page	
	P29	Action Report
C1	P44	Development Applications – 15th August 2025 to 10th September 2025
C2	P45	DA2025-14 – Refurbishment of Service Station at 164-170 Lachlan St, Hay
C3	P145	Alcohol Free Zones
C4	P174	Companion Animal and Livestock Management Policy
C5	P183	Final Endorsement of Council's Reconciliation Action Plan (RAP)
C6	P197	Draft Policies
C7	P240	John Houston Memorial Swimming Pool Replacement Project
C8	P251	Swimming Pool Management
C9	P256	Monthly Financial Report – August 2025
C10	P259	Circulars and other Government Correspondence
C11	P281	Tourism & Economic Development August/ September 2025
C12	P333	Library Report August 2025
C13	P345	Major Projects Update
C14	P355	Operations Monthly Update Report

Actions Required from Council & Committee Meeting

Month: August 2025

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-104	GM	**Mayoral Minute Aged Care Reform – Registered Nurses**	**1.** Submits the following motions to the upcoming LGNSW 2025 Annual Conference: **(a) Motion 1:** That Local Government NSW advocates as a matter of urgency to the Aged Care Quality and Safety Commission and the Federal Government to amend or introduce greater flexibility to the mandatory 24/7 Registered Nurse requirement for residential aged care facilities in rural and remote areas, acknowledging the need for a more flexible, risk-based or tiered approach that takes into account community size, workforce availability, and proximity to acute health services; **(b) Motion 2:** That Local Government NSW advocates as a matter of urgency to the Australian Government to address the critical nationwide shortage of Registered Nurses, exacerbated by the mandatory 24/7 on-site requirement in residential aged care facilities, by: 1. Expediting the recognition and registration of overseas-qualified nurses whose credentials meet Australian standards; and 2. Prioritising and fast-tracking visa applications for internationally qualified nurses seeking to work in the aged care sector; **(c) Motion 3:** That Local Government NSW advocates to the Australian and NSW Governments to implement fee-free education and training programs for individuals seeking to work in the aged care sector, including qualifications for Personal Care Workers, Enrolled Nurses, and Registered Nurses. **2.** Advocates to the Federal Health Minister, the Hon. Mark Butler MP, regarding the concerns raised in Motions 1, 2 and 3 above.	Yes

			Response:	
25-105	EM – P&C	**Hay Shire Housing Facilitation Project - Planning Proposal PP2024-1037**	1. Receives the post exhibition report and endorses Planning Proposal PP- 2024-1037 to amend the Hay Local Environmental Plan 2011: Remove the current 550sqm minimum lot size applicable to land located within the RU5 Village Zone (both North and South Hay). a. Rezone land identified as 229 Bourke Street (Lot 2, DP448476 and Lot 135, DP756755) and 41 Cemetery Road (Lot 168, DP756755) from RU1 Primary Production to R2 Low Density Residential Zone. b. Reduce the minimum lot size of land identified as 229 Bourke Street (Lot 2, DP448476 and Lot 135, DP756755) and 41 Cemetery Road (Lot 168, DP756755) from 90ha to 1,500sqm. c. Introduce a new land use zone within the Land Use Table of the LEP, being the R2 Low Density Residential zone. 2. Requests the NSW Department of Planning, Housing and Infrastructure to draft and finalise the amendment to the Hay Local Environmental Plan 2011. **Response:** Motions submitted and letter sent.	
25-106	GM	**General Planning Report**	(a) Authorises the General Manager to apply for funding as the opportunity arises for the: i. Aerodrome Precinct – For specialist studies and a Planning Proposal ii. Waste Precinct – For specialist studies and a Planning Proposal iii. Health Precinct – For specialist studies and design plans. **Response:** Staff will look for opportunities as they arise.	Yes
25-107		**Developer Contributions Plan**	Adopts the Hay Shire Council Local Infrastructure Contributions Plan 2025, dated August 2025. **Response:** Adopted. Being registered with the Department.	Yes
25-108	GM	**Planning Agreements Policy**	(a) Places the draft Planning Agreements Policy, V1.2 dated August 2025 on public exhibition for a minimum of 28 days; and	No

			(b) A further report be brought to Council in due course. **Response:** Out on public exhibition.	
25-109		**Showground Masterplan**	Adopts the Showgrounds Master Plan V3, dated July 2025, as presented. **Response:** Adopted.	Yes
25-110	GM	**Maude Cemetery**	(b) Calls for Expressions of Interest (EOI) for land management of Lot 7018 DP 1019632 and Lot 7003 DP 1019633 at the Maude Cemetery. (c) A further report is brought back to Council in due course. **Response:** Preparing EOI.	No
25-111		**Customer Service Charter**	Adopts the Hay Shire Council Customer Service Charter, V1 dated August 2025. **Response:** Adopted.	Yes
25-112		**Transport's Authorisation and Delegation to Councils**	(b) Dissolves the Hay Local Traffic Committee; (c) Nominates Crs Garner & Quinn as the delegates on the Hay Local Traffic Forum in addition to the General Manager or his delegate; and (d) Delegates to the General Manager functions under the Transport Administration Act 1988, Roads Act 1993, Roads Transport Act 2013 and Road Transport (General) Regulation 2021 as outlined in the report and Transport for NSW Authorisation and Delegation dated 21st July 2025. **Response:** Delegations being updated.	Yes
25-113		**Swimming Pool Management**	Readvertises the Expression of Interest (EOI) to lease the pool canteen for the 2025/2026 season. **Response:** Recalled EOI.	No
25-114	GM	**Request to Lease Office Space**	(a) Accepts the Expressions of Interest (EOI) offer from the Hay Children Services to lease office space in the Hay Goal Museum Governors Cottage building; and (b) Authorises the General Manager to enter into the lease with the Hay Children Services for 12 months, with options to extend 2 x 12 months, commencing 15th September 2025, in the amount of $2,600 per annum (excluding GST). **Response:**	Yes

			Lease executed.	
25-115	GM	**John Houston Memorial Swimming Pool Replacement Project**	Authorises the purchase of a diesel generator up to 275 KVA 415V (3-Phase) in size, to be funded at the next quarterly budget review. **Response:** Generator delivered and budget to be adjusted at the first QBR in November.	Yes
25-116	GM	**Tourism & Economic Development July/August 2025**	(b) Acknowledges the Hay Region Economic Transition Roadmap – Early Insights dated July 2025; and (c) Authorises the engagement of a solicitor to provide legal services to undertake preparation and negotiations of Planning Agreements associated with the SW REZ, funded from EnergyCo's Council Commissioning Agreement and/or developers. **Response:** Discussions with solicitors occurring.	Yes
25-117		**Library Report**	1. Ceases new enrolments in the Imagination Library from 31 August 2025, while ensuring currently enrolled children continue to receive books until June 2026 as currently funded. 2. Reviews its library programs and develops new, innovative programs in collaboration with HCS that align with best practice in early literacy and maximise family participation in library services. 3. At the next Quarterly Budget Review considers the Library Budget allocation following the review in (2) above; including 1000 Books Before School, Storytime, Baby Rhyme Time, and family literacy workshops, with improved incentives and enrolment strategies. 4. Updates and diversifies the children's book collection to support social, emotional, and educational development, ensuring resources remain relevant to the needs of regional families. 5. Promotes equity of access by encouraging extended loans and outreach support for families who are geographically isolated or unable to attend library programs regularly. **Response:** Imagination Library advised of decision. Staff reviewing library programs.	No
25-120	EM P&G	**General Manager Annual Performance Review for period ending 30 June 2025**	1. That the record of performance assessment as recorded in the General Manager's Performance Agreement Annual Review be submitted to Council for information.	Yes

			2. The Panel's Rating for the General Manager was **8.65** and the Panel considered this to be an **'Excellent'** level of performance. 3. Endorse the 2025/2026 General Manager Performance Agreement. 4. The General Manager's Total Renumeration Package be permanently increased by 7% (inclusive of the SOORT increase) recognising the high level of performance of the General Manager, Award increases for other staff, community expectations and market forces. 5. The General Manager, David Webb be offered a new Five-Year Contract of Employment with a commencement date of 16 September 2025. **Response:** Contract executed.	

Extraordinary Meeting 31st July 2025

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-99	GM	**Hay Sewage Treatment Plant**	(b) Authorises expenditure as outlined in the report funded from the Sewer Fund Reserve. **Response:** Ongoing.	No

Ordinary Meeting 22nd July 2025

25-89	GM	**Hay Alcohol Free Zones**	Council prepare a proposal for alcohol free zones and alcohol prohibited areas in accordance with Section 644 of the Local Government Act as outlined in the Council Report with an additional zone in Moppett St from Lachlan St to Pine St. **Response:** Public notice issued. Licenced premised advised. A further report to be brought to the September meeting.	Yes
25-90	GM	**Waste Management Update**	(b) Authorises the six-month trial of new Hay Waste Facility hours as outlined in the report commencing Monday 4th August 2025; and (c) A further report be brought back to Council in due course. **Response:** Trial hours have commenced.	No
25-91	GM	**Kay Hull Centre – Meeting Room Refurbishment**	(b) Endorses the progression of the design and documentation of the Kay Hull Centre Meeting Room Refurbishment; and (c) Receives a further report once the design is completed. **Response:**	No

			Project moving to full design and documentation stage. Updated design plans being reviewed by staff.	
25-92	GM	**Swimming Pool Management**	(a) Manages the swimming pool for the 2025/26 season internally (Council staff). (b) Proceeds with an unsupervised pool entry system as outlined in the report, funded from the current pool operations budget; and (c) Calls for an Expression of Interest (EOI) to lease the pool canteen for the 2025/2026 season. **Response:** Advertised for lifeguards. Applications have closed and arranging interviews. Unsupervised pool entry system being developed. Obtained security quotes. EOI called for lease of canteen. Recalled EOI.	No

Month: June 2025
Ordinary Meeting: 19th June 2025

Res No	***Officer***	***Item***	***Resolution***	***Complete***
25-80	EM-E&O	**Tree Removal Requests**	(i) Council reroutes stormwater pipe away from the tree to gutter at 445 Macauley St and the tree is retained. (ii) Remove the tree in the cemetery and plant ten suitable species at the cemetery. **Response:** Completed	Yes
Month: May 2025 ***Ordinary Meeting: 27th May 2025***				
25-66	EM-E&O	**Tree Removal Requests**	(i) Removes tree at 325 Macauley Street and replace it with Crepe Myrtle. (ii) Removes tree at 393 Balaclava Street and replace it with Manchurian Pear. (iii) Removes tree at 255 Piper Street and replace it with Crepe Myrtle. (iv) Removes tree at 405 Church Street and replace it with a Crepe Myrtle. (v) Removes tree at 59 – 69 Lachlan Street and replace it with a Bottlebrush. (vi) Removes tree at 392 Murray Street and replace it with Manchurian Pear. (vii) Removes tree at the old goal, Church Street and replace it with a Manchurian Pear.	No

			Response: In progress. (iii) done. the rest of the trees have been removed and replacements ordered.	
Month: April 2025 ***Ordinary Meeting: 22nd April 2025***				
25-44	GM	**RAMJO Update**	a) Does not accept or pay the $30,000 fee requested by RAMJO for the 2025/2026 financial year; and (b) Writes to the Minister for Local Government seeking a release from RAMJO. **Response** email sent to RAMJO EO advising decision; and letter sent to Minister Hoeing seeking release.	No
Month: March 2025 ***Ordinary Meeting: 25th March 2025***				
25-40	DGM	**Sale of Land for Overdue Rates**	a. Sell the nominated land for overdue rates pursuant to Division 5 of the Local Government Act, 1993; b. Fix the time for sale thereof by public auction on the 19th September 2025 and the place for the public auction as the Council Chambers, 134 Lachlan Street, c. Give notice of the proposed public auction by advertisement in the NSW Government Gazette and the Riverine Grazier newspaper in the prescribed form; d. Appoint an Auctioneer for the proposed sale; e. Where practicable after publication of the notice referred to in Clause (c) hereof, give notice to any person who, according to the relevant land title search, has an interest in any of the land; and f. An administration fee of $500 to be charged to each rate assessment. g. That the General Manager be authorised to set reasonable reserve prices for the respective properties. h. that the owners be advised that formal arrangements will commence if they do not immediately satisfy the debt or make satisfactory arrangement to pay their rates. **Response:** Process commenced. Advert placed Grazier 16/04 & NSW Gazette 02/05. Three properties have had rates paid in full. One property still outstanding. Auctioneer and solicitor engaged. Auction set for 19th September 2025.	No
Month: February 2025 ***Ordinary Meeting: 25thFebruary 2025***				

25-11	EM-P&G	**Code of Meeting Practice**	That Council adopts the Model Code of Meeting Practice as presented: with the following inclusions: a. Questions without notice on the agenda with a limit of two questions per Councillor; and b. Ordinary Meeting time to remain at 1.00pm. **Response:** Staff working on how Questions with Notice can be included as the current Model Code does not permit. Suggest review when new Model Code is released later this year. Council to wait till new Code of Meeting Practice is released. New Code of Meeting Practice released. Will be reported to the October 2025 meeting.	Yes
25-12	DGM	**Wheelchair accessible vehicle**	That Council a. Enters into a lease for a five-seater vehicle with wheelchair accessibility; b. Sells the existing bus and hire a bus if needed from an external provider; c. Conducts the service during normal business hours with the potential to service clients requiring wheelchair accessibility outside of normal house subject to driver availability. **Response:** Discussions ongoing. Credit approved by supplier. Details of lease still being finalised. Lease finalised. Waiting on delivery of vehicle.	No

Month: October 2024
Ordinary Meeting: 22nd October 2024

Res No.	Officer	Item	Resolution	Complete
24-109		Tree Removal Requests	**Resolved** That Council: **a)** Removes the Gum Tree at 238 Bourke Street and replace with a suitable species; Tree removed. **b)** Prunes the Christmas Bush at 133 Lachlan Street to reduce the height; Complete **c)** Removes three Claret Ash Trees at 422 Orson Street and replace with suitable species; Completed. **d)** Prunes the Claret Ash tree in front of 190-192 Lachlan Street away from the awning. Complete **Response:**	No

			a) Tree removed and replacement tree has been ordered b) Completed c) Completed d) Completed	

Month: August 2024
Extraordinary Meeting: 12th August 2024

Res No.	Officer	Item	Resolution	Complete
24-85	EM O&P	Tree Removal Requests	**Resolved** that Council **a)** Removes the Jacaranda tree at the Visitors Centre, Moppet Street and replaces with 10 roses planted in Ashwill Park as part of the VIC toilet refurbishment project **b)** Removes the 3 Peppercorn trees at the Duck Pond. **c)** Removes the 3 Claret Ash trees at 465 Cadell St and replaces with Bottlebrush or crepe myrtle trees; Trees Removed **d)** Retains the Silky Oak tree at 366 Cadell St. **Response:** a) & b) complete. C) trees removed, yet to be replaced. No action for d)	No
24-87	GM	Update on Housing Proposal & Childcare in Hay	**Resolved** that Council: **(a)** Notes the information in the report and the initiatives undertaken by staff to address the critical childcare and housing shortage in Hay. **(b)** Authorises the General Manager or his delegate to enter into a new Licence Application with Crown Lands for Lot 195 DP 756755 and part Lot 193 DP 756755; **(c)** Sets aside the staff house at 342 Church Street when it becomes vacant for childcare; and **(d)** Authorises the General Manager or his delegate to enter into negotiations with Homes NSW in regard to property for childcare as outlined in the report and execute Contracts of Sale of property, under Council Common Seal as required. **Response:** In progress and ongoing. Contracts in progress. Negotiations close to being finalised.	No

Month: June 2024

Ordinary Meeting: 25th June 2024

Res No.	*Officer*	*Item*	*Resolution*	*Complete*
24-059	EM-PC	Bishops Lodge Subdivision	**Resolved that:-** (a) Council endorses the transfer of title of Lots 13-17 DP747124 and Lots 24-27 DP747124 being the Bishops Lodge Subdivision to Argyle Housing Inc. for the purpose of construction and management Affordable Housing dwellings, with the dwellings layout to be development in consultation with Council and be used strictly in accordance with the NSW Affordable Housing Ministerial Guidelines 2023-24 and subsequent editions as published; (b) Council endorses the transfer of tile of Lot 11 DP868762 being Myers Lane Units to Argyle Housing Inc for the purpose of independent living, low income/social housing dwellings and be used strictly in accordance with the NSW Affordable Housing Ministerial Guidelines 2023-24 and subsequent editions as published; (c) That the land be gifted for the purpose as described in recommendations (a) and (b) and that covenant(s) be placed on the Certificate of Title as necessary to ensure this occurs; (d) That a covenant be placed on the Certificate of Title to ensure that should Argyle Housing Inc. dispose of the land at any time in the future that Council be reimbursed the value of the land at sale subject to the valuation and escalated by Annual CPI. Any changes to covenant(s) on Certificate of Title are subject to approval by Hay Shire Council; (e) That in the event that Argyle Housing Inc is unable to attract funding the develop the subdivision lots within 4-years from date of transfer, the land returns to the full ownership of Hay Shire Council; and (f) Two 4-bedroom dwellings are set aside for Council in the subdivision; and (g) That the Mayor and General Manager be authorised to sign	No

			appropriate legal documents under Council seal. **Response:** Ongoing. In discussions with Argyle Housing and Homes NSW. Contract conditions agreed on Bishops Lodge subdivision and expect execution to occur shortly. Waiting on updated land valuations. Land valuations received. Expect to exchange contracts very shortly.	

Month: April 2024
Ordinary Meeting: 23rd April 2024

Res No.	*Officer*	*Item*	*Resolution*	*Complete*
24-032		Hay Shire Housing Facilitation Project	**Resolved** **a)** That Council proceeds with the Planning Proposal for removal of the minimum lot size in the Hay Urban Area; and **b)** That Council proceed with the rezoning of RU1 Primary Production Land to R2 Low Density Residential as outlined in the report. **Response:** Gateway submitted to Department. Ongoing. Drafting clauses for LEP amendment. In final stages of gazettal.	No

Month: March 2024
Ordinary Meeting: 26th March 2024

Res. No	Officer	Item	Resolution	Complete
24-022	EM-E&O	Tree Removal Requests	**Resolved** that Council **a.** Remove the two Claret Ash Trees at 453 Orson Street and replace with Crepe Myrtle Trees. **b.** Remove the three Silky Oak Trees at 420 Murray Street and replace with Crepe Myrtle Trees. **Response:** (a) Tree removed and replacement has been ordered (b) Complete	No

Month: February 2024
Ordinary Meeting: 27th February 2024

Res. No	Officer	Item	Resolution	Complete
24-009	EM-EO	Tree Removal Requests	Resolved that Council **a.** Removes two Gum trees in Pal Richards Park and replace with two Ornamental Pear Trees.	No

			b. Removes the Pine tree at 321 Macauley Street and replace with a crepe Myrtle Tree. **c.** Remove two Claret Ash trees at 471 Cadell Street and replace with two Crepe Myrtle Trees. **d.** Remove 2 x Claret Ash from 322 Church Street and replace with two Ornamental Pear Trees, and **e.** Removes Pepper Corn tree Corner of Cadell and Lachlan and replace with a Manchurian Pear. Tree removed **f.** Retain the California Ash at 348 Cadell Street. **g.** Removes three Claret Ash Trees in the Swimming Pool Carpark and replace with three Claret Ash Trees (to keep in theme with the existing tree corridor). **h.** Heavy prune 12 Claret Ash Trees at the John Houston Memorial Pool carpark. **i.** Additional to the replacement trees suggested, Council plant trees within Hay Parks to achieve ten trees planted for every removal. **Response:** (a), (b), (c), (d), (e) & (g) complete (f) & (h) trees removed and replacements ordered. (h) & (i) not yet completed.	

Month: November 2023
Ordinary Meeting: 28th November 2023

Res. No	Officer	Item	Resolution	Complete
23-132	EM E&O	Tree Removal Requests	**Resolved** that Council **a)** Removal of Pine tree at 242 Pine Street, remove and replacement with suitable species. Completed **b)** Removal of Melaleuca at 361 Leonard Street, remove and replacement with suitable species. Completed **c)** Removal of Gum Tree in 361 Leonard Street, remove and replacement with suitable species. Completed **d)** Removal of Gum Tree at 236 Pine Street, remove and replacement with suitable species. Completed **e)** Removal of 3 Oleanders at 236 Pine Street, remove and replacement with suitable species. Completed **f)** Removal of Gum Tree at 469 Cadell Street, remove and replacement with suitable species. Completed	Yes

			g) Retains Jacaranda Tree at 379 Alma Street. **h)** Removal of Gum Tree 2 Pimperia Street, Maude, remove and replacement with suitable species. Completed **Response:** Completed	

Month: September 2023
Ordinary Meeting: 26th September 2023

Res No.	Officer	Item	Resolution	Complete

Month: June 2023
Ordinary Meeting: 27th June 2023

Res No.	*Officer*	*Item*	*Resolution*	*Complete*
23-065	GM	Reconciliation Action Plan	**Resolved** that Council endorses the Draft Hay Shire Council Reconciliation Action Plan (RAP) for public exhibition and consultation. **Response:** RAP out on public exhibition. Public exhibition period complete – two submissions received. RAP to be updated to incorporate comments where possible and sent back to Reconciliation Australia for approval. Plan to be finalised. RAP approved by Reconciliation Australia. See separate report to Council.	Yes

Month: February 2023
Ordinary Meeting: 28th February 2023

Res No	*Officer*	*Item*	*Resolution*	*Complete*
23-011	GM	Request to Purchase Council Land	**Resolved** that Council **(a)** Approves the closure of Hay Street, Hay and undertakes the process in accordance with the Roads Act 1993 and subject to the applicant meeting all costs associated with the closure and sale of the land; and **(b)** Once the Street is closed and vested in Council as freehold pending sale, that Council advertises for public comment the options of a.) rename Back Street and b.) name an current unnamed laneway. **Response:** Council has completed its phase of part (a). Hay Street – Applicant has adjacent land for land for sale; would assume upon sale the application is closed.	No

Month: April 2021
Ordinary Meeting 27th April 2021

Res. No.	*Officer*	*Item*	*Resolution*	*Complete*

21-052	DCCS	Potential Land Acquisition	**Resolved** that Council, **(a)** Notes the information provided in the report; and **(b)** Undertakes an independent valuation of Land at a cost of $2,000 **(c)** Participates in further discussions with Transport for NSW regarding the Railway Land. **Response:** (b)Valuation has been undertaken. Land purchased. (c) Discussions with TfNSW/JHR underway General Manager has been in recent discussions with TfNSW. Waiting on response from TfNSW. Discussions still ongoing.	No

Month: December 2020
Ordinary Meeting 15th December 2020

Res. No.	***Officer***	***Item***	***Resolution***	***Complete***
20-170	DCCS	Realignment of the Suburb of One Tree	**Resolved** that Council: i.) Extend the suburb of Booligal south and the suburb of Hay north as in the attached diagram, which places land closest to the population's centres of Hay and Booligal ii.) Council advertises its decision for public comment; iii.)Seek comment from affected landowners; and iv.) Liaise with the NSW Geographical Names Board. **Response:** In progress Ongoing Next stage is to commence owner notification	No

Month: July 2020
Ordinary Meeting 28th July 2020

Res. No.	***Officer***	***Item***	***Resolution***	***Complete***
20-084	DCCS	Classification of Crown Reserve 150036	**Resolved** that Council classify the portion of Lot 222 DP 819305 under its management as operational land and advertises the intention of classification of operational land and allow a period of 28 days for public comment. **Response:** Council is waiting on Crown lands and the Aboriginal land claim determination.	No
20-090	GM	IC 1 – Railways Lands - IN COMMITTEE	**IC 1 Resolved that Council**: (a) Commences negotiation to terminate Agreement 206.2523 and enter into a new agreement which includes Lot 4 DP 812034; and	No

Res. No.	Officer	Item	Resolution	Complete
			(b) A further report be brought to Council in due course. **Response:** Letter written to JHR. Ongoing. Staff liaising with new railway land managers. Discussions still ongoing.	

Month: March 2020
Ordinary Meeting 24th March 2020

Res. No.	Officer	Item	Resolution	Complete
20-038	DCCS	Road Name	**Resolve that Council:** **a.** Endorses the name of road as "Kiernan Lane". **b.** Continues with naming the unnamed road in accordance with Geographical Names Board requirements; and **c.** Continues with the formalising of the road corridors for Yankee Crossing Road and unnamed road. **Response**: Continuing with process of naming and formalising road corridors. Recent discussions with Crown Lands indicate sticking point around Yankee Crossing Road going through a TSR. Still working with Crown Lands. Kiernan Lane is officially named. Still working on Yankee Crossing Road formulisation. Matter been delayed due to ALC on the travelling stock route.	No

C1 – Development Applications – 15th August 2025 to 10th September 2025

REPORTING OFFICER	Executive Assistant – Planning and Compliance
ATTACHMENTS	Nil

INTRODUCTION

Progress report on the current development applications with Council.

COMMENTARY

DA 2024-63 - Ramps Ridge Pty Ltd & R.N Harris & S.P Harris - Stock and domestic pipeline to provide secure water access to farm from Ravensworth to Murrumbidgee River – In process (additional information requested)
DA 2025-10 - C.I.D Electrics Pty Ltd – 33 Dunera Way, Hay – Extend office and showroom – In process (additional information requested)
DA 2025-14 - Badaoui Group Pty Ltd – 164-170 Lachlan St, Hay - Service Station Refurbish – In process
DA 2025-19 - Charlie Wythes – 413 Murray St, Hay – Two Bay Carport – In process
DA 2025-27 - Jonty Busch – 321 Moama St, Hay – 12 Storage Sheds – In process
DA 2025-35 - Shaun Cunningham – 256 West St, Hay – Transportable Dwelling – In process (additional information requested)
DA 2025-37 – Sheaffe Brother Pty Ltd – 577 Lachlan Valley Way, Booligal – Forestry – In process
DA 2025-39 – Paula Knight – 411 Moama St, Hay – Shed – In process
DA 2025-40 – Jessie Deaton – 471 Cadell St, Hay – Shed and Pergola – In process

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	N/A
LEGISLATIVE IMPLICATION	Environmental Planning & Assessment Act 1979 Hay Local Environmental Plan 2011
POLICY IMPLICATION	N/A
ASSET IMPLICATION	N/A
RISK IMPLICATION	N/A

RECOMMENDATION

That Council notes the list of Development Applications for 15th August 2025 to 10th September 2025.

C2 - DA2025-14 – Refurbishment of Service Station at 164-170 Lachlan St, Hay

REPORTING OFFICER	Executive Manager – Planning and Compliance
ATTACHMENTS	A – Development Application B – Additional Information Provided C - Objections (redacted) D - Applicant's response to Objections C – Department comments

INTRODUCTION

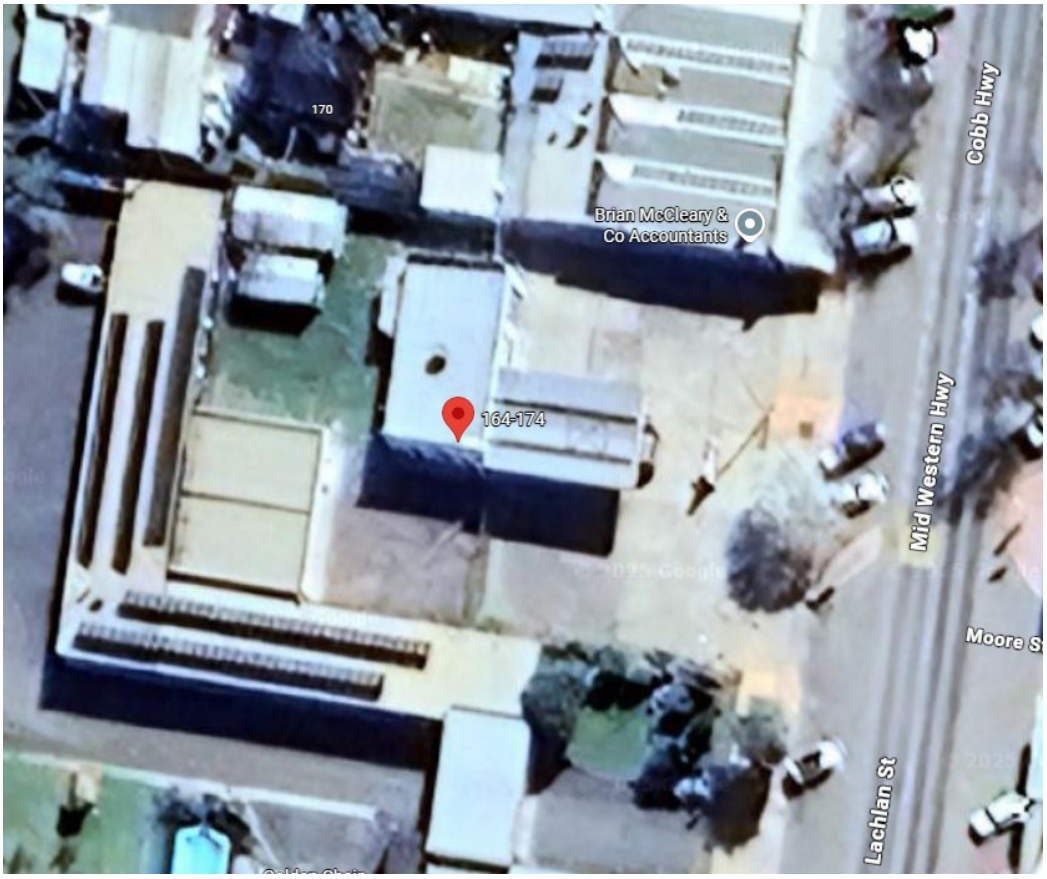
Hay Shire Council received a Development Application for the *"Demolition of ancillary buildings and awning, refurbishment of existing showroom building, installation of a new underground petroleum storage system, new fuel canopy and construction and use of a service station complete with a convenience store and drive thru coffee and hot food outlet"* at 164-170 Lachlan Street, Hay (Lot 2 DP 413386).

Owner:	Robert Royce Curtis
Applicant:	Badaoui Group Pty Ltd
Zoning:	RU5 Village
Existing Use:	Unused service station

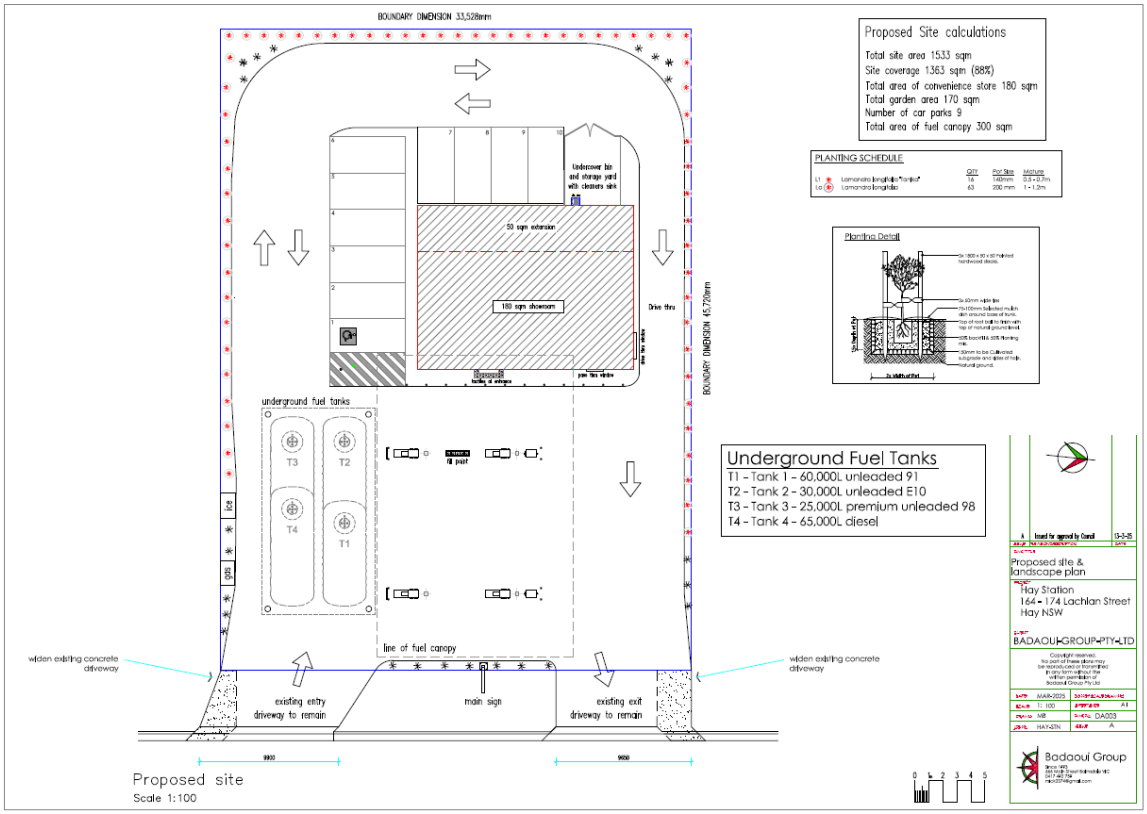
The site is 1530m² and was previously used as a service station (over 10 years ago) with much of the infrastructure still there, but in need of repair or replacing.



Aerial view of site (2016) – From Council's system



Aerial view from Google Maps



Site Plan of Proposal

COMMENTARY

According to Section 4.15 of the Environmental Planning and Assessment Act 1979, a consent authority needs to take the following matters in consideration in assessing a development application:

(a) the provisions of—

(i) any environmental planning instrument, and

(ii) any proposed instrument that is or has been the subject of public consultation under this Act and that has been notified to the consent authority (unless the Planning Secretary has notified the consent authority that the making of the proposed instrument has been deferred indefinitely or has not been approved), and

(iii) any development control plan, and

(iiia) any planning agreement that has been entered into under section 7.4, or any draft planning agreement that a developer has offered to enter into under section 7.4, and

(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph), that apply to the land to which the development application relates,

(b) the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,

(c) the suitability of the site for the development,

(d) any submissions made in accordance with this Act or the regulations,

(e) the public interest.

PLANNING CONTROLS

HAY LOCAL ENVIRONMENTAL PLAN 2011

The Zoning of the site is RU5 Village, which has the following provisions:

1 Objectives of zone

- *To provide for a range of land uses, services and facilities that are associated with a rural village.*
- *To ensure that development in village areas is compatible with the environmental capability of the land, particularly in terms of the capacity of that land to accommodate on-site effluent disposal.*
- *To retain and facilitate expansion and redevelopment of the existing central business district of the Hay urban area and to further strengthen the core retail functions of this area.*
- *To encourage appropriate business development at the intersection of Cobb, Mid-Western and Sturt Highways that services the needs of the travelling public.*
- *To encourage appropriate tourist development within the Hay urban area.*

2 Permitted without consent

Environmental protection works; Home-based child care; Home occupations; Roads; Water reticulation systems

3 Permitted with consent

Centre-based child care facilities; Community facilities; Dwelling houses; High technology industries; Home industries; Liquid fuel depots; Neighbourhood shops; Oyster aquaculture; Places of public worship; Recreation areas; Recreation facilities (indoor); Recreation facilities

(outdoor); Respite day care centres; Schools; Tank-based aquaculture; Any other development not specified in item 2 or 4

4 Prohibited

Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Cellar door premises; Electricity generating works; Extractive industries; Farm buildings; Farm stay accommodation; Forestry; Heavy industrial storage establishments; Industries; Local distribution premises; Marinas; Mooring pens; Moorings; Open cut mining; Roadside stalls; Rural industries; Rural workers' dwellings; Sex services premises; Waste disposal facilities; Wharf or boating facilities

The Land Use Table for the RU5 Village zone does not list service stations as a prohibited land use. Therefore, the proposed development is permissible within this zone. The objectives of the RU5 Village zone are to provide a range of land uses, services, and facilities associated with a rural village, and to encourage appropriate business development that services the needs of the travelling public. The proposed service station, with its associated convenience store and drive-through facilities, directly aligns with this objective by providing a service for both local residents and travellers on Lachlan Street (Sturt Highway). The proposed development is also subject to a number of State Environmental Planning Policies (SEPPs), including those relating to building sustainability and infrastructure. The most relevant is the State Environmental Planning Policy (Transport and Infrastructure) 2021, which governs development on or adjacent to classified roads. The site's access from Lachlan Street (Sturt Highway) necessitates referral to Transport for NSW (TfNSW).

ENVIRONMENTAL, SOCIAL AND ECONOMIC IMPACTS

The site has not been in operation for some time, with occasional pop-up plant nurseries and pop-up food van's utilising the forecourt area. Surrounding employers/employees also use this space to park their cars.

To Council's knowledge there are still existing Underground Petroleum Storage Systems (UPSS), also known as underground fuel tanks. It is a requirement that abandoned/unused UPSS's must be decommissioned (after 2 years) to prevent any contamination to the soil or groundwater, which can pose an environmental risk. The Developer has advised he will remove and decommission these tanks in line with the relevant regulations (being *Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019* (as well as EPA's Guideline for implementing the *Regulation*) and *Australian Standard AS 4976–2008*), this will also be conditioned in the determination.





Photos taken of UPSS filling points on site 29/7/2025

The refurbishment of this site will have a mostly positive social and economic impact. A new business to town will provide more jobs, fill an empty shop/space and contribute to the economy. The negative social impact could be the later operational hours, being open until 11pm Monday to Friday and 10pm Saturday, Sundays and Public Holidays. This could potentially impact the people staying at the motel adjacent to the property. The Applicant has advised he is willing to reduce the hours to 10pm Monday to Friday and 9pm Saturday, Sunday and Public Holidays in response to objections (Attachment C).

SITE SUITABILITY

The site is considered highly suitable for the proposed development. Its historical use as a service station and its strategic location on Lachlan Street are entirely consistent with the development's proposed use. The site is of a size and configuration that can accommodate the proposed building, canopy, driveways, and parking areas, while allowing for the effective management of the identified impacts.

SUBMISSIONS

The Development Application was exhibited for a period of 14 days as per Council's Notification and Advertising of a Development Application Policy. The Development Application was advertised on Council's Website, the NSW Planning Portal, the Riverine Grazier, and letters were sent directly to 13 surrounding neighbours. Three (3) objections were received and are attached (Attachment C). The Applicant provided a response to the objector concerns, which can also be found in Attachment D.

Objections included concerns on:

- Increased competition and economic impact
- Traffic and Parking Congestion
- Noise
- Potential contamination of old fuel tanks

The Development Application was referred to the following Departments:

- **Transport for NSW (TfNSW)** due to the access onto the Highway and widening of the existing driveways. TfNSW asked for further information regarding swept paths for certain size trucks, and once provided they advised they had no objections to the proposed development provided their conditions were included in the development consent (Attachment E).
- **Environment Protection Authority (EPA)** due to its previous use as a service station, potential UPSS and the site is listed on our potentially contaminated list, for the reasons previously stated. EPA provided their letter (Attachment E) before Council identified the UPSS is likely still existing, so Council re-referred to the EPA and advised via the NSW Planning Portal:
  "The EPA understands the UPSS tanks are still present. EPA has no additional advice, the guideline referred to in our correspondence also addresses decommissioning, reuse and modification to existing UPSS. Document is "Guidelines for implementing the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019", additional fact sheets on UPSS can be found on the EPA website https://www.epa.nsw.gov.au/Your-environment/Contaminated-land/upss/resources-for-implenting-upss."

Concerns have been raised regarding increased competition and economic impact, but under the EP&A Act, the economic impacts of increased competition are not a relevant matter for consideration in the determination of a Development Application. Planning instruments focus on land use suitability, not the economic viability of competing businesses. This objection, therefore, cannot form a basis for refusal.

Concerns about traffic and parking congestion are valid, particularly with the new drive-through component. The application was referred to Transport for NSW (TfNSW) due to the site's access onto a classified road. TfNSW reviewed the submitted traffic report, including swept path analysis for various truck sizes. TfNSW has advised that they have no objection to the proposed development, provided that their specific conditions are included in any development consent. This advice is a critical input and confirms that the relevant roads authority is satisfied that the proposed development can be managed effectively and safely from a traffic perspective.

The proposed operation has the potential to generate noise impacts on surrounding properties. This is a valid planning consideration. While the site is within a village zone, appropriate amenity for neighbouring properties must be maintained. The assessment recommends that conditions be imposed on any consent to mitigate noise impacts. These conditions may include restrictions on

hours for specific activities, requirements for acoustic baffling on mechanical plant and equipment, and the implementation of a Noise Management Plan.

The site's historical use as a service station raises a legitimate concern regarding the potential for contamination of old fuel tanks. The application was referred to the Environment Protection Authority (EPA). The EPA's advice is clear and definitive. The EPA has confirmed that they have "no additional advice," as the matter is addressed under the Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019. The EPA's response indicates that the decommissioning, reuse, or modification of the existing Underground Petroleum Storage Systems (UPSS) must be carried out in accordance with their guidelines. This means that a suitable regulatory framework is already in place to manage the contamination risk, and a consent condition requiring compliance with these guidelines will adequately address this concern

PUBLIC INTEREST

The proposed development is considered to be in the public interest. The redevelopment will revitalise an existing site, provide essential services for both the local community and passing traffic, and contribute to the economic activity of Hay. The conditions recommended to be attached to the development consent will ensure that any potential adverse impacts on the local and built environment are appropriately managed, thereby upholding the public interest.

As such it is recommended that the development be approved with conditions.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Environmental** 2.1 Council is resilient and adaptive 2.1.1 Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure. **Economic** 3.1 Our community welcomes new and innovative industry to support our future 3.1.1 Future Ready Businesses 3.1.2 Strengthen Business Support Services 3.1.3 Business Attraction and Investment Growth 3.1.4 Facilitate growth industries including workforce development and skills 3.1.5 Identify opportunities to grow the agricultural sector 3.1.6 Identify opportunities to grow the renewable energy sector **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making

	4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	Nil
LEGISLATIVE IMPLICATION	Hay Local Environmental Plan 2011 Environmental Planning and Assessment Act 1979 Protection of the Environment Operations (Underground Petroleum Storage Systems) Regulation 2019 State Environmental Planning Policy (Transport and Infrastructure) 2021 Roads Act 1993
POLICY IMPLICATION	Notification and Advertising of a Development Application Policy Contaminated Land Management Policy
ASSET IMPLICATION	N/A
RISK IMPLICATION	N/A

RECOMMENDATION

That the Development Application DA2025-14 for *Demolition of ancillary buildings and awning, refurbishment of existing showroom building, installation of a new underground petroleum storage system, new fuel canopy and construction and use of a service station complete with a convenience store and drive through coffee and hot food outlet* at 164-170 Lachlan St, Hay (Lot 2 DP 413386) be approved with the following conditions:

1. Compliance with Consent:

The Development being completed in accordance with plans and specifications stamped by Council being Plans:

- Statement of Environmental Effects and Addendum by Badaoui Group Pty Ltd for 164-174 Lachlan St, Hay
- Fire Safety Certificate dated 23/12/24 by Michael Badaoui for 164-174 Lachlan St, Hay
- Plans – Job No. HAY-STN, Dwg No's DA001, DA002 DA003, DA004, DA005, DA006, DA007 dated March 2025 (issue A), AND Dwg No. DA008 (Issue C), DA008 (Issue D), DA008 (Issue E) dated Sept-2025 by Badaoui Group for Hay Station, 164-174 Lachlan St, Hay.

Reason: *To confirm the details of the application as submitted by the applicant and as approved by Council.*

2. Legislative Compliance:

The development must be in accordance with the relevant provisions and Regulations of the Local Government Act 1993,the Protection of the Environment Operations Act 1997, the Roads Act 1993, the National Construction Code ("NCC") and all other applicable legislation**.**

Reason*: To comply with relevant legislation.*

3. Signage:

Site signage shall apply and must be erected on the site in a prominent, visible position for the duration of the construction.

- Stating that unauthorised entry to the site is not permitted;

- Showing the name of the builder or another person responsible for the site and a telephone number at which the builder or other persons can be contacted outside working hours; and
- The name, address and telephone contact of the Principal Certifying Authority for the work.

Any structures erected to meet the requirements of this condition must be removed when it is no longer required for the purposes for which it was erected.

Reason: *To meet the minimum requirements of the Environmental Planning and Assessment Regulation.*

4. Construction Certificate

A Construction Certificate must be submitted to and approved by a nominated Certifier prior to any building works taking place on the subject site. The Construction Certificate must be lodged via the NSW Planning Portal. The Construction Certificate must include:

- a full Services Plan.
- An Operational Noise Management Plan
- A Lighting Plan

Reason: *To comply with the Environmental Planning and Assessment Act 1979.*

5. Critical Stage Inspections:

A person who is carrying out, or in charge of carrying out the work, must notify Council with 24hours notice when the relevant inspections are required below:

a) Pier pads prior to pouring concrete;
b) All footing excavations, with steel in position, before concrete is poured;
c) All concrete floors and raft slabs, with steel and damp proof membrane in position before concrete is poured;
d) Sewer drains before being covered;
e) Bearers and floor joists before flooring is laid;
f) Wall and roof framing before being lined;
g) Insulation of walls, roof, floor, ceilings, soffits, service pipes, ducts and chimney flue dampers;
h) Wet area flashings after internal linings are installed;
i) Stormwater drains/connections before backfilling;
j) Fire-rated wall and ceiling framing;
k) Sound transmission measures;
l) Final inspection on completion of the works, and BEFORE any occupation.

Reason: *The need for Council to ensure that works have been carried out in accordance with the approved plans, specifications and the relevant legislation/standards.*

6. Siting and floor levels

The applicant is responsible to ensure that the building is sited on the allotment and constructed to the design levels approved by Council as specified on the approved site plan. Floor levels to be minimum 500mm above the 1% AER.

Reason: *To ensure no encroachments occur onto neighbouring properties/road reserves and no changes are made to the approved siting of the property; and protection against flood.*

7. Variations:

No alteration to approved plans and specifications is allowed unless separately approved by Council.

Reason: *To ensure the designs meet regulations and standards, and are in line with Council policies.*

8. Easements:

The applicant is required to ensure that any easements registered over the title to the land are complied with.

Reason: *Compliance with Legal documents.*

9. Essential fire safety measures

In granting this consent, Council requires the essential fire safety measures, as determined by the Principal Certifier upon assessment of the Construction Certificate, to be installed and maintained to comply with the requirements of the Building Code of Australia. Prior to the issue of an Occupation Certificate the owner must cause the Council to be given a fire safety certificate. The fire safety certificate must state in relation to each essential fire safety measure implemented in the building or on the land on which the building is situated:

a) The measure has been assessed by a person (chosen by the owner of the building) who is properly qualified to do so; and
b) As at the date of the assessment the measure was found to be capable of functioning at a standard not less than required by the Schedule attached to the Construction Certificate.

Reason*: To comply with the Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021.*

10. Water supply work, sewerage work and stormwater drainage work

Water supply work or sewerage work which is plumbing and drainage work within the meaning of the *Plumbing and Drainage Act* 2011 must comply with that Act and the regulations under that Act. Any water supply work or sewerage work which is not plumbing and drainage work under that Act, and any stormwater drainage work, must comply with the Plumbing Code of Australia.

The applicant needs to submit a design for the water supply, sewer and stormwater prior to construction commencing.

Any enhancement or on-site systems to accommodate services for the development is at the applicants cost.

Reason: *Council and Statutory requirement of Local Government (General) Regulation 2021.*

11. Noise control

The emission of noise associated with the use of the premises including the operation of any mechanical plant and equipment must comply with all standards outlined in the Noise Policy for Industry 2017 (NSW EPA) & A Guide to the Noise Policy for Industry (NSW EPA).

In the event the use exceeds permitted levels, the person in control of the premises must arrange for an acoustic investigation to be carried out by an accredited acoustic engineer and implement those measures to reduce noise to acceptable levels. Additional ongoing mitigations will be required to be installed and maintained for the life of the development.

An Operational Noise Management Plan must be submitted as part of the Construction Certificate.

Reason**: To protect the amenity of the area and to comply with the Protection of the Environment Operations Act 1997 and Noise Policy for Industry 2017.**

12. Amenity protection

The approved development must not adversely affect the amenity and environment of the neighbourhood in any way including:

i. The appearance of any buildings, works or materials used.
ii. The parking or movement of motor vehicles.
iii. The transporting of materials or goods to or from the site.
iv. Noise, air and water discharges from the site.
v. Electrical interference.
vi. The storage and handling of garbage, fuels, chemicals, pesticides, gasses, waste products or other materials.
vii. Emissions or discharges into the surrounding environment including, from wastewater, sediment, dust, vibration, odours or other harmful products.

Hours of operation are (in line with additional information provided) to be:

- Monday - Friday : 5:30am – 10pm
- Saturday, Sunday and Public Holiday : 6am – 9pm
- Deliveries : 7am-9pm

Note: The Applicant must notify, at the earliest opportunity, Hay Shire Council of any incident which has caused, or threatens to cause, material harm to the environment. For any other incident associated with the development, the Applicant must notify Hay Shire Council as soon as practicable after the Applicant becomes aware of the incident. Within 7 days of the date of the incident, the Applicant must provide Hay Shire Council with a detailed report on the incident, and such further reports as may be requested.

***Reason**: To protect the amenity of the adjoining area.*

13. Storage or Hazardous Goods

Dangerous and hazardous goods shall be stored in accordance with SafeWork NSW requirements, dependent on the quantities stored. Any flammable or combustible liquids shall be stored in accordance with AS 1940 'The Storage and Handling of Flammable and Combustible Liquids'.
Hazardous and/or industrial waste arising from the use shall be removed and/or transported in accordance with the requirements of the EPA and SafeWork NSW.

Reason**: To ensure such operations do not interfere with use of the adjoining roadway and/or footpath.**

14. Liquid Spills

Sufficient supplies of appropriate absorbent materials and other spill prevention and clean-up materials shall be kept on site to recover any liquid spillage. Liquid spills shall be cleaned up using dry methods, by placing absorbent material on the spill and sweeping or shovelling the material into a secure bin. Materials used to clean up shall be disposed of to an appropriately licensed waste facility.

Reason**: To ensure no amenity impacts occur as a result of the development.**

15. Storage of Waste Oil

The premises shall contain adequate holding facilities for the reception of waste oil and a contract for the recycling of this oil shall be provided to Council.

***Reason**: To ensure the development occurs as assessed by Council.*

16. Occupation Certificate:

Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and Occupation Certificate must be issued by a Principal Certifying Authority. An Occupation Certificate must be applied for via the Planning Portal, select your development and apply for a "Related Certificate".

***Reason:** Ensure all conditions of the development are met and the building/development is safe for use.*

17. Lapsing of Consent

This consent is limited to a period of 5 years from the date of the Notice of Determination, unless the works associated with the development have physically commenced.

***Reason:** To ensure compliance with the Environmental Planning & Assessment Act 1979.*

18. Vehicular Crossing

- Heavy vehicular crossings are required with detailed design extent of new crossing is to be from and including kerb to property boundary.
- Driveway Crossings: All driveway crossings to use a minimum of 32MPa concrete and be constructed to a standard that at a minimum meets the requirements of the Hay Shire Councils Heavy Duty Vehicle Crossing Details at the time. All vehicular crossings shall be constructed at full expense of the applicant.

***Reason:** To ensure driveway crossings meet Council requirements.*

- Driveway Crossing maintenance: The driveway crossings are to be maintained to the satisfaction of the Council for the life of the development at no cost to Council.

***Reason:** To ensure access and egress is maintained to a high standard*

- A application under Section 138, The Roads Act 1993 must be applied for all vehicular crossings and Council approval received prior to the issue of the construction certificate.
- The heavy vehicle driveway and layback vehicular gutter crossing specifications for the property shall be provided to Council's Engineer prior to construction.

19. Vehicle Access

- Vehicular access to the site is to be provided at the applicant's expense and to the satisfaction of Council's Engineer. This will include the road network leading to the site with appropriate designs submitted to and approved by Council prior to the issue of the Construction Certificate.

20. Waste

- All waste streams must be separated and paid as applicable as per the Hay Shire Council Revenue Policy

- All extracted materials must be acceptable as general land fill and any contamination detected must be remediated on site or removed to an authorized disposal location. Evidence must be provided to Council of all excavated materials testing every 50m3.

Reason: *To ensure the materials being disposed at the Hay Recycling and Waste Centre are within regulatory compliance*

21. Kerb & Gutter

- Full length of kerb and gutter in Lachlan Street between vehicle crossings must be replaced at the applicant's cost.

22. Stormwater

- The stormwater drainage from the development is to be connected directly into Council's stormwater system, or alternatively to an approved stormwater retention system approved by the Council Engineer. Contact should be made with Council prior to making the connection.

Reason: *To ensure the effective control of stormwater to Council's infrastructure.*

- Stormwater Connection: All stormwater from roofing and hardstand areas must be carried to the street by pipe to a new stormwater pit, located over Council's stormwater main at the applicants cost and Council approval.

Reason: *To ensure adequate disposal of stormwater from the site.*

- Proposed developments treatment of stormwater from refuelling area.

23. Sewer

- Sewerage Connection: All connections to or alteration to any sewerage lines must be carried out by a Licensed Plumber/Drainer. A sewerage with as-executed diagram is provided to Council on completion.

Reason: *To ensure a minimum standard of workmanship in relation to any sewer and drainage activity.*

- Visual inspection by a Council officer of existing sewer connection prior to construction is required.

24. Water

- Existing filtered water connection on property. If any additional water connections are needed than a Section 68 application is required to be lodged with Hay Shire Council with the relevant fees applicable.

25. No obstruction of road reserve permitted

The road reserve must not be obstructed by any materials, vehicles, refuse skips or the like, under any circumstances. All activities including loading/unloading of vehicles associated with this development must be undertaken within the subject site.

Reason*: To protect the amenity of the area.*

26. Inspections – Plumbing & Drainage Work

An inspection must be undertaken by Council prior to the covering of the works specified below:

a. sanitary plumbing and drainage

b. water supply plumbing
c. completion of all plumbing and drainage works.
d. All stormwater drainage works

Please note that Council requires a minimum of 24 hours' notice to undertake the inspection**.**

27. Aboriginal Cultural Heritage

- No Aboriginal objects may be harmed without an approval from Heritage NSW under the National Parks and Wildlife Act 1974.

- If any Aboriginal object(s) are discovered and/or harmed in, or under the land, while undertaking the proposed development activities, the Proponent must:
    - Not further harm the object(s);
    - Immediately cease all work at the particular location;
    - Secure the area to avoid further harm to the Aboriginal object(s);
    - Notify Heritage NSW as soon as practical by calling 131 555 or emailing: info@environment.nsw.gov.au, providing any details of the Aboriginal object(s) and its location;
    - Not recommence any work at the particular location unless authorised in writing by Heritage NSW.

- If harm to Aboriginal objects cannot be avoided, an application for an Aboriginal Heritage Impact Permit (AHIP) must be prepared and submitted to Heritage NSW before work may continue.

- If skeletal remains are unexpectedly encountered during the activity, work must stop immediately, the area secured to prevent unauthorised access and NSW Police and Heritage NSW contacted.

It is the responsibility of the Proponent to ensure the development is consistent with the Due diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales. All reasonable precautions must be taken to prevent damage to Aboriginal objects.

Reason: *To protect Aboriginal heritage and to ensure compliance with the National Parks and Wildlife Act 1974.*

28. Erosion and sedimentation controls

Erosion and sedimentation controls must be installed and maintained on site in accordance with the approved plan for the duration of construction works. Erosion and sediment controls must be installed in accordance with the document entitled: "Erosion and Sediment Control – A Resource Guide for Local Councils".

Reason: *To prevent water pollution and protect the amenity of the adjoining area, and to comply with the Protection of the Environment Operations Act 1997.*

29. Council property

Any damage or deterioration to any Council property including road reserves, or removal of any existing street trees, must be reinstated to its original condition at the Applicant's expense to the satisfaction of Council. Replacement tree(s) must be the same species and size as the one removed.

Reason: *To maintain safe access for pedestrians and to protect the amenity of the area.*

30. No pollution of waterways

The Applicant must take all necessary precautions and implement measures to prevent pollution of waterways during construction and operation of the development.
Section 120 of the Protection of the Environment Operations Act 1997 it is an offence to pollute waters.

Reason: *To comply with NSW EPA requirements.*

31. Occupation Certificate

The Applicant must not allow or permit the building (or part of the building, in the case of alteration or additions) to be occupied or used, until:

a) All conditions of this consent have been completed in full;
b) An application for an Occupation Certificate has been completed and lodged with the Principal Certifier via the NSW Planning Portal; and
c) The Principal Certifier has issued an Occupation Certificate.

Reason: *To comply with the Environmental Planning and Assessment Act 1979.*

32. Demolition Works

Demolition of existing building or structures is to be carried out in a manner so that the risk of injury to health and safety of site personnel and public persons will be minimised.
Identify and locate service supply mains – Water, Electricity and notify the controlling authority to disconnect such services prior to demolition.
All debris is to be removed from the site and disposed of at Hay Waste Depot, in the building refuse section of the garbage depot. Please note that a separate fee applies for disposal of waste at Council's waste depot. You should contact Council's Waste Service Officer for an estimate of costs in this regard.

Reason: *To ensure the safety and to minimise the disruption to services through damage to same.*

33. Excavation Safety

All excavations and back-filling associated with the erection or demolition of a building must be executed safely and in accordance with appropriate professional standards. The adjoining property owner is to be given seven (7) days notice.

All excavations associated with the erection or demolition of a building must be properly guarded and protected to prevent them from being dangerous to life or property.

Reason: *Regulatory compliance.*

34. Asbestos Removal

Any quantity of asbestos, whether it be stabilised or non-stabilised (loose), should be undertaken with care. Stabilised asbestos can include fibro sheets, fibro roofing, fibro water pipes, and bituminous floor tiles. If you are removing more than 10 sq. mtrs. of surface area you will need to have a specially licensed person with Workcover, authorised to undertake such work. If you are removing stabilised asbestos sheeting, roofing, etc. observe the following precautions:

- Remove entire sheets of materials without breaking the product, ie punch nail holes through rather than break the sheet, take down – don't drop.

- Thoroughly wet each sheet of the waste before removing.
- Wrap the sheeting in plastic 200 microns thick.
- When transporting, make sure the top of the trailer is taped over with plastic sheeting and secured.
- Transport to an asbestos authorised disposal area, ie Hay Waste Depot is authorised, provided prior notice has been given so that the disposal pits are specially opened up and protective gear is worn by the operator of the plant.
- When unloading do not drop on the ground but gently place into the areas as directed by the Council operator.
- Do not use power tools which expose the asbestos fibres.
- Do not scrub or water-blast any asbestos cement sheeting.
- Do not slide sheets over other sheets, as this will release fibres.
- Wear a protective mask and goggles.

Websites with additional information are at www.asbestosawareness.com.au and Council's website, www.hay.nsw.gov.au.

Reason: *To minimise the risk of asbestosis and to dispose of this harmful product in a safe secure manner at an accredited disposal point.*

35. Protection of Council Services

The proponent shall install suitable protection to ensure that damage to Council infrastructure does not occur during the construction phase of the development.
Any damage caused to Council's infrastructure including but not limited to footpaths, roads, drainage, kerb & gutters, laybacks or other public land shall be restored to Council's satisfaction and at the full cost of the developer. Where a dispute arises over the person(s) responsible for the damage, Council shall reserve the right to carry out work to remedy such damage(s) at the proponent's cost.

Reason: *To protect Council assets.*

Compliance with Government Departments

Transport for NSW

36. Access to the development for articulated heavy vehicles is denied. Appropriate signage is to be installed and maintained at the driveways to the development site to reinforce this condition to the satisfaction of the Consent Authority. The exception to this restriction is for fuel delivery vehicles operating in accordance with an approved Traffic Management Plan for fuel deliveries to the site. The Traffic Management Plan is to be to the satisfaction of Council.

37. Bowsers with High flow fittings are not permitted to be installed for the service station facility.

38. Vehicular access shall be established and maintained with one-way circulation through the site and restricted to ingress via the southern driveway and egress via the northern driveway as per the submitted plans. Appropriate signage and line marking shall be installed and maintained at the driveways and through the vehicle movement areas within the development site to enforce this.

39. For road safety reasons, all vehicle access driveways, and the internal layout of the development, shall be designed such that all vehicles are able to enter and exit the subject site in a forward direction and not be required to reverse onto the footway or roadway. The swept

path of the largest vehicles entering and exiting the subject site and manoeuvrability through the site is to be in accordance with AS 2890.2-2002 “Off-street commercial vehicle facilities” and to Councils satisfaction.

40. As a minimum the proposed works within the road reserves to the 2 driveways to the Cobb Highway shall be designed, constructed and maintained as a sealed driveway to Council standards and to accommodate the swept path of a 19m semi-trailer.

41. Stormwater run-off from the subject site onto the adjoining road reserve as a result of the proposed development shall not exceed the existing level of run-off from the subject site. Suitable drainage treatment is to be implemented to deny contaminated storm water run-off from the subject site to the road reserve of the Cobb Highway.

42. All activities including, loading and unloading associated with this development are to take place within the subject site to remove interference with vehicles and pedestrian movement on public roads. Fill points for petrol and gas storage tanks are to be located so that delivery tankers can stand wholly within the site and clear of access driveways so as not to impede access to and from the subject site. A plan is to be submitted to indicate compliance with this condition prior to release of the Construction Certificate.

43. The proposed sign and support structure to be located within close proximity to a road reserve is required, as a minimum, to comply with the wind loading requirements as specified in AS1170.1 Structural design actions – Permanent, imposed and other actions and AS1170.2 Structural design actions – wind actions.

44. Any proposed sign and support structure shall not pose any risk to the safety of pedestrians or motorists. As the sign is proposed to overhang the road reserve of the Cobb Highway, a minimum clearance of 3m shall be maintained from the level of the footpath.

45. All works need to be completed at no cost to TfNSW.

Prior to the issuing of the Construction Certificate, the developer must:

46. Apply for Section 138 consent under the Roads Act, 1993 from Council for all works on the Cobb Highway.

Environment Protection Authority (EPA)

47. Any existing fuel tanks needs to be decommissioned in accordance with the **Guidelines for implementing the *Protection of the Environment Operations (Underground Petroleum Storage System) Regulation 2019,*** prior to the issuing of an Occupation Certificate. Proof of this must be provided to the Council and EPA.

48. For contamination identified during any site investigation or construction works which meets the triggers in the **Guidelines for the Duty to Report Contamination**, the EPA should be notified under section 60 of the *Contaminated Land Management Act 1997.*

HAY SHIRE COUNCIL

Pre-Lodgement Application Form

ATTACHMENT A

Portal Application number: PAN-500260

Applicant contact details

Title	Mr
First given name	Michael
Other given name/s	
Family name	Badaoui
Contact number	0417492759
Email	mick2374@gmail.com
Address	666 Main Street Bairnsdale VIC 3875
Application on behalf of a company, business or body corporate	Yes
ABN	11629158443
ACN	629158443
Name	BADAOUI GROUP PTY LTD
Trading name	BADAOUI GROUP PTY LTD
Is the nominated company the applicant for this application	Yes

Owner/s of the development site

Owner/s of the development site	There are one or more owners of the development site and the applicant is NOT one of them

Owner #	1
Title	Mr
First given name	Robert
Other given name/s	Royce
Family name	Curtis
Contact number	0269931005
Email	perrots@westnet.com.au
Address	13 OPAL CIRCUIT PORT MACQUARIE 2444

I declare that I have shown this document, including all attached drawings, to the owner(s) of the land, and that I have obtained their consent to submit this application. - Yes

Note: It is an offence under Section 10.6 of the Environmental Planning and Assessment Act 1979 to provide false or misleading information in relation to this application.

Site access details

Are there any security or site conditions which may impact the person undertaking the inspection? For example, locked gates, animals etc.	Yes
Provide details	Building is locked, locked chain wire fencing prohibits access to the rear yard, access can be granted by the local estate agent Therese at Murrumbidgee Real Estate 0499 699 313

Developer details

ABN	11 629 158 443
ACN	629 158 443
Name	BADAOUI GROUP PTY LTD
Trading name	BADAOUI GROUP PTY LTD
Address	666 main street
Email Address	mick2374@gmail.com

Development details

Application type	Development Application
Site address #	1
Street address	164-174 LACHLAN STREET HAY 2711
Local government area	HAY
Lot / Section Number / Plan	2/-/DP413386
Primary address?	Yes
Planning controls affecting property	Land Application LEP Hay Local Environmental Plan 2011 Land Zoning RU5: Village Height of Building NA Floor Space Ratio (n:1) NA Minimum Lot Size 550 m² Heritage NA Land Reservation Acquisition NA Foreshore Building Line NA Groundwater Vulnerability Groundwater Vulnerability

Proposed development

Selected common application types	Change of use of land or a building or the classification of a building under the Building Code of Australia
Selected development types	Service station
Description of development	Demolition of ancillary buildings and awning, refurbishment of existing showroom building, installation of a new underground petroleum storage system, new fuel canopy and construction and use of a service station complete with a convenience store and drive thru coffee and hot food outlet.
Provide the proposed hours of operation	
Proposed to operate 24 hours on Monday	No
Monday	5:00 AM - 11:00 PM
Proposed to operate 24 hours on Tuesday	No
Tuesday	5:00 AM - 11:00 PM
Proposed to operate 24 hours on Wednesday	No
Wednesday	5:00 AM - 11:00 PM
Proposed to operate 24 hours on Thursday	No
Thursday	5:00 AM - 11:00 PM
Proposed to operate 24 hours on Friday	No
Friday	5:00 AM - 11:00 PM
Proposed to operate 24 hours on Saturday	No
Saturday	6:00 AM - 10:00 PM
Proposed to operate 24 hours on Sunday	No
Sunday	6:00 AM - 10:00 PM
Dwelling count details	
Number of dwellings / units proposed	
Number of storeys proposed	
Number of pre-existing dwellings on site	
Number of dwellings to be demolished	

Number of proposed occupants	1
Existing gross floor area (m2)	260
Proposed gross floor area (m2)	130
Total site area (m2)	1,533
Total net lettable area (m2)	130
What is the estimated development cost, including GST?	$1,250,000.00
Estimated development cost	$1,250,000.00
Do you have one or more BASIX certificates?	
Subdivision	
Number of existing lots	
Proposed operating details	
Number of additional jobs that are proposed to be generated through the operation of the development	30
Number of staff/employees on the site	6

HAY SHIRE COUNCIL

Number of parking spaces

Number of loading bays	9
Is a new road proposed?	No
Concept development	
Is the development to be staged?	No, this application is not for concept or staged development.
Crown development	
Is this a proposed Crown development?	No

Related planning information

Is the application for integrated development?	No
Is your proposal categorised as designated development?	No
Is your proposal likely to significantly impact on threatened species, populations, ecological communities or their habitats, or is it located on land identified as critical habitat?	No
Is this application for biodiversity compliant development?	No
Does the application propose a variation to a development standard in an environmental planning instrument (eg LEP or SEPP)?	No
Is the application accompanied by a Planning Agreement ?	No
Section 68 of the Local Government Act	
Is approval under s68 of the Local Government Act 1993 required?	Yes
Have you already applied for approval under s68 of the Local Government Act?	No
10.7 Certificate	
Have you already obtained a 10.7 certificate?	
Tree works	

Is tree removal and/or pruning work proposed?	No
Local heritage	
Does the development site include an item of environmental heritage or sit within a heritage conservation area.	No
Are works proposed to any heritage listed buildings?	No
Is heritage tree removal proposed?	No
Affiliations and Pecuniary interests	
Is the applicant or owner a staff member or councillor of the council assessing the application?	No
Does the applicant or owner have a relationship with any staff or councillor of the council assessing the application?	No
Political Donations	
Are you aware of any person who has financial interest in the application who has made a political donation or gift in the last two years?	No
Please provide details of each donation/gift which has been made within the last 2 years	

Sustainable Buildings

Is the development exempt from the *State Environmental Policy (Sustainable Buildings) 2022* Chapter 3, relating to non-residential buildings?	Yes
Provide reason for exemption. Is the development any of the following:	An alteration or addition with an Estimated Development Cost under $10 million, or a new development with an Estimated Development Cost under $5 million

Payer details

Provide the details of the person / entity that will make the fee payment for the assessment.

The *Environmental Planning and Assessment Regulation 2021* and Council's adopted fees and charges establish how to calculate the fee payable for your development application. For development that involves building or other works, the fee for your application is based on the estimated cost of the development.

If your application is for integrated development or requires concurrence from a state agency, additional fees will be required. Other charges may be payable based on the Council's adopted fees and charges. If your development needs to be advertised, the Council may charge additional advertising fees. Once this application form is completed, it and the supporting documents will be submitted to the Council for lodgement, at which time the fees will be calculated. The Council will contact you to obtain payment. Note: When submitting documents via the NSW Planning Portal, credit card information should not be displayed on documents attached to your development application. The relevant consent authority will contact you to seek payment.

The application may be cancelled if the fees are not paid:

Company Name	Badaoui Group Pty Ltd
ABN	11 629 158 443
ACN	629 158 443
Trading Name	Badaoui Group Pty Ltd
Email address	mick2374@gmail.com
Billing address	666 Main Street Bairnsdale VIC 3875

Application documents

The following documents support the application.

Document type	Document file name
Architectural Plans	Hay DA Set 13-3-25
Category 1 Fire Safety Provisions	10.2023.409.1 - Category 1 Fire Safety Provisions
Cost estimate report	Hay Cost Summary 22-12-24
Fire safety upgrade report	10.2023.409.1 - Category 1 Fire Safety Provisions 10.2023.409.1 - Category 1 Fire Safety Provisions
Other	10.2023.409.1 - Category 1 Fire Safety Provisions
Owner's consent	Letter to Hay Shire Council
Statement of environmental effects	Statement of Environmental Effects - Hay Service Station 13-3-25

Applicant declarations

I declare that all the information in my application and accompanying documents is , to the best of my knowledge, true and correct.	Yes
I understand that the development application and the accompanying information will be provided to the appropriate consent authority for the purposes of the assessment and determination of this development application.	Yes
I understand that if incomplete, the consent authority may request more information, which will result in delays to the application.	Yes
I understand that the consent authority may use the information and materials provided for notification and advertising purposes, and materials provided may be made available to the public for inspection at its Offices and on its website and/or the NSW Planning Portal	Yes
I acknowledge that copies of this application and supporting documentation may be provided to interested persons in accordance with the Government Information (Public Access) 2009 (NSW) (GIPA Act) under which it may be required to release information which you provide to it.	Yes
I agree to appropriately delegated assessment officers attending the site for the purpose of inspection.	Yes
I have read and agree to the collection and use of my personal information as outlined in the Privacy Notice	Yes
I confirm that the change(s) entered is/are made with appropriate authority from the applicant(s).	

Statement of Environmental Effects

Development Application

Demolition of ancillary buildings & awning, addition to existing showroom and refurbishment of the building, installation of a new underground petroleum storage system, new fuel canopy, widening of the existing entry and exit driveways & Construction and Use of a Service Station complete with a Convenience Store and Drive thru coffee and hot food outlet.

164 - 174 Lachlan Street, Hay NSW 2711

Registered Plan: Lot 2 Plan DP 413386

13 March 2025

Badaoui Group Pty Ltd

666 Main Street, Bairnsdale VIC 3875

mick2374@gmail.com **0417 492 759**

1.0 Introduction

1.1 This Statement is submitted to Hay Shire Council (Council) in support of a development application for the development and use of a Service Station and Convenience Store with a drive thru coffee and hot food outlet, Oil Company signage, landscape and car parking.

1.2 The site is located on the Western side of Lachlan Street and was formally used as a service station and motor showroom. It is currently vacant and there are no trees on site.

1.3 The site will be branded with a major Oil Company, negotiations are in place with BP, Mobil, Caltex & major Independent Chains but no decision has been finalised at this stage, however this will ensure the longevity of the service station to the township of Hay, currently there is no petrol and convenience offer in town where the population is concentrated and the town people must drive out to the highway to fill up their cars with fuel and this journey can take them in excess of half an hour in a round trip and often having to navigate between heavy vehicle trucks, caravaners, interstate travellers and out of town people which is not ideal.

1.4 It is proposed to operate the service station on a 5am to 11pm basis Monday to Friday, and 6am to 10pm Saturday, Sunday and Public Holidays.

1.5 The service station will cater to locals and people in the town wanting fuel, convenience items, hot food ready to go, coffee and drive thru facilities. It is not a truck stop and will not cater to b double trucks, these trucks are already well catered for on the highway with the existing sites.

1.6 The site is zoned RU5 Village under Hay Local Environmental Plan 2011. A service station is a permissible use in the RU5 Village zone and the rebuilding of the service station achieves the objectives of the zone and provides an essential service to the local community.

1.7 The DA is accompanied by the following plans,

a) Architectural plans
b) Stormwater management plan
c) Swept paths for a 19m articulated refuelling truck which must come from Sydney or Melbourne to refuel the outlet

1.8 This proposal is submitted to Council for approval.

2.0 Site Analysis

2.1 Site location and Context

The site is legally described as Lot 2 Plan DP 413386 Folio Identifier 2/413386, commonly known as 164 – 174 Lachlan Street Hay NSW 2711 and is located on the western side of Lachlan Street and bound between the golden Chain Nicolas Royal Motel & Brian McCleary & Co. Chartered Accountants.

The site is a regular shaped lot with a site area of 1533 sqm, front and rear boundary dimensions of 33.528m and side boundary dimensions of 45.72m.

The building area on the site is flat and fit for development purpose being in the centre of the town, it has no trees and no vegetation of any significance. The site was formally used as a service station, motor showroom and spare parts outlet, it has 3 small sheds referred to as Shed's 1, 2, & 3, the original showroom which will remain and is 130sqm, a modern type open structured workshop that is 150sqm. It is proposed that the 130sqm building be expanded by 50sqm to be a total of 180sqm.

Access to the site is via the existing two entry and exit driveways currently on Lachlan Street (approx. 7m in width) with kerb and gutter between the two driveways and the site is connected to all the town services being water, sewer, power and telecommunications. It is proposed that the driveways be widened.

2.2 Surrounding Development

The site is situated within an RU5 Village Zone and is surrounded by the commercial precinct of the central business district.

The adjoining neighbour to the North of the site is the Chartered Accountant which is built on the boundary, at the rear of the property it appears as though there is a dwelling or caretakers residence.

The adjoining neighbour to the southern and western boundaries of the property are the motel suites and across the road to the eastern boundary are a number of retail outlets.

3.0 Description of Proposal

3.1 Elements of the Proposed Development

This application seeks approval for the construction and use of a Service Station complete with a Convenience Store and Drive thru coffee and hot food outlet.

Specifically, the proposal includes the following works;

a) Demolishing the existing unwanted structures on site being the fuel awning, sheds 1, 2, 3 and the 150sqm open workshop structure on the southwestern boundary of the property.

b) Removal of all existing concrete hard stand and chain wire fencing,

c) Addition of 50sqm to the rear of the existing 130sqm Showroom in the centre of the site, refurbishment of this building so that at the end of the works this building is a 180sqm showroom in the centre of the property, removing any unwanted openings, any asbestos that may be in the building, installing of insulation, sarking to the walls and a new cladding system as shown on the plans,

d) Converting the 180sqm showroom space into the convenience store complete with hot food and a drive thru coffee outlet, this is the original service station and showroom building and is being re purposed and is in a great location in the middle of the site to allow good visibility of the forecourt and circulating area of the site with cars able to circle around the building in a forward direction to place their coffee and food orders for collection at a window off the sales counter.

e) Installation of 2 x 90,000L new double walled underground fibreglass fuel tanks allowing the sale of unleaded 91 octane, unleaded E10, premium unleaded 98 octane and diesel.

f) Installation of double walled underground fuel lines, under pump sumps for 4 x 8 hose multi product pumps and 2 x 2 hose hi flow diesel pump.

g) The construction of a 300sqm fuel canopy is sized to provide weather protection for each dispenser area and for pollution control over the forecourt area.

h) A fenced and screened service yard for storage of rubbish bins, recycle bins, supplier crates and general outdoor storage.

i) 10 off street parking spaces, one of which is accessible is provided for customers and staff that wish to just use the convenience store. Lighting of the car park spaces and forecourt will ensure the site is well lit for safety but sited so to reduce light overspill to neighbouring properties.

j) New concreted forecourt and yard areas, drainage, landscaping, and associated site works.

k) Installation of business identification signage, including 1 x 8m illuminated flag pole which overhangs on the Council footpath in line with the existing sign that was on site previously, illuminated fuel canopy and shop awning, please refer to DA plans.

l) The existing entry and exit driveways are proposed to be widened as shown on the plan.

m) The retail food offer and drive thru coffee is designed to be takeaway and consumed off site. The drive thru is something the town does not have and the food offer will be a very simple menu consisting of a small burger range, fried food offer, meat pies, sausage rolls, sandwiches, wraps and rolls made on site as part of a fresh offer, diy coffee, frozen carbonated beverage refreshments, barista coffee all based on convenience grab and go food that can be consumed on the go.

   The food offer is not a restaurant, café or seeking to compete with the local café, local bakery, local pub or other businesses, it is a service station and convenience store selling a range of pre made meals ready to go. It may increase options and diversity within the area and be a point of difference between service station options in town, but it is not intended to dominate other food outlets.

n) The new service station will provide 6 employment opportunities for people in the town with shifts available across the full trading hours.

o) The redevelopment of the old service station and motor dealership is a much needed social, economic and cultural need for the Hay township and surrounding district, and it has been quite some time since the service station was open and would be an addition to the town centre if redeveloped.

3.2 Fuel Storage Tanks

The site is proposed to contain 2 x 90Kl underground double walled fuel storage tanks, with one proposed to contain three (3) compartments and the other to contain diesel only. The tanks details are detailed in the table below.

Tank	Product	Capacity (KL)
T1	Unleaded 91	60,000
T2	Unleaded E10	30,000
T3	Premium unleaded 98	25,000
T4	Diesel	65,000

The new underground fuel tanks are prefabricated off site and constructed of double wall fibre glass and will be transported to site. The proposed installation of the new tanks will take approximately one week. The ancillary works and commissioning of the new tanks will take approximately 4 – 5 weeks.

The design and installation of the underground storage system will comply with AS 4897-2008 The Design, Installation and Operation of Underground Petroleum Storage Systems and the Protection of the Environment Operations (Underground Petroleum Storage Systems) Construction Management Regulations 2014.

3.3 Operations

The proposed hours of operation for the service station will be 5am to 11pm Monday to Friday, 6am to 10pm Saturdays, Sundays and Public Holidays.

There will be approximately 1 – 3 staff members on site at any one point in time depending on the time of day and day in the week.

3.4 Traffic Vehicular Access and Parking

Traffic and Vehicular Access

The proposal involves accessing the site from the existing cross overs along Lachlan Street. The existing cross overs will be sufficient to cater to the largest vehicle being a 19m semi-trailer, 19m b double (both of which may be used to deliver fuel from Melbourne or Sydney) and truck and dogs that may be used by local earth movers.

It is anticipated the majority of the vehicles using the site will be passenger vehicles, caravaners, Pantech trucks and truck and dogs if in the area, larger vehicles are better served at the truck stop sites on the highway. The driveway configuration will allow for all vehicles to enter and exit in a forward manner.

A swept path diagram have been provided as part of the development plans to demonstrate the movements of the 19m b double truck on site entering nd exiting in a forward direction.

The site design allows for safe and efficient movement to and within the site. Internal dimensions satisfy the requirements of the relevant Australian Standards (AS2890).

The site is deemed to unlikely experience queuing issues as a result of vehicles accessing fuel the bowsers. Ample space is provided on site for vehicles to refuel, cars waiting to refuel behind others parked on the bowsers, parking on site, exiting through a passing lane between the bowsers in the middle island, manoeuvring around the building and through to the drive thru and stacking whilst they wait in peak periods to be served, all of this is possible to occur on site due to the deintensification of the site without having to impact the nearby road network.

The existing crossovers allow for appropriate left in and left out access to and from the site for the largest proposed vehicle (19m b double truck).

Parking

Ten (10) formal car parking spaces, including one (1) accessible space are proposed for the site. In addition, we have four (4) double sided fuel bowsers are provided on site which can accommodate up to eight (8) cars actively refuelling and paying, and the potential for 6 cars to stack and wait in the drive thru bay around the back of the building.

Parking spaces are typically 2.6 metres wide and 5.2 metres long in accordance with Planning Scheme requirements. The accessible parking space is 2.4 metres wide and 5.2 metres long with the adjacent shared space also being 2.4 metres wide and 5.2 metres long. All parking is designed in accordance with the requirements of AS2890.

Within the site, internal circulation and car park layout will be provided in accordance with the Australian Standards AS2890 and Austroads Guidelines. The proposal will not adversely impact the functioning and safety of Lachlan Street.

3.5 Deliveries

Delivery of consumer goods will be undertaken on site. Food and supplies for the convenience store will be delivered via a 5.2m long B99 vehicle which is anticipated to load and unload at the front of the store in the general customer parking area.

Delivery and waste collection will generally occur early and mid-mornings. The proposed delivery schedule is anticipated to have frozen and dry goods delivery occur three to four times per week.

Fuel deliveries will typically occur during the day between the hours of 6am and 7pm with occasional deliveries occurring in the evening or night depending on traffic coming out of the fuel terminals and capital cities of Melbourne or Sydney. Tanker deliveries will be made using a 19m b double road tanker as shown in the swept paths illustrated within the plans at Appendix A. Hazardous substances will be transported to site by approved Petroleum Products Road Tankers.

3.6 Waste Management

Waste will be stored in the designated bin storage area within the site. The bin storage area is proposed withing the service area located to the back of the convenience store with a metal roof cover and lockable gates proposed to restrict access to the area. The bin storage area will provide separate bins allocated for general waste and for recycling.

Waste collection will be undertaken with 10.24m long refuse collection vehicle (RCV) by a private contractor during daytime or morning hours of 6:30am to 11:30am.

The bins and waste storage areas will be cleaned by staff with protective gloves on a regular basis.

3.7 Landscaping

A total of approx. 170sqm of formal landscaping is proposed for the site. Landscaping is proposed primarily around the perimeter of the site, to complement the built form and hardstand areas of the development.

Planting beds will be used to define the entry and exit points of the site, provide direction and frame and filter views on site. Planting will comprise of mulched beds with mass planting of Lamandra Longifolia 'tanika' which grow to heights ranging from 0.7m to 1.2m.

All existing vegetation on site, including ground cover and shrubs, are proposed to be removed prior to construction.

3.8 Signage

The proposed development includes the installation of business identification signage and internally illuminated signage, refer to plan DA006. The proposed signage is inclusive of the following;

Proposed 7m internally illuminated pole sign

Illuminated fuel canopy signage, including the name 'Pitstop' for now until an Oil Company brand is secured.

Shop fascia signage and internally illuminated light box over the entry door.

3.9 Safety and Security

The development shall be managed to minimise and discourage criminal activity and ensure the safety of customers, staff and the local community and the business will be secured by the installation of 9 CCTV cameras. The system will be monitored, the location of the building will mean that the operator of the site will have good control of the site, a TV screen will be placed inside where the operator can be in constant surveillance of the site ensuring the safety of the patrons and staff.

In addition, the proposal has been designed with four prevention strategies in mind. These include surveillance, natural access control, territorial reinforcement and space management.

1. Natural surveillance limits the opportunity for crime by increasing awareness that people can be seen. The specific design elements include:

Clear sight lines are provided along the Lachlan Street frontage, allowing maximum surveillance of the vehicular entry points,

The maintenance levels for paths comply with AS1680.

Appropriate nighttime lighting will be installed to eliminate any potential problem areas and to ensure security cameras can operate effectively.

2. Natural access control limits the opportunity for crime by taking steps to clearly differentiate between public space and private space. The site has been designed to encourage natural access and control flow of people and vehicles by:

Appropriate signage for customers, clear movement of pedestrians throughout the car park and between the elements of the development to minimise conflict with vehicles and wayfinding signage to be installed as required for vehicles manoeuvring through the property and drive thru and pedestrians.

3. **Territorial reinforcement** promotes social control through increased definition of space and improved proprietary concern (i.e. it makes the user feel safe and the potential offender away of risks). The proposed development has been designed to clearly delineate public space. Elements of territorial reinforcement included into the design and management of the proposal include:

    a) The premises will be maintained such that it communicated an alert and active presence occupying the space,

    b) Landscaping provides clearly defined boundaries of the site,

    c) Provision of signage that will assist in controlling activities and movements throughout the premises.

4. **Space management** is closely linked to a sense of ownership. Good management and maintenance of a place or property is often the difference between it seeming safe or unsafe, and it being cared for or uncared for. It is in the interest of the operator of the business to maintain the site to a high standard so that the business can operate at its optimal level and attract as much usage as possible.

Routine maintenance checks and reporting will be carried out by personnel employed at the development, to ensure the property is maintained and to reduce the likelihood of crime or vandalism.

Implementation of the abovementioned measures into the design will create and environment that dissuade offenders from committing crimes by manipulating the built environment in which those crimes proceed form or occur.

3.10 Stormwater Management

Stormwater Management and its key elements will be integrated into the design of the building. Rainwater runoff from the fuel canopy will be captured by a bund which will separate stormwater from under the canopy, send the water from under the forecourt

area to a SPEL Puraceptor which will treat the water for potential hydrocarbons before discharging it to the Council street.

The development has been designed to comply with the best practice performance targets as set by the NSW EPA for Managing run off from service station forecourts. A concept plan has been provided as part of this application for the benefit of Council.

3.11 Building Access

Access to the building will be compliant with the relevant legislation and criteria including The Building Code of Australia (BCA), the Disability Discrimination Act 1992 and AS1428 – Design for Access and Mobility to ensure that adequate pedestrian and disabled access is provided for the development. Access for the disabled is made available throughout the site, car park, building entrance and within the building.

3.12 Construction Management

Matters relating to the construction will be addressed with the relevant building practitioner following approval of the Development Application being obtained.

3.13 Contaminated Land

Council has adopted a policy for the identification and management of contaminated lands. This policy must be considered as part of any development proposal that involve land that is contaminated.

The site was formally used as a service station and motor showroom dealership. The sale of petroleum products was secondary in nature and has not occurred on the site in the last 20 years I am advised. I am further advised the tanks were removed and the site was not contaminated at the time, it might be appropriate if required for Council to condition any requirements for soil investigation to occur as part of any development consent.

3.14 Grease Trap

A grease trap is proposed to capture and treat all of the oil and fats used in the kitchen and cooking areas of the service station and will be connected to the floor waste and all of the sinks in the cooking area for treatment prior to disposal of the water to the Council Sewer System. Details, plans and schematics will be provided as part of the Construction Certificate.

3.15 Sewerage

The site is currently connected to the Council sewer system.

3.16 Water Supply

The site is currently connected to the Council water system with an existing meter in place.

3.17 Electricity

The site is currently powered, metered and connected with 3 phase power to the current showroom and open workshop on site.

3.18 Telecommunications

The site currently is connected to the existing telecommunications network with the services already brought into the building as part of its former use.

3.19 Fencing & Lighting

The site will be fenced using 1.8m high Colourbond sheeting where possible, the car park will be lite up using lighting fixed to the building and directed to shine directly into the car parking areas and not to disturb the neighbours or shine into the eyes of drivers using the property. No perimeter lighting will be used in order to minimize any light overspill.

4.0 Planning Controls

4.1 Zoning

The subject site is shown on the Hay Local Environmental Plan 2011 as being within an RU5 Village Zone. According to the NSW Legislation the objectives of this zone are as follows;

- ***To provide for a range of land uses, services and facilities that are associated with a rural village.***
- ***To ensure that development in village areas is compatible with the environmental capability of the land, particularly in terms of the capacity of that land to accommodate on-site effluent disposal.***
- ***To retain and facilitate expansion and redevelopment of the existing central business district of the Hay urban area and to further strengthen the core retail functions of this area.***
- ***To encourage appropriate business development at the intersection of Cobb, Mid-Western and Sturt Highways that services the needs of the travelling public.***
- ***To encourage appropriate tourist development within the Hay urban area.***

The proposed development and reopening of the Service Station is considered to be appropriate for the location and meets the objectives of the zone. The nature of the use is compatible with the site and surroundings, and will contribute to the variety of uses within the CBD of the town whilst also servicing the needs of the immediate and nearby residents who currently need to travel to the highway for fuel and convenience items, the new development will boost the township, the business will provide local employment, the design, layout and proposed site works look to address all of the sites constraints and opportunities.

The application is seeking approval for the proposed use of the land and premises for a Service Station.

5. CONCLUSION

The proposal seeks approval to reopen the former service station and to modernise its form and use on the subject site including the demolition of unwanted buildings and small metal awning, the refurbishment of the existing showroom and re-use, the installation of a new fuel canopy, new underground petroleum storage system, petrol bowsers, drive thru facility and signage.

The DA documentation and plans which have been submitted in support of this application provide a comprehensive assessment of the development, its potential impacts and relevant mitigation measures and or design solutions where necessary.

There are a number of substantial economic and community benefits and improvements that accompany the redevelopment of the site and for having the service station re open at this end of town and in the CBD. Currently it is an eyesore in the centre of the town and adding no value to anyone.

We seek Council approval for this development.

Regards

Michael Badaoui

Michael Badaoui – Director

Badaoui Group Pty Ltd

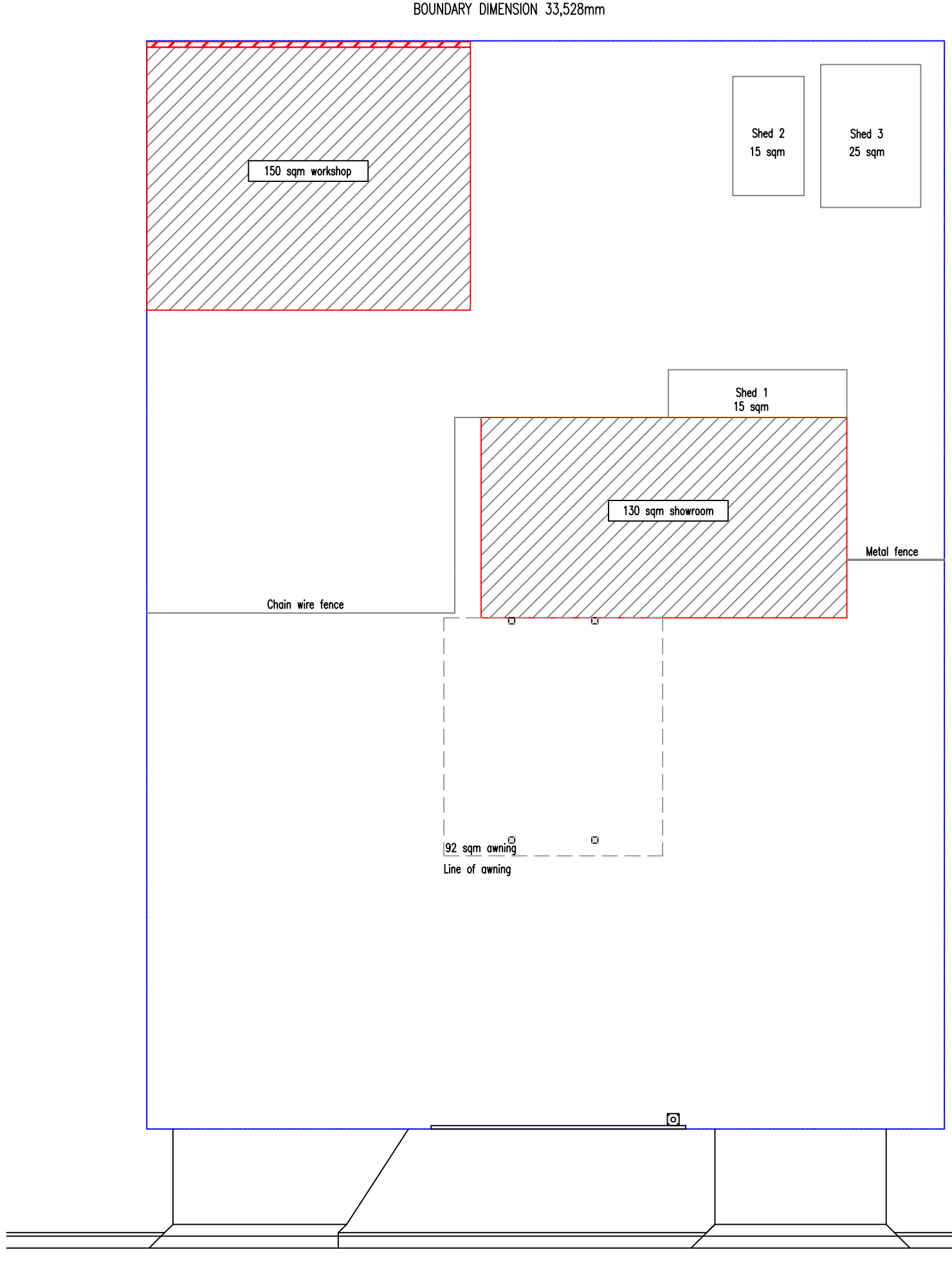
666 Main Street Bairnsdale VIC 3875

mick2374@gmail.com 0417 492 759

HAY SHIRE COUNCIL

This is page number 79 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025

Redevelopment of former Service Station & Motor Showroom at 164–174 Lachlan Street Hay NSW 2711 Lot 2 Plan DP 413386



Existing site
Scale 1:100

Existing Site calculations

Total site area 1533 sqm
Site coverage 1136 sqm (74%)
Total area of buildings 335 sqm
Total area of awning 92 sqm

ISSUE	REVISION DESCRIPTION	DATE
A	Issued for approval by Council	13-3-25

DWG TITLE
Existing site plan

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

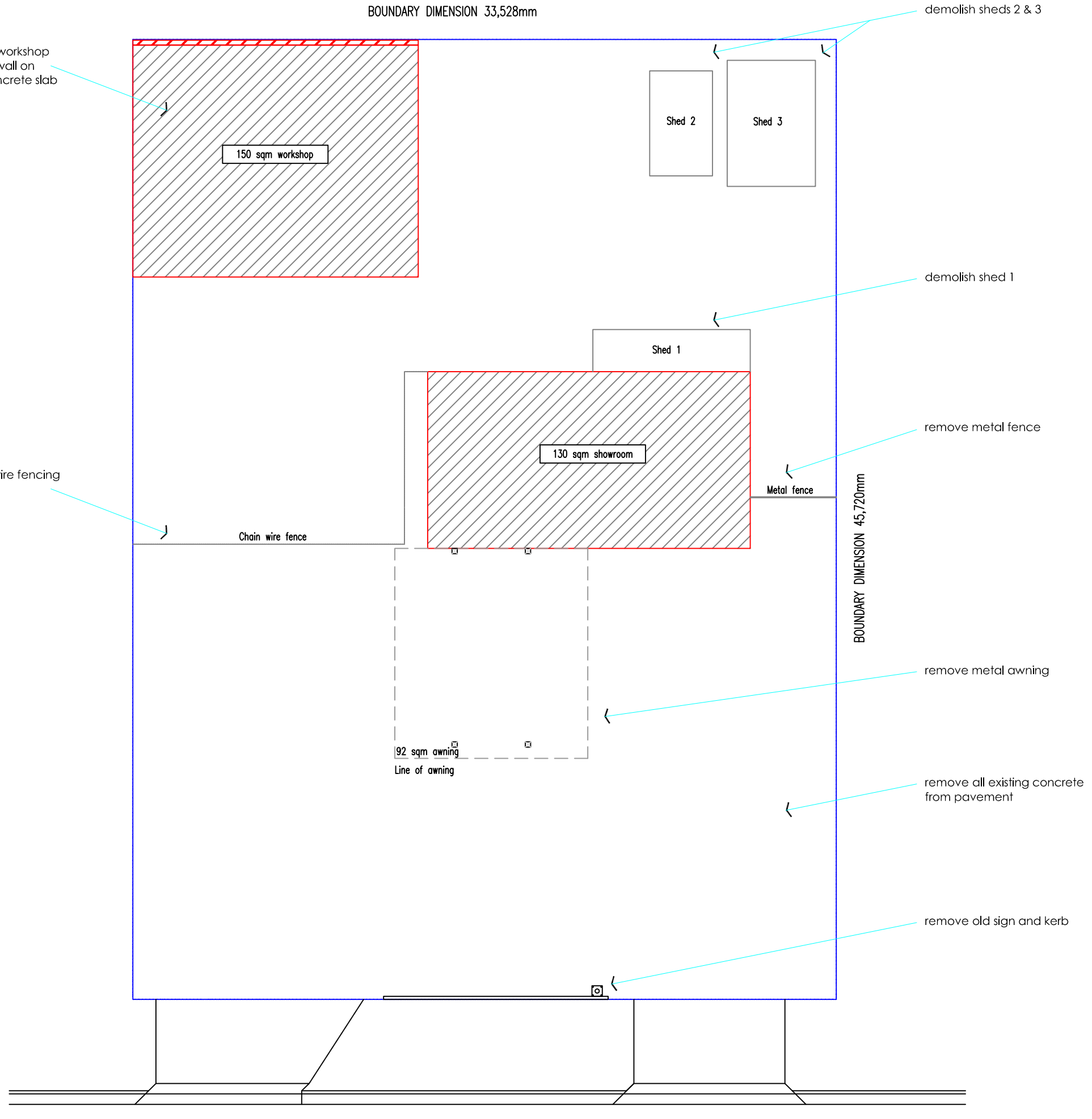
Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

DATE:	MAR-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A1
DRAWN:	MB	DWG NO.	DA001
JOB NO.	HAY-STN	ISSUE	A

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

0 1m 2 3 4 5

HAY SHIRE COUNCIL



Existing site

Scale 1:100

0 1m 2 3 4 5

ISSUE	REVISION DESCRIPTION	DATE
A	Issued for approval by Council	13-3-25

DWG TITLE
Site demolition plan

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

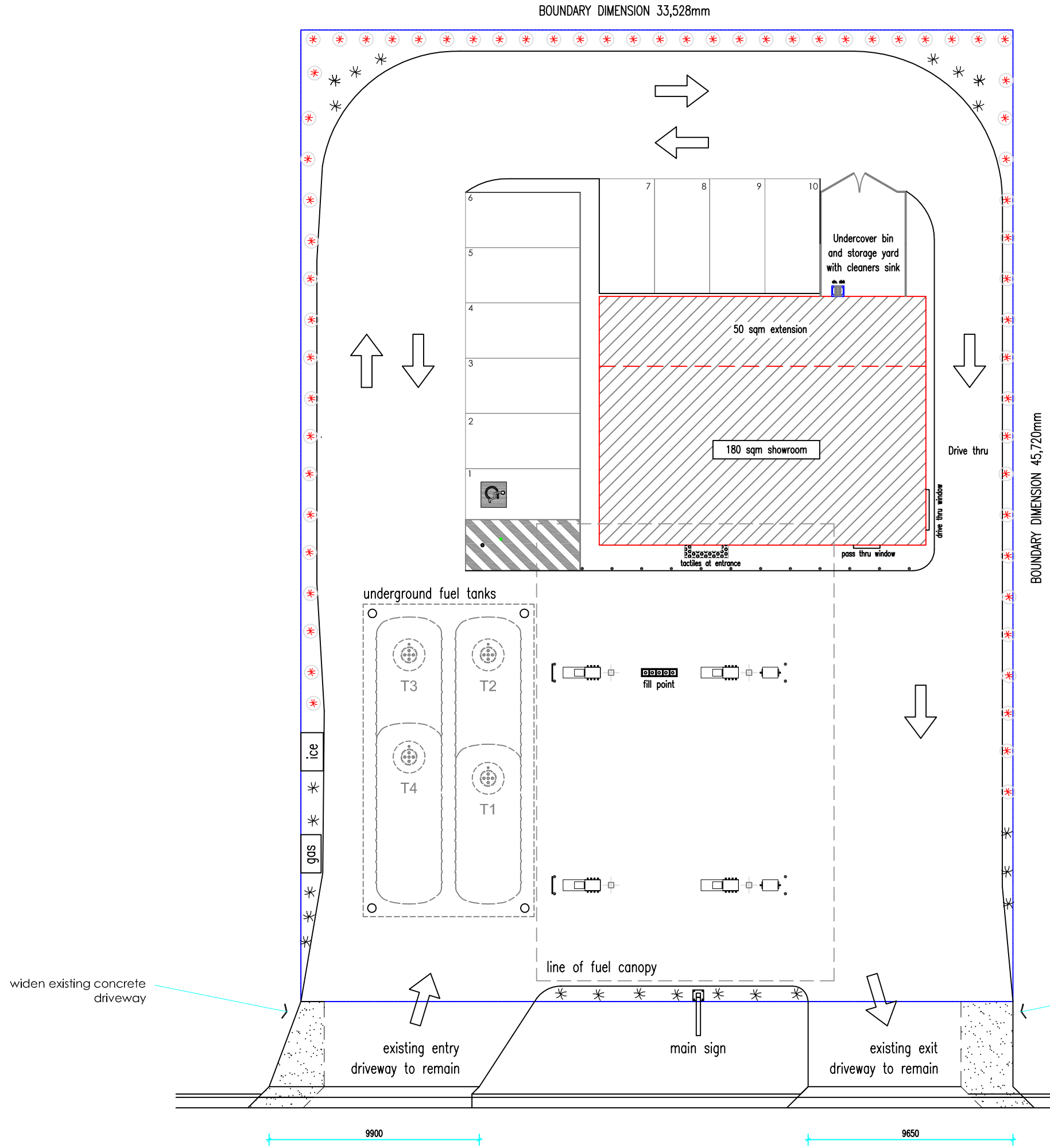
Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

DATE:	MAR-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A1
DRAWN:	MB	DWG NO:	DA002
JOB NO:	HAY-STN	ISSUE:	A

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

This is page number 80 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025

HAY SHIRE COUNCIL



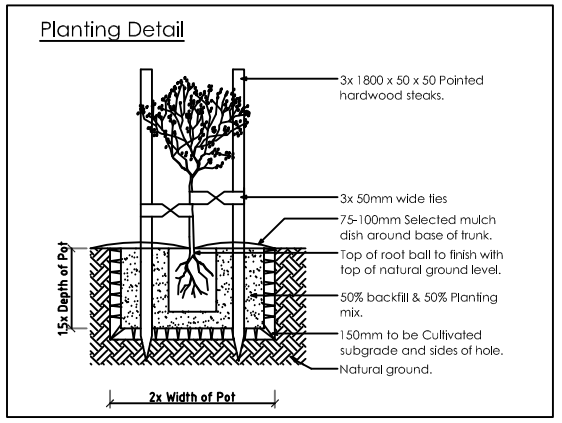
Proposed site calculations

Total site area 1533 sqm
Site coverage 1363 sqm (88%)
Total area of convenience store 180 sqm
Total garden area 170 sqm
Number of car parks 9
Total area of fuel canopy 300 sqm

PLANTING SCHEDULE

		QTY	Pot Size	Mature
Lt	Lamandra longifolia 'Tanika'	16	140mm	0.5 - 0.7m
Lo	Lamandra longifolia	63	200 mm	1 - 1.2m

Planting Detail



Underground Fuel Tanks

T1 - Tank 1 - 60,000L unleaded 91
T2 - Tank 2 - 30,000L unleaded E10
T3 - Tank 3 - 25,000L premium unleaded 98
T4 - Tank 4 - 65,000L diesel

Proposed site
Scale 1:100

0 1m 2 3 4 5

ISSUE	REVISION DESCRIPTION	DATE
A	Issued for approval by Council	13-3-25

DWG TITLE
Proposed site & landscape plan

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

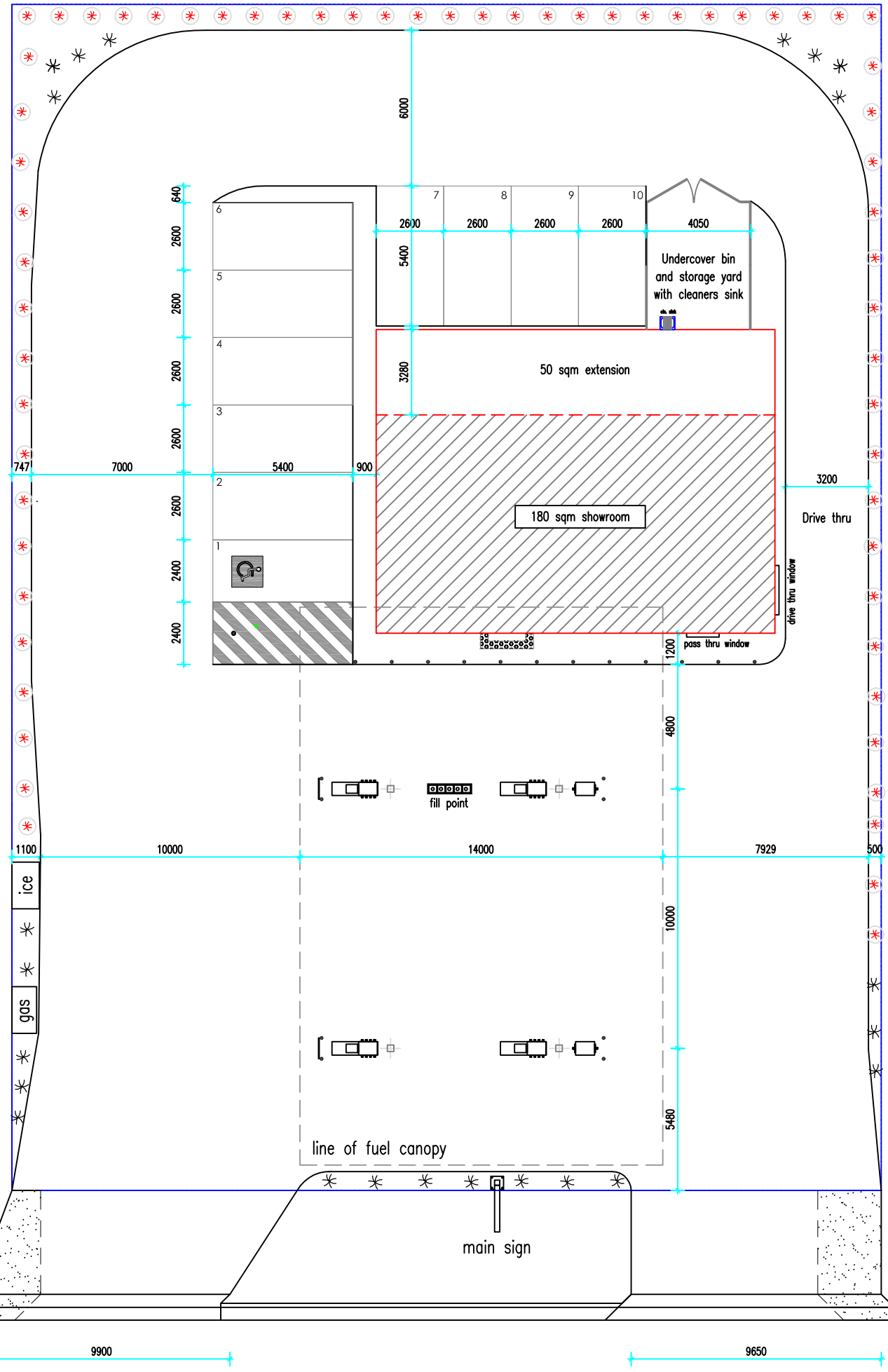
DATE:	MAR-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A1
DRAWN:	MB	DWG NO.	DA003
JOB NO.	HAY-STN	ISSUE	A

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

This is page number 81 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025

HAY SHIRE COUNCIL

BOUNDARY DIMENSION 33,528mm



BOUNDARY DIMENSION 45,720mm

Proposed site

Scale 1:100

0 1m 2 3 4 5

ISSUE	REVISION DESCRIPTION	DATE
A	Issued for approval by Council	13-3-25

DWG TITLE

Proposed site plan with dimensions

PROJECT

Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT

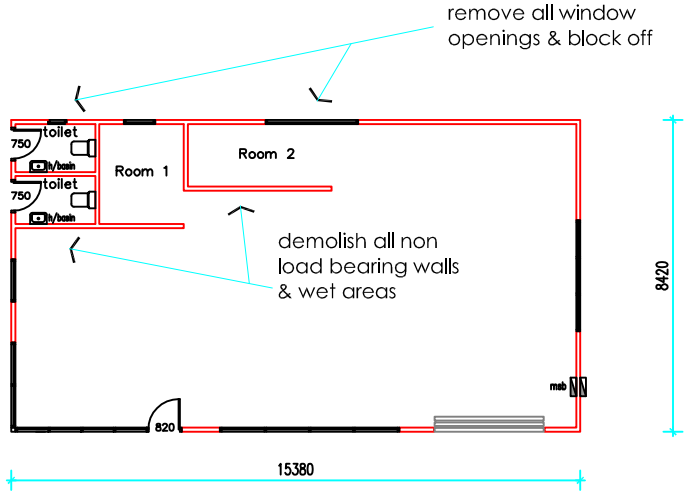
BADAOUI-GROUP-PTY-LTD

Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

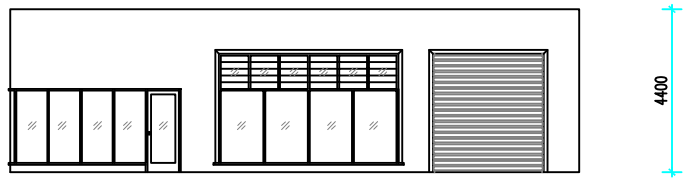
DATE:	MAR-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A1
DRAWN:	MB	DWG NO.	DA004
JOB NO.	HAY-STN	ISSUE	A

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

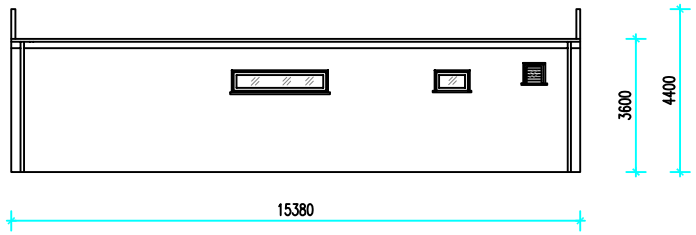
This is page number 82 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025



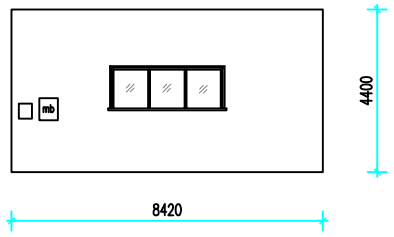
Existing Showroom building
Scale 1:100



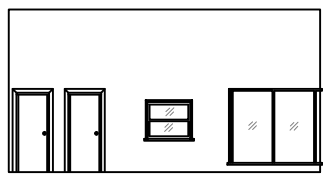
Exiting Eastern elevation – Showroom
Scale 1:100



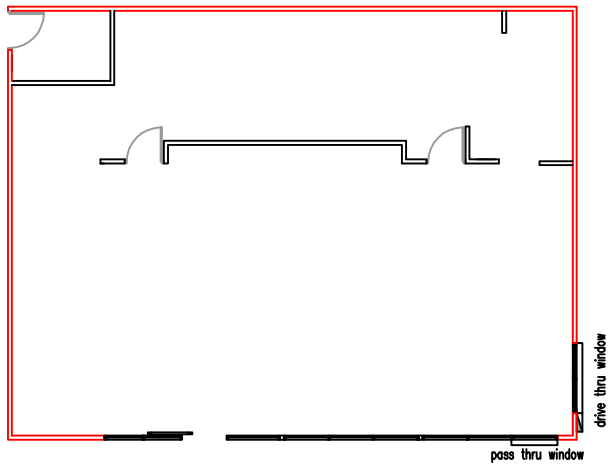
Existing Western elevation – Showroom
Scale 1:100



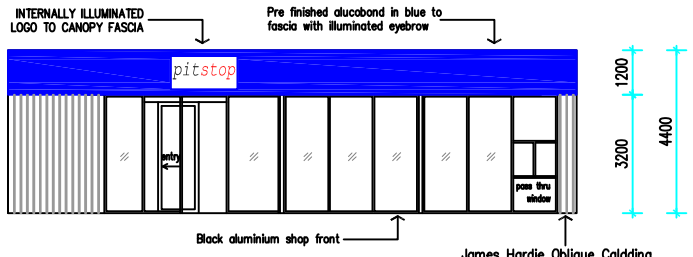
Existing Northern elevation – Showroom
Scale 1:100



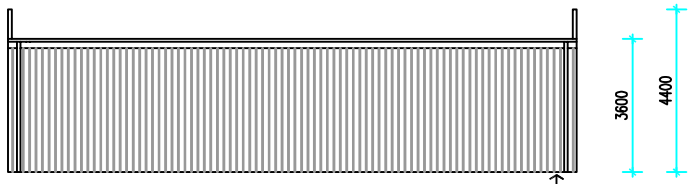
Existing Southern elevation – Showroom
Scale 1:100



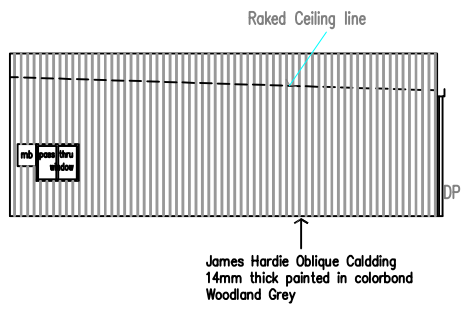
Proposed Showroom Wall Layout
Scale 1:100



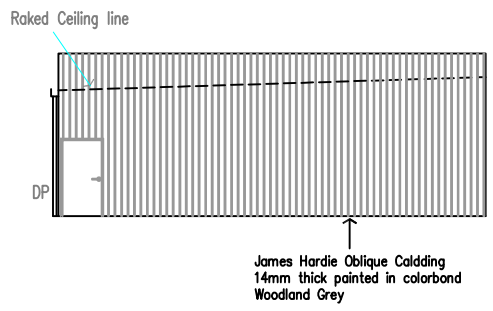
Proposed Eastern elevation – Showroom
Scale 1:100



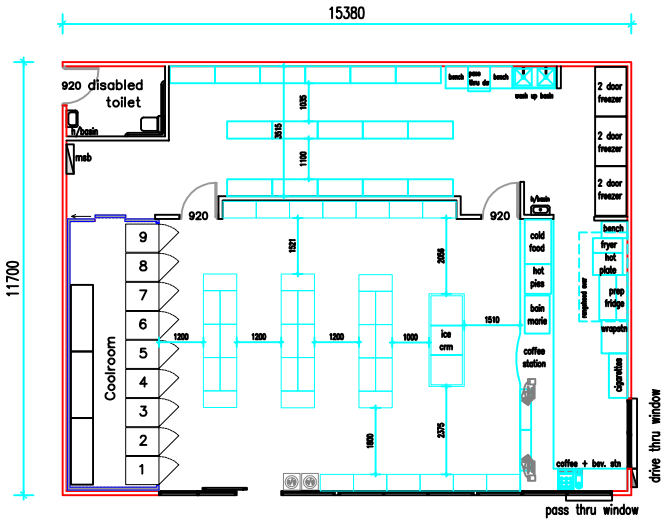
Proposd Western elevation – Showroom
Scale 1:100



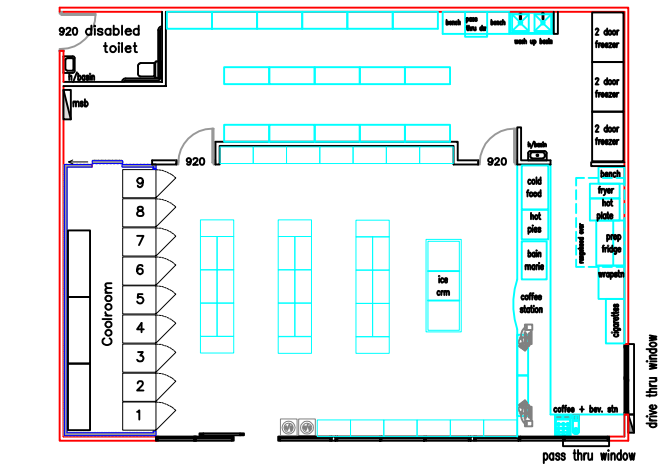
Proposed Northern elevation – Showroom
Scale 1:100



Proposed Southern elevation – Showroom
Scale 1:100



Proposed Showroom dimensioned
Scale 1:100



Proposed Showroom
Scale 1:100

0 1m 2 3 4 5

ISSUE	REVISION DESCRIPTION	DATE
A	Issued for approval by Council	13-3-25

DWG TITLE
Existing & proposed Showroom plans

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

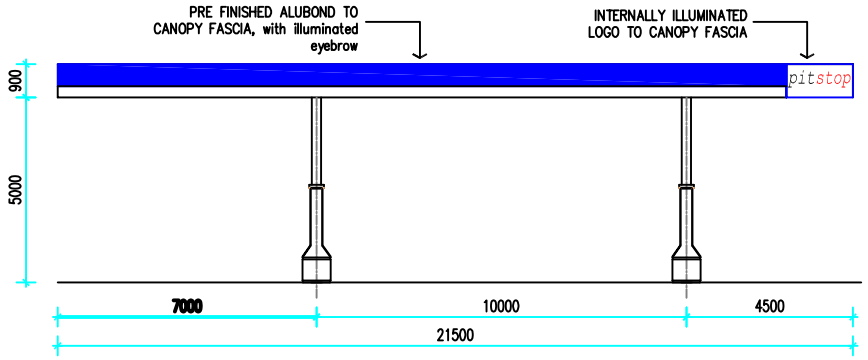
Copyright reserved.
No part of these plans may
be reproduced or transmitted
in any form without the
written permission of
Badaoui Group Pty Ltd

DATE:	MAR-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A1
DRAWN:	MB	DWG NO.	DA005
JOB NO.	HAY-STN	ISSUE	A

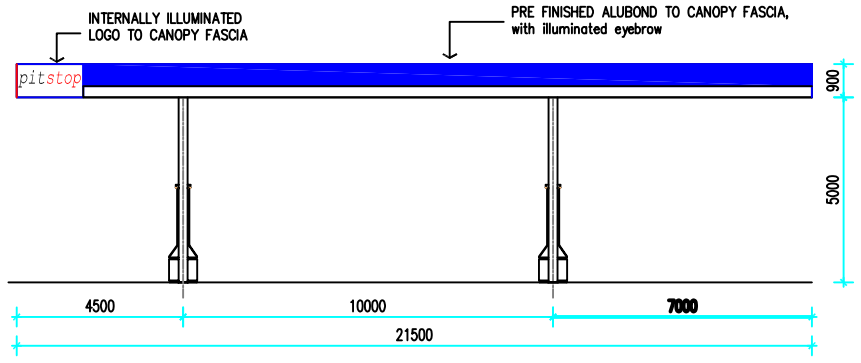
Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

HAY SHIRE COUNCIL

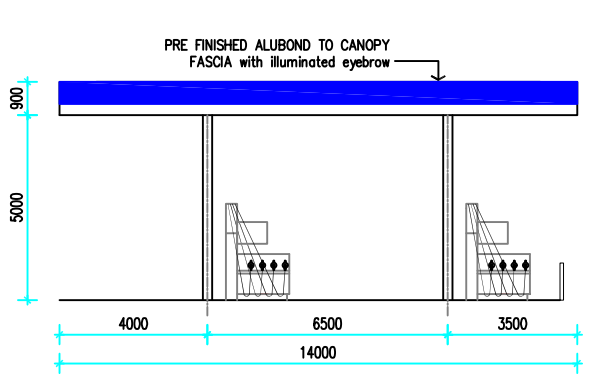
This is page number 83 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025



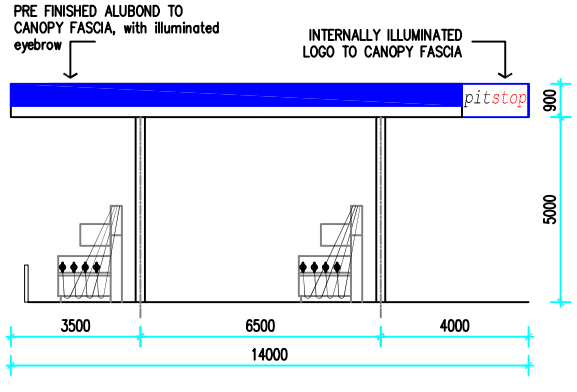
Proposed Southern elevation – Fuel Canopy
Scale 1:100



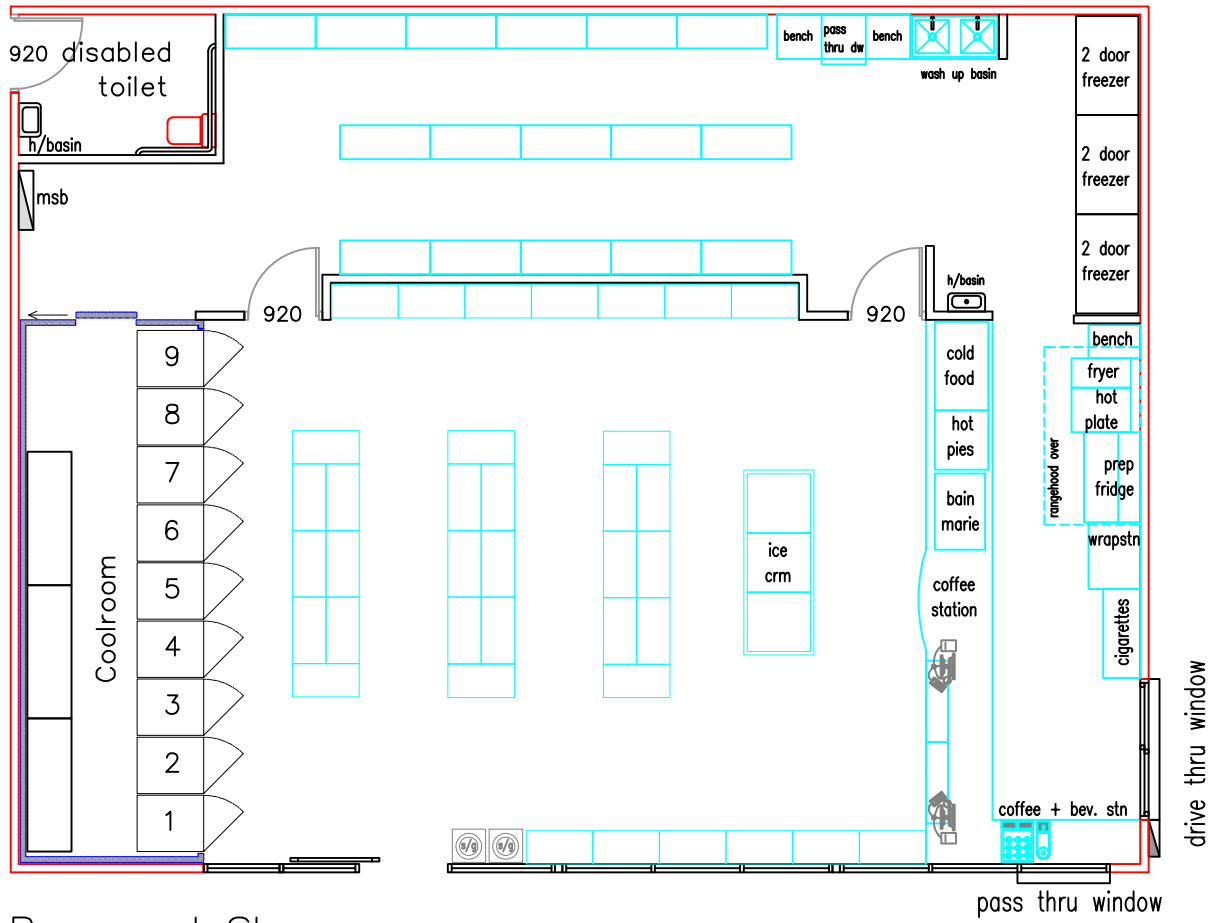
Proposed Northern elevation – Fuel Canopy
Scale 1:100



Proposed Western elevation – Fuel Canopy
Scale 1:100



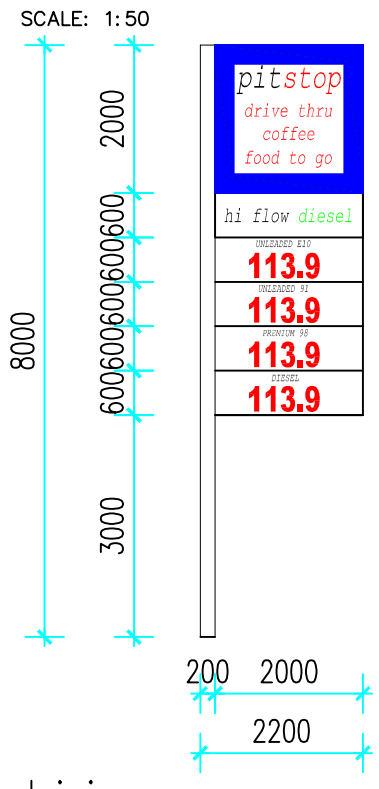
Proposed Eastern elevation – Fuel Canopy
Scale 1:100



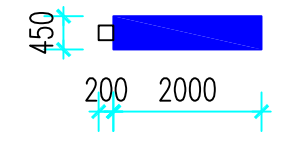
Proposed Showroom
Scale 1:50

Main identification sign (illuminated)

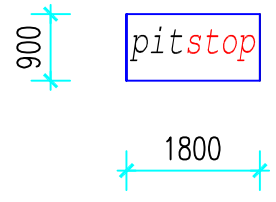
SCALE: 1:50



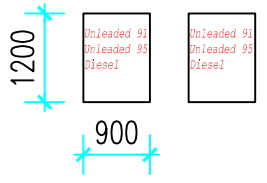
Main sign plan view



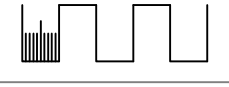
Illuminated sign over entrance to building & canopy fascia x 3
SCALE: 1:50



Non illuminated sign's used for entry, exit and pump islands, white alubond panels with red writing
SCALE: 1:50



PRE FINISHED ALUBOND TO CANOPY FASCIA finished in blue and white striping



ISSUE	REVISION DESCRIPTION	DATE
A	Issued for approval by Council	13-3-25

DWG TITLE
Proposed fuel canopy, showroom & signage plans

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

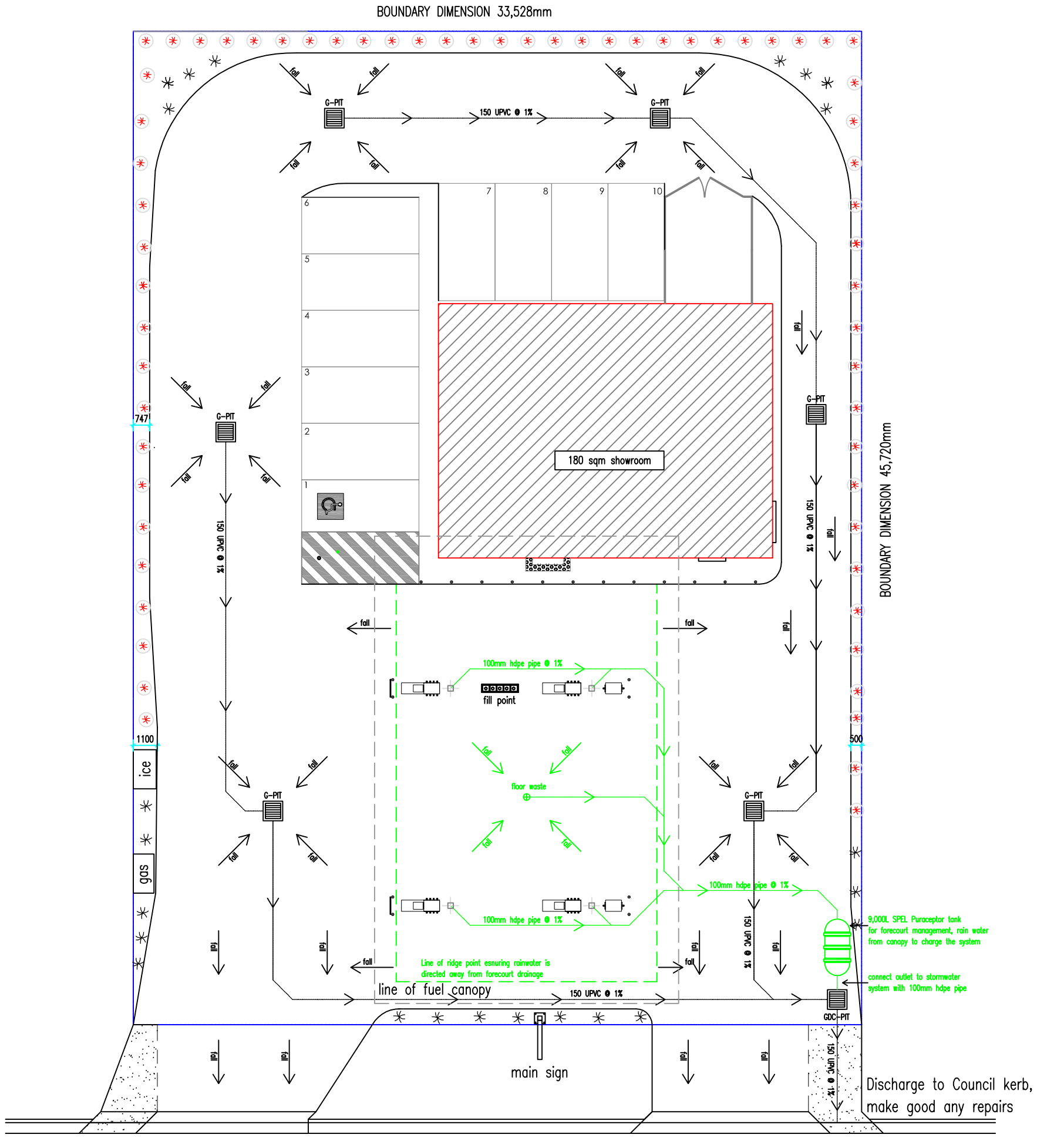
DATE:	MAR-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A1
DRAWN:	MB	DWG NO:	DA006
JOB NO:	HAY-STN	ISSUE:	A

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

This is page number 84 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025

HAY SHIRE COUNCIL

HAY SHIRE COUNCIL



G-PIT Galv. grated, heavy duty commercial pit
GDC-PIT Galv. grated discharge control heavy duty drainage pit with trash screen

Proposed site
Scale 1:100

0 1m 2 3 4 5

ISSUE	REVISION DESCRIPTION	DATE
A	Issued for approval by Council	13-3-25

DWG TITLE
Proposed Stormwater Drainage & Forecourt Plan

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

DATE:	MAR-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A1
DRAWN:	MB	DWG NO.	DA007
JOB NO.	HAY-STN	ISSUE	A

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

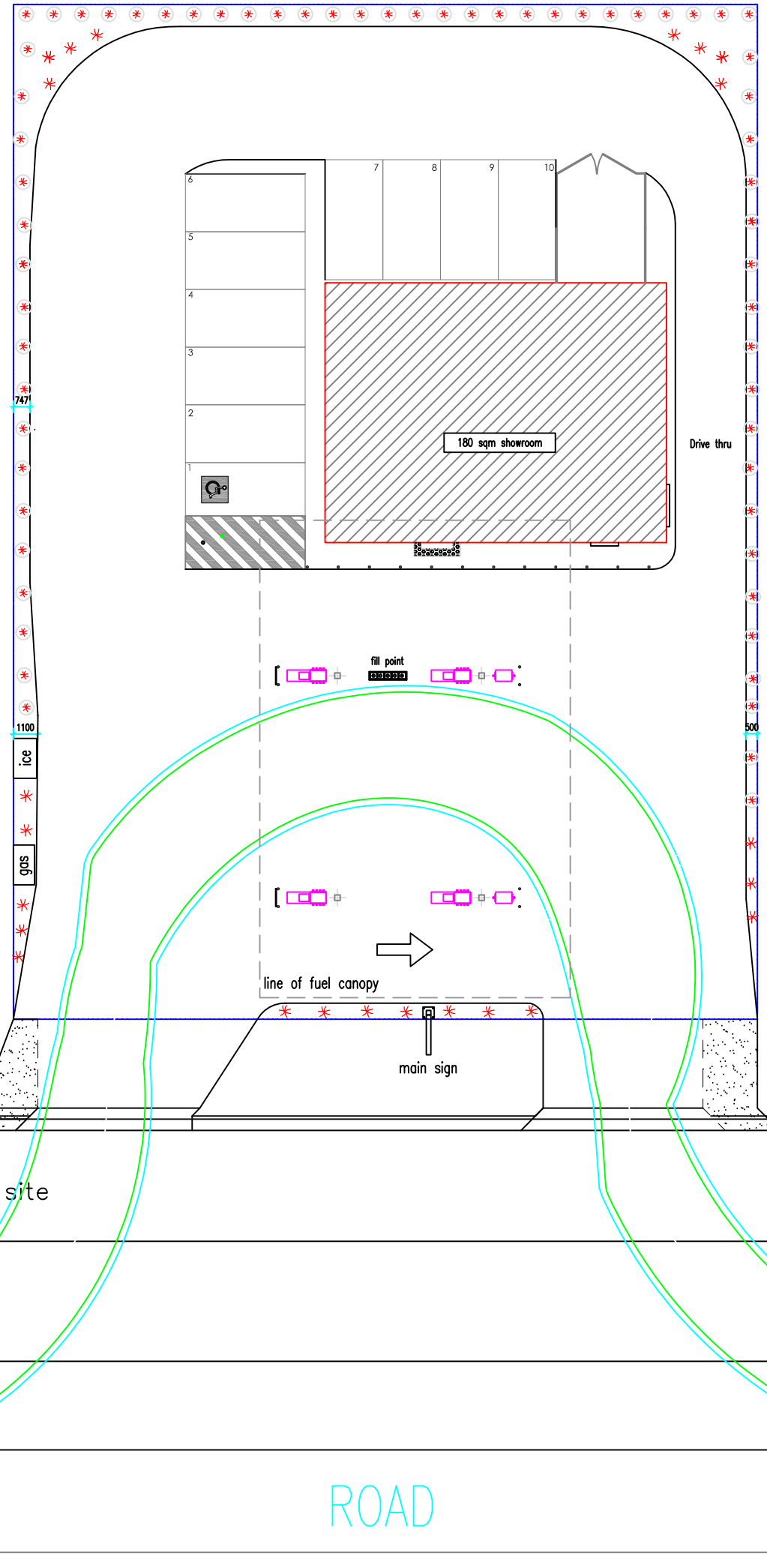
This is page number 85 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025

HAY SHIRE COUNCIL

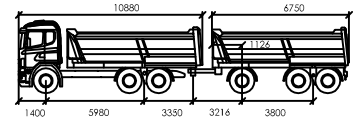
This is page number 86 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025

BOUNDARY DIMENSION 33,528mm

BOUNDARY DIMENSION 45,720mm



Proposed site
Scale 1:100



Isuzu CXY 455 Long_Config 1

mm

First Unit Width	: 2490	Lock to Lock Time	: 6.0
Trailer Width	: 2490	Steering Angle	: 35.7
First Unit Track	: 2440	Articulating Angle	: 70.0
Trailer Track	: 2440		

ISSUE	REVISION DESCRIPTION	DATE
A	Issued for approval by Council	13-3-25

DWG TITLE
19m Fuel tanker refuelling swept path

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

DATE:	MAR-2025	DO NOT SCALE DRAWING	
SCALE:	1: 125	SHEET SIZE	A1
DRAWN:	MB	DWG NO.	DA008
JOB NO.	HAY-STN	ISSUE	A

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

0 1 2 3 4 5

Hay NSW Service Station Summary

HAY SHIRE COUNCIL

Description	Percentage	Total
DEMOLITION	2.66	$26,600.00
PRELIMINARIES & LABOUR	9.84	$98,400.00
GROUNDWORKS	.49	$4,900.00
FUEL TANKS & LINES	11.85	$238,500.00
FUEL INSTALLATION	2.56	$75,600.00
STRUCTURAL STEEL	7.5	$75,000.00
CARPENTRY	1.9	$19,800.00
ROOFER	10.07	$57,000.00
METALWORKER	1.70	$17,000.00
ALUMINIUM WINDOWS & DOORS	3.24	$32,400.00
WATERPROOFER	2.70	$1,000.00
PAINTER	2.74	$27,400.00
RENDERER	.3	$3,000.00
PLASTERER	6.4	$64,500.00
VINYL FLOORING	3.0	$30,000.00
TILING	1.25	$12,500.00
JOINERY	2.17	$21,700.00
PRIME COST ITEMS	4.35	$43,500.00
ELECTRICAL SERVICES	7.87	$78,700.00
HYDRAULIC SERVICES	6.20	$87,000.00
FIRE SERVICES	2.35	$23,600.00
MECHANICAL SERVICES	5.95	$59,500.00
EXTERNAL WORKS	2.91	$29,100.00
BUILDERS MARGIN	7.5	$75,000.00

Subtotal	**$1,201,700.00**
GST	**$ 120,170.00**
Total	**$1,321,870.00**

Month	Monthly Drawdown Value	Forecast Cummulative
1	$190,000	$190,000
2	$215,000	$405,000
3	$150,000	$555,000
4	$285,970	$840,970
5	$200,000	$1,040,970
6	$280,900	$1,321,870

PERROT'S
SOLICITORS

Solicitor

George Rigon

~~~~~~

Administrative Assistants

Leanne Comb
Local Court
Estates
Accounts.

Amy Creighton
Catherine Marshall
Conveyancing.

~~~~~~

82 Lachlan Street
PO Box 99
HAY 2711
Phone: (02) 6993 1005
(02) 6993 1302
Fax: (02) 6993 1444

Email: perrots@westnet.com.au

Office hours:

8.30am -1.00 pm
2.00pm -4.30 pm
~~~~~~~

Liability Limited by a scheme, approved under Professional Standards Legislation.
~~~~~~~

Our Ref: GR:DW:A26160
Your Ref:

19 December 2024

Hay Shire Council
134 Lachlan Street
HAY NSW 2711

Dear Sir,

RE: CURTIS SALE TO BADAOUI GROUP PTY LTD (ACN 629 158 443) ATF THE BADAOUI TRUST -
PROPERTY: 164 - 174 LACHLAN STREET, HAY NSW 2711

We refer to the above matter and advise that we act on behalf of the vendor Mr Robert Royce Curtis.

As solicitor for the vendor, I George Rigon hereby authorise Michael Badaoui to submit an application for a development application in relation to the above mentioned property.

Yours faithfully
PERROT'S

Per:
George Rigon

Fire Safety Certificate

HAY SHIRE COUNCIL

Part 11 of the Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021

Please note:
Information to assist building owners to complete each section of the certificate is provided on pages 3 and 4.

Section 1: Type of certificate

This is (mark applicable box): ☐ a final fire safety certificate (complete the declaration at Section 6 of this form)
☒ an interim fire safety certificate (complete the declaration at Section 7 of this form)

Section 2: Description of the building or part of the building

Address (Street No, Street Name, Suburb and Postcode)

164-174 Lachlan Street Hay NSW 2711

Lot No. (if known)	DP/SP (if known)	Building name (if applicable)
2	413386	

Provide a brief description of the building or part (building use, number of storeys, construction type etc).

Service station and convenience store with drive thru coffee out all under the same roof, the store is only 130sqm.

Section 3: Name and address of the owner(s) of the building or part of the building

Full Name (Given Name/s and Family Name)*

Robert Royce Curtis

*Where the owner is not a person/s but an entity including a company or trust insert the full name of that entity

Address (Street No, Street Name, Suburb and Postcode)

13 Opal Street Port Macquarie NSW 2444

Section 4: Fire safety measures

Fire safety measure	Minimum standard of performance	Date(s) assessed	Status*
Smoke alarm hardwired to mains power as per AS3786 to ensure compliance with NCC 2.3.2	Smoke alarm shown on plans. Distances from boundaries and other buildings exceed minimums.		
2 smoke alarms		To be installed	To be installed
3 fire extinguishers		To be installed	To be installed

Fire Safety Certificate

HAY SHIRE COUNCIL

Part 11 of the Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021

* Indicate whether the measure is new (N), existing (e) or modified (M)

Section 5: Name and contact details of the person making the declaration in section 6 or 7

Full name (Given Name/s and Family Name)

Michael Badaoui

Organisation (if applicable)	Title/Position (if applicable)
Badaoui Group Pty Ltd	Director / Designer

Address (Street No, Street Name, Suburb and Postcode)

666 Mains Street Bairnsdale VIC 3875

Phone	Email
0417 492 759	mick2374@gmail.com

.

Section 6: Final fire safety certificate declaration - for the whole of the building work

I, Michael Badaoui (insert full name) being the: ☐ owner ☒ owner's agent

certify that each essential fire safety measure specified in the current fire safety schedule for the building has been assessed by a properly qualified person as capable of performing to at least the standard required by the current fire safety schedule.

Owner/Agent Signature	Date issued
	23-12-24

Section 7: Interim fire safety certificate declaration

I, Simon Morton (insert full name) being the: ☒ owner ☐ owner's agent

certify that each essential fire safety measure specified in the current fire safety schedule for the part of the building has been assessed by a properly qualified person as capable of performing to at least the standard required by the current fire safety schedule.

Owner/Agent Signature	Date issued
Michael Badaoui	23-12-24

Note:

A fire safety certificate must not be issued unless the certificate is accompanied by a fire safety schedule for the building or part of the building in accordance with the Regulation.

Fire Safety Certificate HAY SHIRE COUNCIL

Information to help building owners complete the Fire Safety Certificate form

Please note:

The following information has been provided to help building owners complete the fire safety certificate template and does not comprise part of the form. The following pages do not have to be displayed in the building and need not be submitted to the Commissioner of Fire and Rescue NSW.

General

- Please print in CAPITAL LETTERS and complete all relevant sections in full.
- A reference to 'the Regulation' is a reference to the *Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021*.
- Completed fire safety certificates must be lodged with Fire and Rescue NSW by email at firesafety@fire.nsw.gov.au. For further information about this process, please visit the 'Lodge a fire safety certificate' page at www.fire.nsw.gov.au.
- As soon as practicable after issuing the fire safety certificate, the building owner must ensure a copy (together with a copy of the current fire safety schedule) is displayed in a prominent location within the building.
- Further information about building fire safety is available on the 'Fire safety in buildings' page of the Department's website at www.planning.nsw.gov.au.

Section 1: Type of certificate

- Mark the applicable box to identify if the certificate being issued is a final fire safety certificate or an interim fire safety certificate.
- Fire safety certificates are issued under Part 11 of the Regulation.
- A final fire safety certificate concerns the whole of the building work.
- An interim fire safety certificate concerns a completed part of the building work.

Section 2: Description of the building or part of the building

- In addition to the address and other property identifiers, a brief description of the building or part is to be provided. This could include the use(s) of the building (e.g. retail, offices, residential, assembly, carparking), number of storeys (above and/or below ground), construction type or other relevant information.
- If the description relates to part of a building, the location of the part should be included in the description.

Section 3: Name and address of the owner(s) of the building or part of the building

- Provide the name and address of each owner of the building or part of the building.
- The owner of the building or part of the building could include individuals, a company, or an owner's corporation.

Section 4: Fire safety measures

- The purpose of this section is to identify all of the fire safety measures that apply to a building or part of a building.
- The statutory fire safety measures are listed in section 79 of the Regulation.
- Fire safety measures include items such as portable fire extinguishers, fire hydrants, fire sprinklers, fire detection and alarm systems and lightweight construction.
- For final fire safety certificates, the table in section 4 must list each of the essential fire safety measures that apply to the building and the relevant standard of performance. The date(s) on which these measures were assessed and inspected must be within the 3 months prior to the date the final fire safety certificate is issued.
- For interim fire safety certificates, the table in section 4 must list each of the essential fire safety measures that apply to the part of the building and the relevant standard of performance. The date(s) on which these measures were assessed and inspected must be within the 3 months prior to the date the interim fire safety certificate is issued.
- The person who carries out the assessment must—
  - (a) inspect and verify the performance of each essential fire safety measure being assessed, and
  - (b) test the operation of equipment that—
    - (i) is specified in the current fire safety schedule for the building, and
    - (ii) has not previously been tested in an assessment because it is newly installed.

- A fire safety certificate deals with all essential fire safety measures in the current fire safety schedule for the building or part. However, the certificate need not deal with any measure the subject of other fire safety certificates or fire safety statements issued within the previous 6 months, except if the person who issued the relevant development consent, construction certificate or fire safety order determines that the fire safety certificate must address these measures.

Section 5: Name and contact details of the person making the declaration in section 6 or 7

- The purpose of this section of the form is to detail the name, address and contact details of the person who is making the required declaration i.e., the person who completes and signs section 6 or section 7 of the form. This could be the owner(s) of the building or a nominated agent of the owner(s).
- Where a person makes the required declaration on behalf of an organisation (as the owner of the building), the name of the organisation and the title/position of the person must be provided. The person making the required declaration as a representative of the organisation must have the appropriate authority to do so.
- Where a person makes the required declaration on behalf of the owner(s) (as the owner's agent), this person must have the appropriate authority from the building owner(s) to undertake this function.
- In the case of a building with multiple owners, one owner may make the required declaration, however each of the other owners must authorise the owner who makes the required declaration to act as their agent.

Section 6: Final fire safety certificate declaration

- The person completing this section is the person who is making the required declaration for the final fire safety certificate in accordance with section 83 and 84 of the Regulation and is the same person as detailed in section 5. The person making the required declaration must identify if they are the owner or the owner's agent.
- **In making the required declaration, the building owner or agent is <u>not</u> declaring that each fire safety measure meets the minimum standard of performance, but rather that each fire safety measure has been assessed, and was found by a properly qualified person to be capable of performing to that standard, as listed in section 4.** In performing this function, the building owner or owner's agent could obtain documentation from each properly qualified person to verify that the standard of performance has been met and that any new items of equipment have been tested, prior to completing the form.

Section 7: Interim fire safety certificate declaration

- The person completing this section is the person who is making the required declaration for the interim fire safety certificate in accordance with section 83 and 84 of the Regulation and is the same person as detailed in section 5. The person making the required declaration must identify if they are the owner or the owner's agent.
- The information provided above in relation to section 6 on what the owner is declaring also applies to an interim fire safety certificate.

© State of New South Wales through Department of Planning and Environment 2022. Information contained in this publication is based on knowledge and understanding at the time of writing, June 2022, and is subject to change. For more information, please visit dpie.nsw.gov.au/copyright

ATTACHMENT B

Statement of Environmental Effects Addendum

Development Application

Demolition of ancillary buildings & awning, addition to existing showroom and refurbishment of the building, installation of a new underground petroleum storage system, new fuel canopy, widening of the existing entry and exit driveways & Construction and Use of a Service Station complete with a Convenience Store and Drive thru coffee and hot food outlet.

164 - 174 Lachlan Street, Hay NSW 2711

Registered Plan: Lot 2 Plan DP 413386

9 May 2025

Badaoui Group Pty Ltd

666 Main Street, Bairnsdale VIC 3875

mick2374@gmail.com 0417 492 759

This addendum is written in response to Council's request for further information.

1.0 Relevant Statutory Environmental Planning Policies

The following statutory planning policies have been considered as part of my assessment.

1.1 SEPP (Reliance and Hazards) 2021 – Chapter 4 – Remediation of the Land

Under clause 4.6 of the SEPP Council is required to consider whether a proposed development site is affected by soil or other contaminants before granting consent.

The site was used as a service station previously and ceased trading approx. 20 years ago. The site area proposed to be rebuilt as the service station is substantially the same as that previously occupied by the old service station. The forecourt and circulation areas will be reconstructed and essentially capped by the concrete overlay – engineers' detail will be provided at the Construction Certificate stage.

1.2 SEPP (Transport and Infrastructure) 2021 – Division 17 Roads and Traffic

2.119 Development with frontage to classified road

(1) The objectives of this section are –

(a) to ensure that new development does not compromise the effect and ongoing operation and function of classified roads, and

(b) to prevent or reduce the potential impact of traffic noise and vehicle emission on development adjacent to classified roads.

(2) The consent authority must not grant consent to development on land that has a frontage to a classified road unless it is satisfied that-

(a) where practical and safe, vehicular access to the land Is provided by a road other than the classified road, and

(b) the safety, efficiency and ongoing operation of the classified road will not be adversely affected by the development as a result of-

(i) the design of the vehicular access to the land, or

(ii) the emission of smoke or dust from the development, or

(iii) the nature, volume or frequency of vehicles using the classified road to gain access to the land, and

(c) the development is of a type that is not sensitive to traffic noise or vehicle emissions, or is appropriately located and designed, or includes measures, to ameliorate potential traffic noise or vehicle emissions within the site of the development arising from the adjacent classified road.

Lachlan Street is a local Road controlled by the Council. The application may be referred to TfNSW for concurrence?

The existing entry and exit crossovers are proposed to be widened and renewed as part of the construction works. The swept paths for delivery vehicles do not require vehicles to cross the centre line along Lachlan Street.

1.3 SEPP (Industry and Employment) 2021 Advertising and Signage

The proposed signage in this application is site ID Sign for the site and corporate colours and logos on the canopy and bowsers. Internal way finding signage will be included (water & air).

The DA plans contain signage proposed for the site. The proposed site ID and price sign are detailed in the DA plan set.

The proposed signage package is standard service station signage based.

2.0 Estimation for Customers & Vehicle Numbers Entering the Site

It is anticipated the site will sell approximately 120,000Lpm with an average fill of 40L per vehicle and this will result in 3,000 customers per month, being around 300 per day (over a 30 day month). In addition to this we could attract a further 5% of vehicles for 'shop only' items, meaning the business could attract approx. 315 customers/movement per trading day.

3.0 Existing underground fuel tanks

We were advised by the real estate agent acting for the current owner of the site that the site has not traded as a service station for more than 20 years and that the tanks had been removed.

As part of our construction of the site and removal of the concrete pavement we could investigate the potential of any underground fuel tanks and have them removed. It would be appreciated if Council could condition that any old fuel tanks found on site be removed prior to the issue of a construction certificate if they are no longer fit for purpose or in accordance with the new regulations for underground petroleum storage systems.

We trust this addresses concerns raised by Council and now seek their support and approval for this development.

Regards

Michael Badaoui

Michael Badaoui – Director

Badaoui Group Pty Ltd

666 Main Street Bairnsdale VIC 3875

mick2374@gmail.com 0417 492 759

CARPARK AND DRIVEWAY CERTIFICATION OF PROPOSED SERVICE STATION

164-174 Lachlan Street, Hay NSW

Prepared for: Badaoui Group Pty Ltd

A1514160N (Version 1a)

July 2025

Motion Traffic Engineers Pty Ltd
Telephone:
940 33588
sydney@motiontraffic.com.au

ACN 600201583

1. INTRODUCTION

Motion Traffic Engineers was commissioned by Badaoui Group to prepare a car parking certification report of the proposed childcare centre at 164-174 Lachlan Street, Hay NSW.

The truck and car park are on ground levels with vehicle access and egress via Lachlan Street. Separate entry and exit driveways are provided

Reference is made to AS2890.1 (2004), AS2890.2 (2018)and AS2890.6 (2009) and Council's Development Control Plan for compliance.

2. DRIVEWAY

The details of the driveway from Lachlan Street into the ground level, including both entry and exist points are as follows, from the perspective of the inbound movement for description purposes:

- The entry driveway is 7.9 metres wide and the exist is 9.1 metres wide at the property boundary respectively
- The gradient is less than five percent.

3. CAR SPACES

The details of the car parking areas are as follows:

- The car parking aisle is 7 metres wide.
- Car spaces are provided with 2.6 metres wide and 5.4 metres long.
- Shared zone and disabled parking have been provided with the same dimension of 2.4 metres wide and 5.4 metres long. A bollard is located in the shared zone.

4. SWEPT PATHS

A swept turning path analysis is performed for the truck movements for the proposed service station as set in the Australian Standards to confirm that vehicle movements are adequate.

The following truck swept paths have been prepared:

- 19 metre articulated truck entering and leaving the site (fuel tanker)
- 7.5 medium rigid waste truck

The swept paths are provided in the Appendix A

5. CAR SIGHT DISTANCE

The car driver's sight distance requirement to enter the external road is stated in Figure 3.2 of AS2890.1.

The sight distance varies according to the speed of the external road. Lachlan Street has a sign-posted speed limit of 40km/hr where the exit driveway is located.

The minimum sight distance required is 55 metres. Site measurements showed that the minimum sight distance looking left or right is met without permanent obstructions.

The pedestrian sight triangle (as set out in Figure 3.3) is met as well.

6. TRUCK SIGHT DISTANCE

The truck driver's sight distance requirement to enter the external road is stated in Figure 3. of AS2890.2.

The sight distance varies according to the speed of the external road. Lachlan Street has a sign-posted speed limit of 40km/hr where the exit driveway is located.

The minimum sight distance required is 55 metres. Site measurements showed that the minimum sight distance looking left or right is met without permanent obstructions.

The pedestrian sight triangle (as set out in Figure 3.4) is met as well.

7. CONCLUSIONS AND RECOMMENDATIONS

The car parking area and driveway is generally compliant with Australian Standards and Council's DCP.

APPENDIX A
Swept Paths

TRAFFIC AND PARKING IMPACT ASSESSMENT

Proposed Service Station

164-174 Lachlan Street, Hay

Prepared for: Badaoui Group Pty Ltd

N255214A

July 2025

Motion Traffic Engineers Pty Ltd
Telephone:
94033588
sydney@motiontraffic.com.au

ACN 600201583

Contents

1. Introduction 3
2. Background and Existing Conditions of the Service station site 4
2.1. Location and Land Use 4
2.2. Road Network 5
2.3. Public Transport 6
2.4. Midblock Traffic Volumes 7
2.5. Conclusion 9
3. Proposed SErvice station 10
3.1. Parking and Access 10
4. Parking Requirements 11
4.1. Car Parking Provision and Adequacy 11
5. Traffic Generation and Impact 12
5.1. Traffic Generation GUIDE TO TRANSPORT IMPACT ASSESSMENT 2024 12
5.2. Traffic Generation from a Survey of another Regional service station 13
5.3. Trip Distribution 13
5.4. Existing with petrol station traffic 14
5.5. Intersection Assessment 17
6. Conclusions 22

1. INTRODUCTION

ML Traffic Engineers was commissioned by Badaoui Group Pty Ltd to prepare this traffic and parking impact assessment to support a Development Application for a proposed service station at 164-167 Lachlan Steet, Hay. The site is unoccupied as a business but was a service station the past.

This traffic report presents an assessment of the anticipated transport implications of the proposed development, with the following considerations:

- Background and existing traffic and parking conditions of the service station site
- Assessment of the public transport network within the vicinity of the site
- Adequacy of car, bicycle and motorcycle parking provision
- The projected traffic generation of proposed service station and;
- The transport impact of proposed service station on the surrounding road network.

In the course of preparing this assessment, the service station site and its environment have been inspected, plans of the development are examined, all relevant traffic and parking data have been collected and analysed.

2.BACKGROUND AND EXISTING CONDITIONS OF THE SERVICE STATION SITE

2.1. Location and Land Use

The proposed service station development is located at 164-167 Lachlan Street, Hay and within Hay Town Centre.

The site is situated along Cobb Highway, a key regional arterial road that traverses through the Hay Town Centre. The site has primary frontage to Lachlan Street and lies within a mixed-use area compromising commercial, retail, and accommodation uses. Surrounding land uses include the Riverina Hotel, Nicholas Royal Motel, Bendigo Bank, and various local shop and eateries. The area serves as a local commercial hub catering to resident, tourists, and regional through-traffic.

Figures 1 and 2 show the location of the subject site in relation to the local road network and broader context. Figure 2 also identifies Lachlan Street at the site. Figure 3 presents a street-level photograph of the site frontage taken from Lachlan Street .

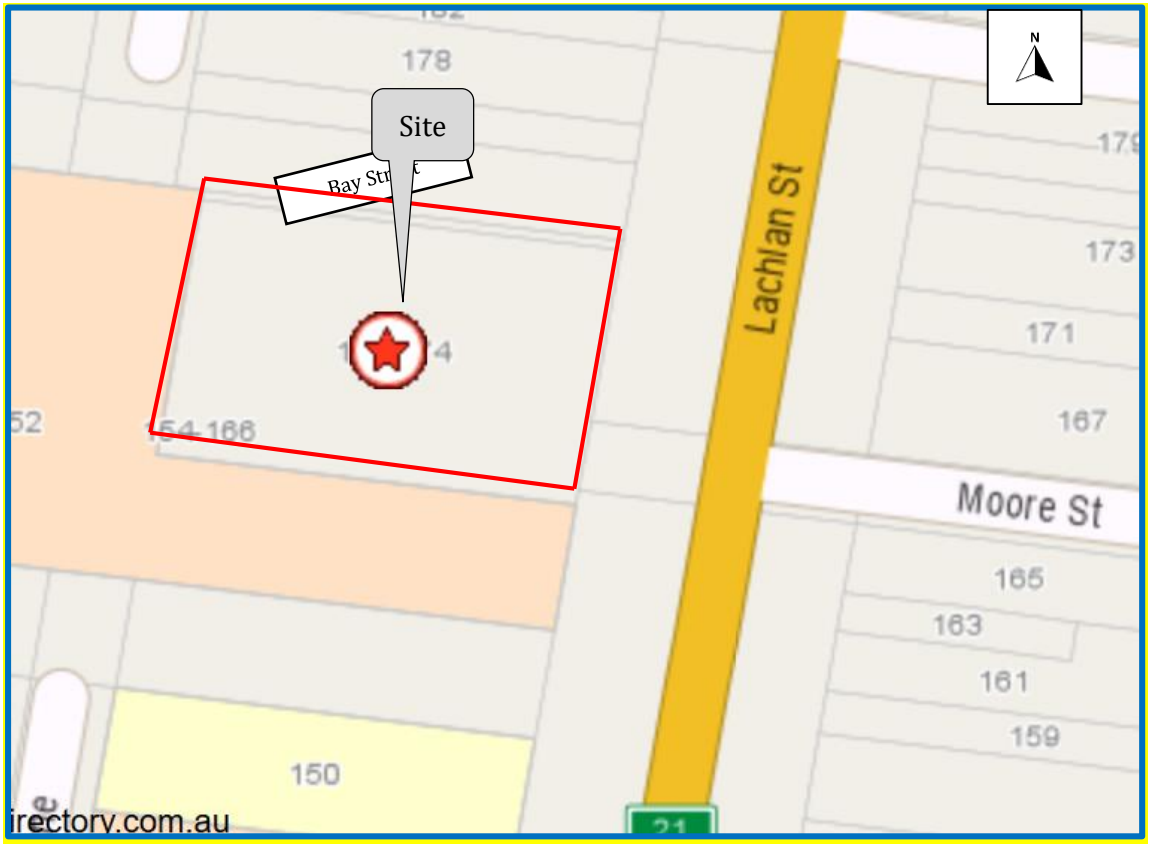


Figure 1: Location of the site on Street Map



Figure 2: Photograph of the Site from Lachlan Street

2.2.Road Network

This section discusses the road network adjacent to the site.

Lachlan Street is part of the Cobb Highway, and a town centre road within Hay and experiences high pedestrian volumes walking along and across Lachlan Street during business hours. There are frequent on-street parking manoeuvres during business hours. Lachlan Street has one lane each way and on-street parking on both sides of the road. The sign posted speed limit is 40 km for the core part of the town centre and 50 km/hr in other section direction with posted speed limit of 40km/hr adjacent to the site (See Figure 2).

On street 45-degree angle parking is available on both site of the road with unlimited time restriction ear the site. Lachlan Street forms part of the primary north-south route through Hay, connecting with the Sturt Highway to the north and Mid-Western Highway to the south. Figure 4a and 4b shows photographs of the Lachlan Street.



Figure 4a: Lachlan Street looking towards south direction

Public Parking Opportunity

Time-unrestricted on-street parking is available along Lachlan Street, particularly in front of retail and commercial premises and other road sections of the town centre that run off Hay Street.

Site visit shows that while on-street parking on Lachlan Street is generally available, vacant spaces become limited during peak business hours due to the concentration of commercial activity in the town centre.

2.3.Public Transport

Bus Service

The nearest bus stop to the site is located approximately 1.7 kilometers away along the Sturt Highway, which is beyond the standard pedestrian catchment. This stops services by long distance regional coach services, including NSW Train Link routes connecting Hay with major reginal centres such as Wagga Wagga, Griffith, and Sydney. Which will be easy for staff approaching to the service

station.

Figure 5 presents the location of the site in relation to the public transport services.

Overall, the site has access to public transport.



Figure 5: Public Transport Map

2.4. Midblock Traffic Volumes

As part of the traffic impact assessment, a mid-block traffic count was carried out in front of the site at 164-174 Lachlan Street in both northbound and southbound directions along Hay Street for each direction for each hour for seven consecutive days and prepared interpedently by Austraffic In February 2025. This report uses the7 day 24 hour traffic count. The traffic count in excel can be provided to council on a confidential basis for review of this project only.

Based on the observed data, the highest traffic volumes were recorded on Friday, with the morning peak hour occurring between 9:00AM to 10:00AM and evening peak hour between 4:00PM to 5:00PM. The peak hour traffic counts are presented in the following Figures with trucks and buses in brackets and cars un-bracketed. The midblock traffic volumes are modest.



Figure 8a: Existing Weekday Traffic Volumes AM Peak Hour

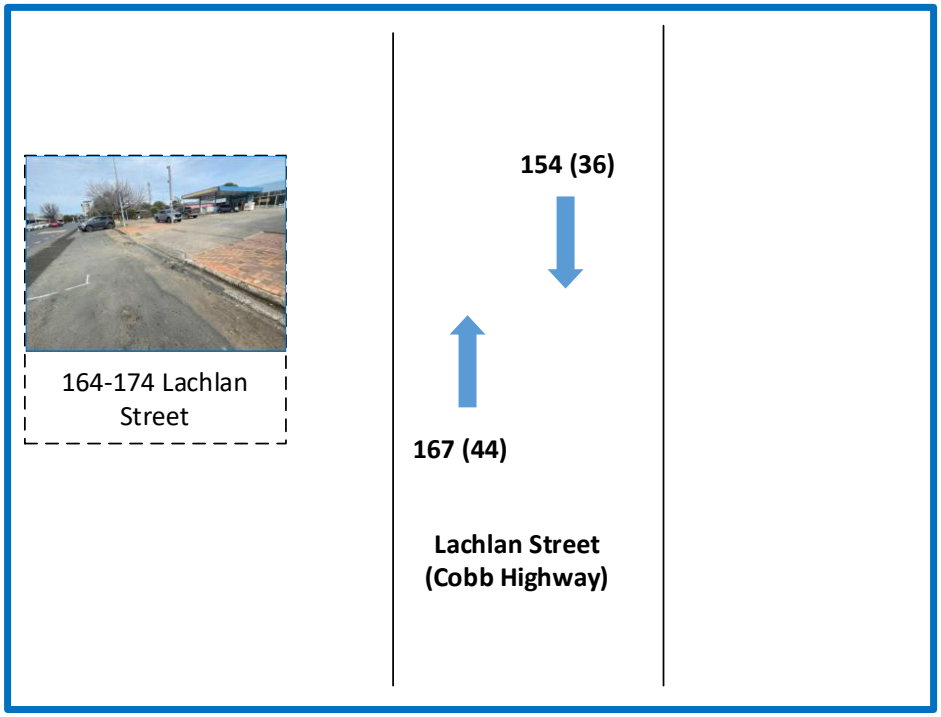


Figure 8b: Existing Weekday Traffic Volumes PM Peak Hour

2.5. Conclusion

The proposed service station development is located in an area where there are a reasonable number of vacant car spaces are available on Lachlan Street.

The midblock traffic volumes on Hay Street are modest.

The site has access to bus public transport.

3.PROPOSED SERVICE STATION

A description of the service station are as follows:

- Change of use of the existing industrial premises for the purposes of a service station.
- Eight fuel bowsers
- The total Gross Floor Area (GFA) of the premises is approximately 230 m², comprising:
  - 230 m² of convenience store

3.1.Parking and Access

- There are eighteen car spaces provided: eight at the fuelling bays and ten adjacent to the building.
- All vehicles access and egress are via the existing vehicular crossing along Lachlan Street

A full scaled plan of the proposed development is provided as part of the Development Application.

4.PARKING REQUIREMENTS

4.1. Car Parking Provision and Adequacy

There are eighteen car spaces provided: eight at the fuelling bays and ten adjacent to the building.

Hay Shire Council does not public car parking rates for a service station. The current *Guide to Transport Assessment 2024* does not provide car parking rates for a service station as well.

The car parking requirements for the petrol station based on *NSW RTA Guide to Traffic Generating Developments 2002* are as follows:

- 5 car parking space per 100 m² of Gross Floor Area (GFA)

Table 4a below presents the minimum car parking requirement for petrol station based on the car parking rate listed above.

Use	GFA(m2)	Car Parking Rate	Car Spaces Required	Car Spaces Provided
Petrol station	230	1 space per 50 m² GFA	12	18
Total			12	18

Table 4a: Summary of Car Parking Requirements and Provision

The proposed service station has a compliant number of car spaces.

5. TRAFFIC GENERATION AND IMPACT

5.1. Traffic Generation GUIDE TO TRANSPORT IMPACT ASSESSMENT 2024

The *Guide to Transport Assessment 2024* provides trip generation rates (based on a survey in 2013) for nine metropolitan and one regional service station as follows.

Service stations (2013)

Surveys of service stations were undertaken in 2013. Nine Sydney metropolitan sites and one site outside the Sydney metropolitan area were chosen.

The following equations may be used to estimate the daily and peak vehicle trips, where (N) refers to the number of service channels at the service station and (S) refers to the total site area in square metres.

Table 5.41. Service stations trip generation equations

Time period	Vehicle trip generation equation (vehicle trips/hour)
Daily rate (D)	(D) = 29.042(N)2 + 222.58(N) + 1668.3 (R2 = 0.87)
Site peak one hour rate (P)	(P) = 0.0819(D) + 46.302 (R2 = 0.91)
AM peak hour (AM)	(AM) = 0.2815(N)2 + 14.047(N) + 16.715 (R2 = 0.80)
PM peak hour (PM)	(PM) = 0.0205(S) + 88.52 (R2 = 0.84)

Notes

- Analysis showed a wide spread in trip generation rates in the sample, which means average rates could not be used for planning purposes.
- Linear and non-linear relationships were established between the number of total daily and AM and PM peak trips and two independent variables: the total site area and the number of service channels.
- Peak one-hour vehicle trips were found to be reliably estimated from the total daily trips.
- The regression formulae are only valid over the range of independent variables observed, and only valid when used in their entirety.

The application of the above rates shows trip generation rate of 129 trips and 136 trips in the AM and PM peak hour respectively.

The generated traffic represents approximately 33 percent of the existing traffic shown in Section 2.5. The traffic generation is not realistic of the existing traffic volumes on Hay Street. There are also three existing service stations in Hay.

5.2. Traffic Generation from a Survey of another regional service station

The trip generation for the proposed service station has been estimated based on traffic surveys undertaking for proposed changes to an existing service station, at 690a Great Western Highway, Faulconbridge. A survey of number of cars using each bowser was undertaken. TfNSW has copy of the traffic reports and the survey conducted by Austraffic (who also prepared the survey for Hay). The survey can be provided to Council for verification of how the survey was used for this project only and on a confidential basis only and not to be distributed.

The trip rate for a car per bowser is as follows:

- 6 trips per bower for the AM peak hour
- 10 trips per bowser for the PM peak hour

The application of the above-mentioned rates to the proposed service station results the peak hour trip generation presented in Table 5a below:

Peak Hour	Land Use	Trip Generated/h	Trip Generated/h*service channel
AM (9-10)	Petrol station	45	6
PM (4-5)		81	10

Table 6: Trips generated by the proposed service station in weekday peak hours

It is expected that 50 percent of the traffic to the service station are existing and not generated traffic with people directly travelling to the service station.

5.3.Trip Distribution

The proposed petrol station is a moderate-low trip generator in both AM and PM peak hours

The predicted petrol station trips are distributed to the road network assuming 50 percent origin trips 50 percent destination trips for the AM peak hour and 50 percent origin trips 50 percent destination trips for the PM peak, which results the following trips:

Peak Hour	Origin	Destination	Total
AM	12	11	23
PM	21	20	41

Table 7: Net trip distribution

The proposed petrol station is a moderate-low trip generator.

5.4. Existing with petrol station traffic

The additional petrol station trips are assigned onto the local traffic network. The following figures present the future traffic volume with the development trips (in red for origin trips and blue for destination trips) for the weekday AM and PM peak hours.

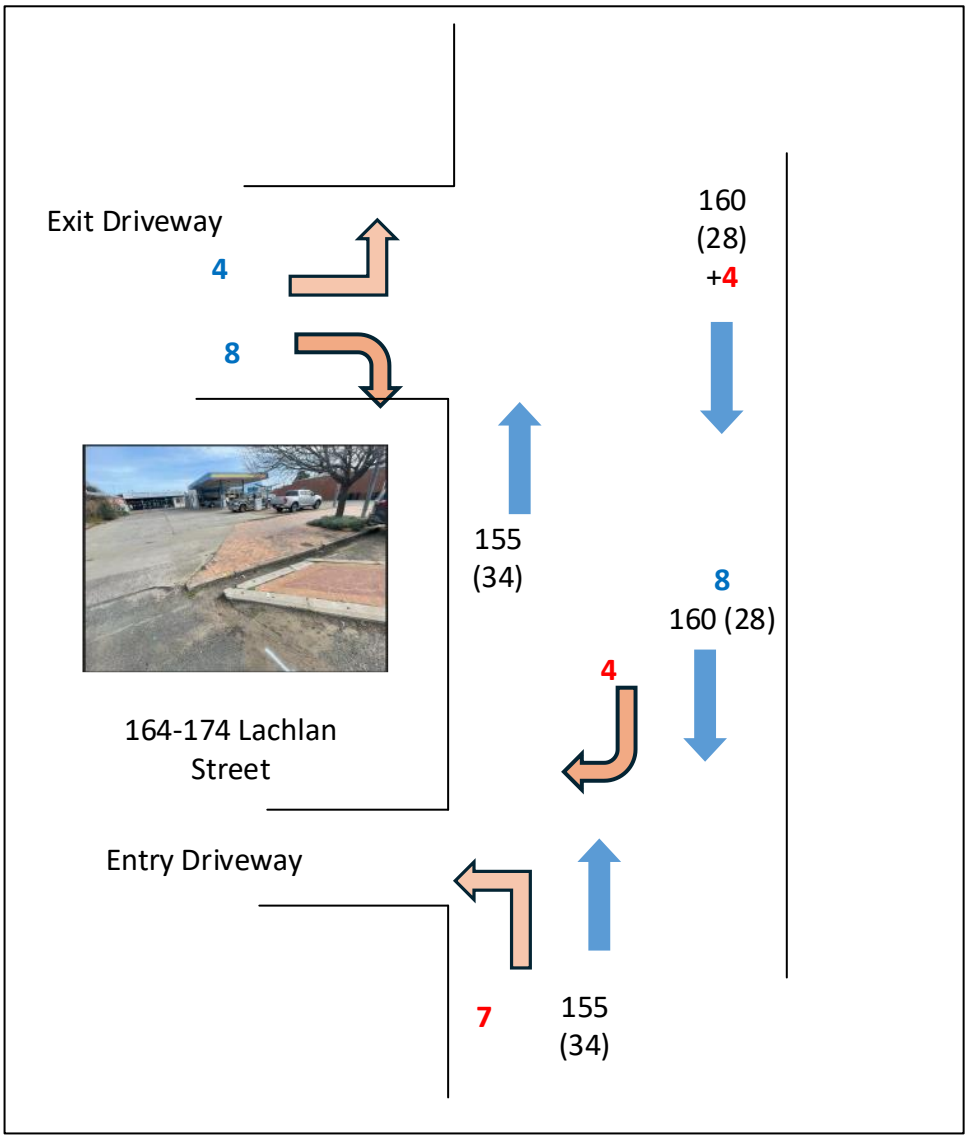


Figure 9a: Existing Weekday Traffic Volumes with Site traffic AM Peak Hour

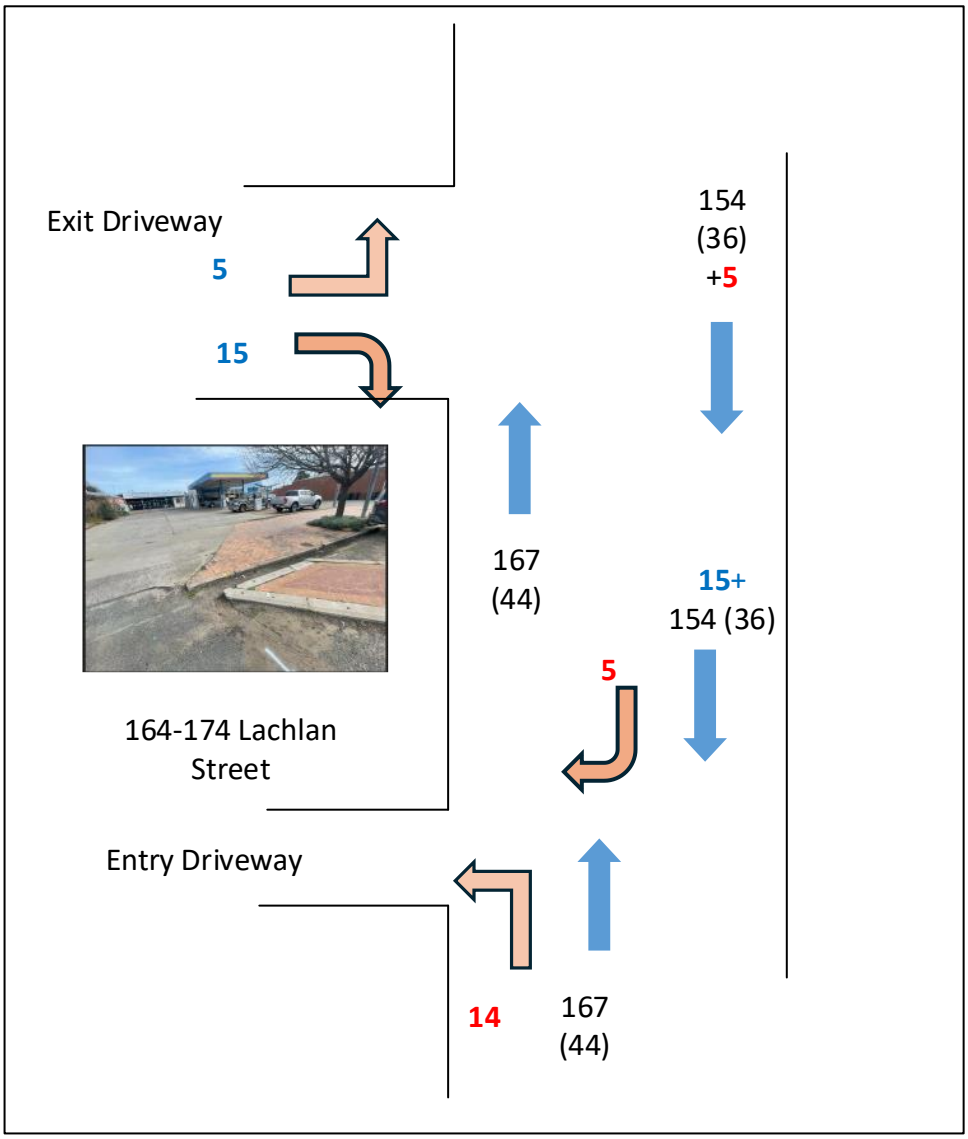


Figure 9b: Existing Weekday Traffic Volumes with Site traffic PM Peak Hour

5.5. Intersection Assessment

An intersection assessment has been undertaken for the

- Lachlan Street with entry Driveway
- Lachlan Street with exit Driveway

The intersection layout are presented in the following Figures. The intersection assessment is as network intersections as stated in SIDRA – an industry standard intersection assessment software. The SIDRA files can be provided only on a confidential basis without distribution (unless approved).

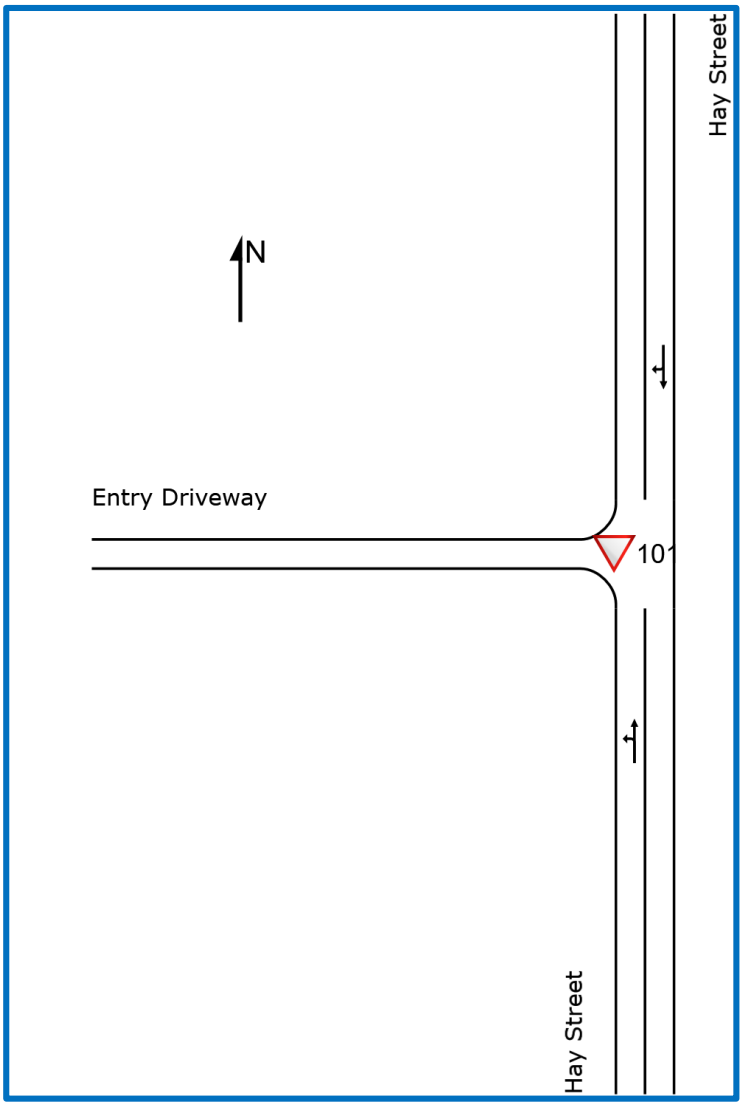


Figure 10a: Intersection Layout of Lachlan Street with Entry Driveway

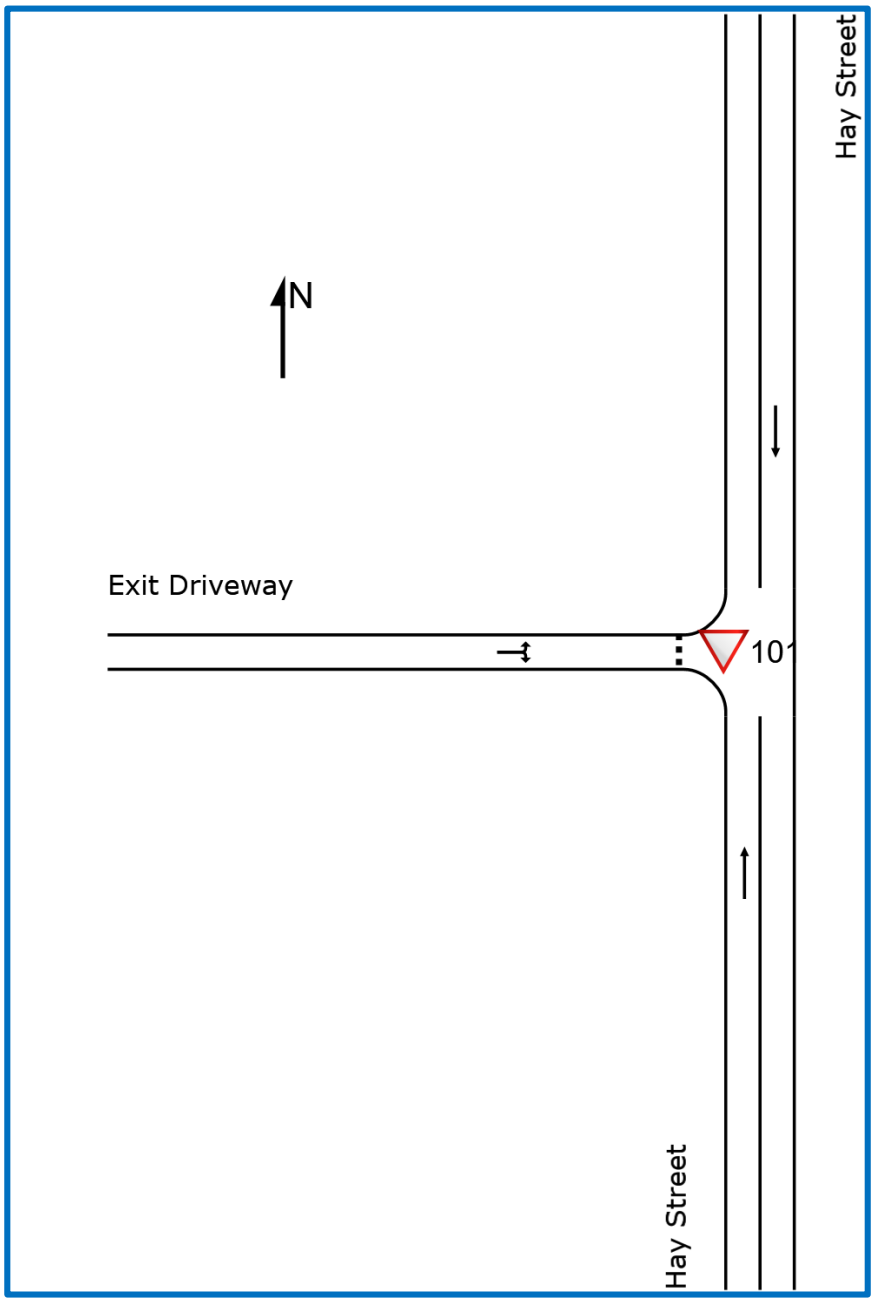


Figure 10b: Intersection Layout of Lachlan Street with Exit Driveway

The existing intersection operating performance was assessed using the SIDRA software package (version 9.1) to determine the Degree of Saturation (DS), Average Delay (AVD in seconds) and Level of Service (LoS) at each intersection. The SIDRA program provides Level of Service Criteria Tables for various intersection types. The key indicator of intersection performance is Level of Service, where results are placed on a continuum from 'A' to 'F', as shown in Table 1.

LoS	Traffic Signal / Roundabout	Give Way / Stop Sign / T-Junction control
A	Good operation	Good operation
B	Good with acceptable delays and spare capacity	Acceptable delays and spare capacity
C	Satisfactory	Satisfactory, but accident study required
D	Operating near capacity	Near capacity & accident study required
E	At capacity, at signals incidents will cause excessive delays.	At capacity, requires other control mode
F	Unsatisfactory and requires additional capacity, Roundabouts require other control mode	At capacity, requires other control mode

Table 1: Intersection Level of Service

The Average Vehicle Delay (AVD) provides a measure of the operational performance of an intersection as indicated below, which relates AVD to LOS. The AVD's should be taken as a guide only as longer delays could be tolerated in some locations (i.e. inner city conditions) and on some roads (i.e. minor side street intersecting with a major arterial route). For traffic signals, the average delay over all movements should be taken. For roundabouts and priority control intersections (sign control) the critical movement for level of service assessment should be that movement with the highest average delay.

LoS	Average Delay per Vehicles (seconds/vehicle)
A	Less than 14
B	15 to 28
C	29 to 42
D	43 to 56
E	57 to 70
F	>70

Table 2: Intersection Average Delay (AVD)

The degree of saturation (DS) is another measure of the operational performance of individual intersections. For intersections controlled by traffic signals both queue length and delay increase rapidly as DS approaches 1. It is usual to attempt to keep DS to less than 0.9. Degrees of Saturation in the order of 0.7 generally represent satisfactory intersection operation. When DS exceed 0.9 queues can be anticipated.

The results of the intersection analysis are as follows:

Intersection/ Performance criteria	AM Peak Hour Existing	PM Peak Hour Existing
Hay Street Entry		
LoS	N/A Worst Case A	N/A Worst Case A
AVD	0.1	0.2
DS	0.118	0.137
Hay Street Exit		
LoS	N/A Worst Case A	N/A Worst Case A
AVD	0.1	0.2
DS	0.114	0.129

Table 3: Existing Intersection Performances

As presented in Table 3, both intersections are currently operating in excellent condition. Overall, there is spare capacity to accommodate additional traffic. The full intersection results are presented in Appendix A.

6.CONCLUSIONS

This traffic impact assessment reports relates to a proposed service station at 164-174 Lachlan Street , Hay. Based on the analysis and discussions presented in this report, the following conclusions are made:

- The site is located within Hay Town Centre with some access to public transport services. Public parking opportunities can be located on Lachlan Street near the site frontage.
- Adequate car space are provided
- The proposed development is expected to generate low number of additional trips in both AM and PM peak hours.
- According to the intersection assessment results, the additional trips can be accommodated in the nearby intersections without significantly affecting the performance of any turn movement, approach arm or the overall intersection.

There are no traffic engineering reasons why a development consent for the proposed service station at 164-174 Lachlan Street in Hay, should not be granted.

APPENDIX A

INTERSECTION ASSESSMENT FOR EXISTING TRAFFIC AND SERVICE STATION TRAFFIC

Vehicle Movement Performance															
Mov ID	Turn	Mov Class	Demand Flows [Total veh/h	HV] %	Arrival Flows [Total veh/h	HV] %	Deg. Satn v/c	Aver. Delay sec	Level of Service	Aver. Back Of Queue [Veh. veh	Dist] m	Prop. Que	Eff. Stop Rate	Aver. No. of Cycles	Aver. Speed km/h
South: Hay Street															
1	L2	All MCs	7	0.0	7	0.0	0.118	3.4	LOS A	0.0	0.0	0.00	0.02	0.00	39.4
2	T1	All MCs	199	18.0	199	18.0	0.118	0.0	LOS A	0.0	0.0	0.00	0.02	0.00	39.8
Approach			206	17.3	206	17.3	0.118	0.2	NA	0.0	0.0	0.00	0.02	0.00	39.8
North: Hay Street															
8	T1	All MCs	206	14.3	206	14.3	0.118	0.0	LOS A	0.0	0.1	0.02	0.02	0.02	39.9
9	R2	All MCs	4	0.0	4	0.0	0.118	2.8	LOS A	0.0	0.1	0.02	0.02	0.02	38.7
Approach			211	14.0	211	14.0	0.118	0.1	NA	0.0	0.1	0.02	0.02	0.02	39.9
All Vehicles			417	15.7	417	15.7	0.118	0.1	NA	0.0	0.1	0.01	0.02	0.01	39.9

Table A1: Weekday Priority Intersection Performance of Lachlan Street with Entry Driveway AM Peak Hour

Vehicle Movement Performance															
Mov ID	Turn	Mov Class	Demand Flows [Total veh/h	HV] %	Arrival Flows [Total veh/h	HV] %	Deg. Satn v/c	Aver. Delay sec	Level of Service	Aver. Back Of Queue [Veh. veh	Dist] m	Prop. Que	Eff. Stop Rate	Aver. No. of Cycles	Aver. Speed km/h
South: Hay Street															
2	T1	All MCs	199	18.0	199	18.0	0.114	0.0	LOS A	0.0	0.0	0.00	0.00	0.00	40.0
Approach			199	18.0	199	18.0	0.114	0.0	NA	0.0	0.0	0.00	0.00	0.00	40.0
North: Hay Street															
8	T1	All MCs	202	14.6	202	14.6	0.113	0.0	LOS A	0.0	0.0	0.00	0.00	0.00	40.0
Approach			202	14.6	202	14.6	0.113	0.0	NA	0.0	0.0	0.00	0.00	0.00	40.0
West: Exit Driveway															
10	L2	All MCs	4	0.0	4	0.0	0.013	0.6	LOS A	0.0	0.1	0.36	0.44	0.36	23.4
12	R2	All MCs	8	0.0	8	0.0	0.013	5.5	LOS A	0.0	0.1	0.36	0.44	0.36	28.1
Approach			13	0.0	13	0.0	0.013	3.9	LOS A	0.0	0.1	0.36	0.44	0.36	25.6
All Vehicles			414	15.8	414	15.8	0.114	0.1	NA	0.0	0.1	0.01	0.01	0.01	39.1

Table A2: Weekday Priority Intersection Performance of Lachlan Street with Exit Driveway AM Peak Hour

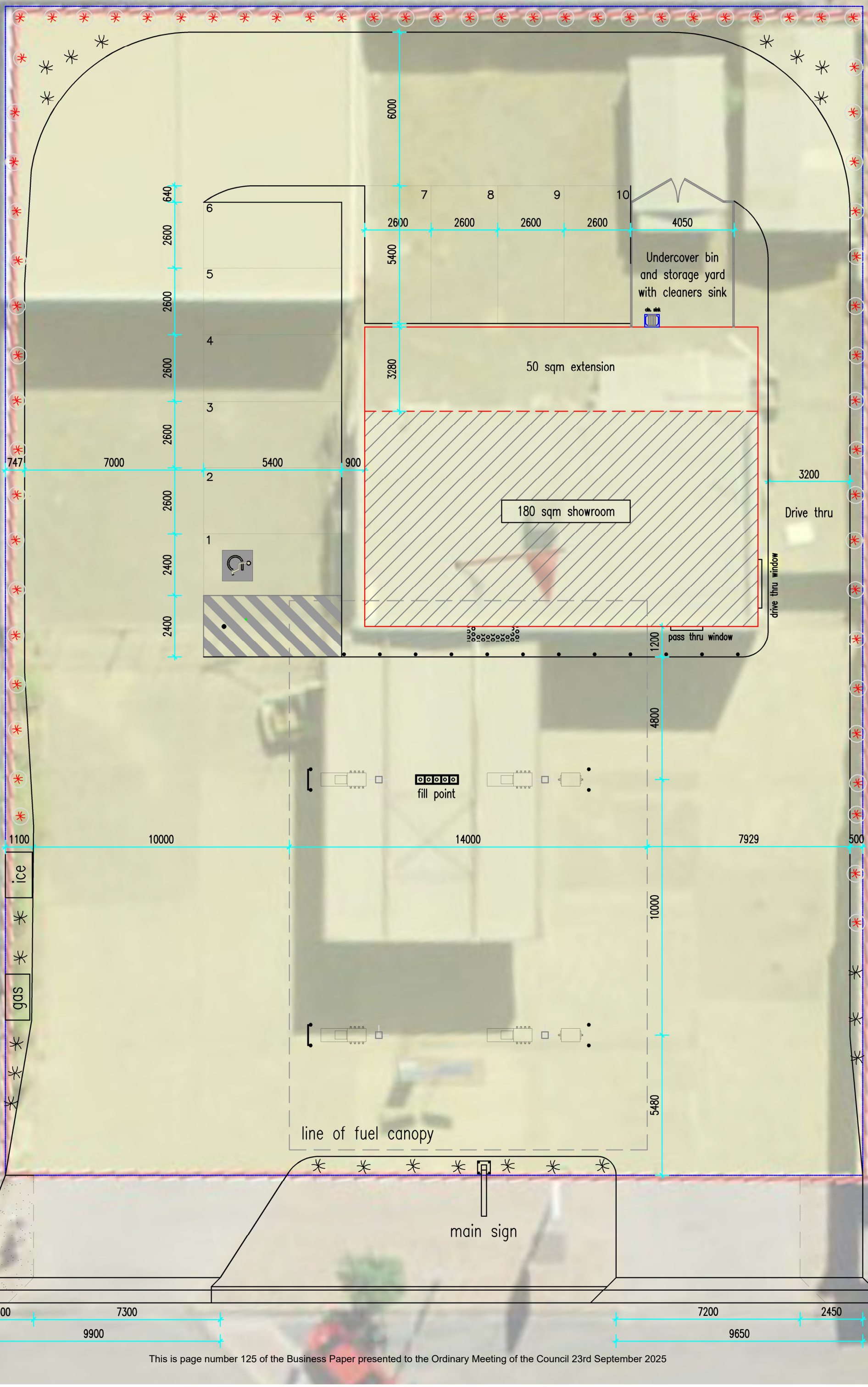
Vehicle Movement Performance															
Mov ID	Turn	Mov Class	Demand Flows [Total veh/h	HV] %	Arrival Flows [Total veh/h	HV] %	Deg. Satn v/c	Aver. Delay sec	Level of Service	Aver. Back Of Queue [Veh. veh	Dist] m	Prop. Que	Eff. Stop Rate	Aver. No. of Cycles	Aver. Speed km/h
South: Hay Street															
1	L2	All MCs	15	0.0	15	0.0	0.137	3.5	LOS A	0.0	0.0	0.00	0.03	0.00	39.4
2	T1	All MCs	222	20.9	222	20.9	0.137	0.0	LOS A	0.0	0.0	0.00	0.03	0.00	39.7
Approach			237	19.6	237	19.6	0.137	0.3	NA	0.0	0.0	0.00	0.03	0.00	39.7
North: Hay Street															
8	T1	All MCs	200	18.9	200	18.9	0.119	0.0	LOS A	0.0	0.1	0.02	0.03	0.02	39.9
9	R2	All MCs	5	0.0	5	0.0	0.119	3.1	LOS A	0.0	0.1	0.02	0.03	0.02	38.6
Approach			205	18.5	205	18.5	0.119	0.1	NA	0.0	0.1	0.02	0.03	0.02	39.9
All Vehicles			442	19.0	442	19.0	0.137	0.2	NA	0.0	0.1	0.01	0.03	0.01	39.8

Table A3: Weekday Priority Intersection Performance of Lachlan Street with Entry Driveway PM Peak Hour

Vehicle Movement Performance															
Mov ID	Turn	Mov Class	Demand Flows [Total veh/h	HV] %	Arrival Flows [Total veh/h	HV] %	Deg. Satn v/c	Aver. Delay sec	Level of Service	Aver. Back Of Queue [Veh. veh	Dist] m	Prop. Que	Eff. Stop Rate	Aver. No. of Cycles	Aver. Speed km/h
South: Hay Street															
2	T1	All MCs	222	20.9	222	20.9	0.129	0.0	LOS A	0.0	0.0	0.00	0.00	0.00	40.0
Approach			222	20.9	222	20.9	0.129	0.0	NA	0.0	0.0	0.00	0.00	0.00	40.0
North: Hay Street															
8	T1	All MCs	205	18.5	205	18.5	0.118	0.0	LOS A	0.0	0.0	0.00	0.00	0.00	40.0
Approach			205	18.5	205	18.5	0.118	0.0	NA	0.0	0.0	0.00	0.00	0.00	40.0
West: Exit Driveway															
10	L2	All MCs	5	0.0	5	0.0	0.023	0.7	LOS A	0.0	0.2	0.39	0.51	0.39	23.9
12	R2	All MCs	16	0.0	16	0.0	0.023	5.8	LOS A	0.0	0.2	0.39	0.51	0.39	29.6
Approach			21	0.0	21	0.0	0.023	4.5	LOS A	0.0	0.2	0.39	0.51	0.39	27.1
All Vehicles			448	18.8	448	18.8	0.129	0.2	NA	0.0	0.2	0.02	0.02	0.02	38.9

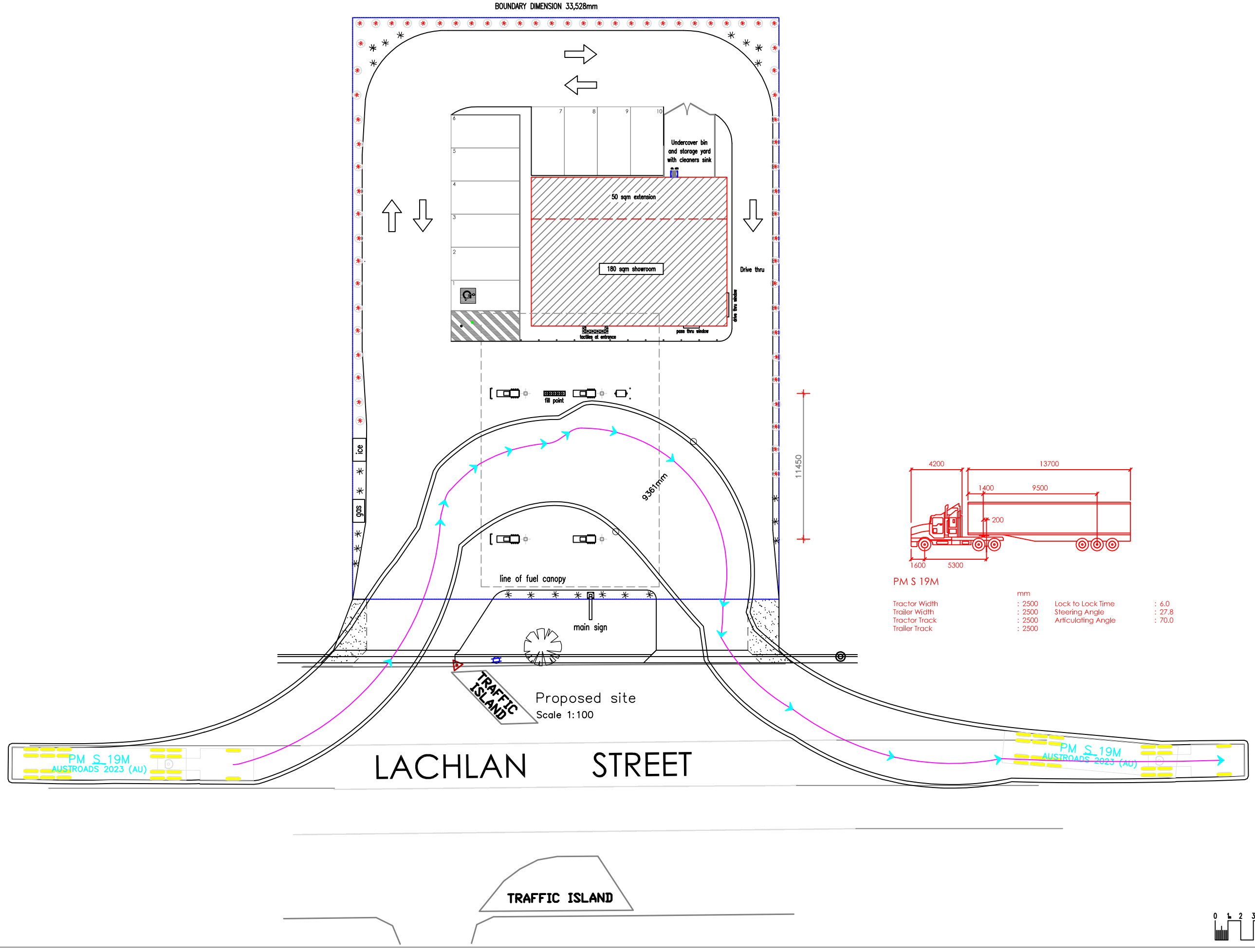
Table A4: Weekday Priority Intersection Performance of Lachlan Street with Exit Driveway PM Peak Hour

BOUNDARY DIMENSION 53,528mm



HAY SHIRE COUNCIL

Is page number 126 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025



PM S 19M

	mm		
Tractor Width	: 2500	Lock to Lock Time	: 6.0
Trailer Width	: 2500	Steering Angle	: 27.8
Tractor Track	: 2500	Articulating Angle	: 70.0
Trailer Track	: 2500		

ISSUE	REF	DESCRIPTION	DATE
C		Altered for swept path of 19m Semi	1-9-2025
B		Altered for swept path of 19m truck	23-7-25
A		Issued for approval by Council	13-3-25

DRAWING TITLE
19m Semi Trailer swept path

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

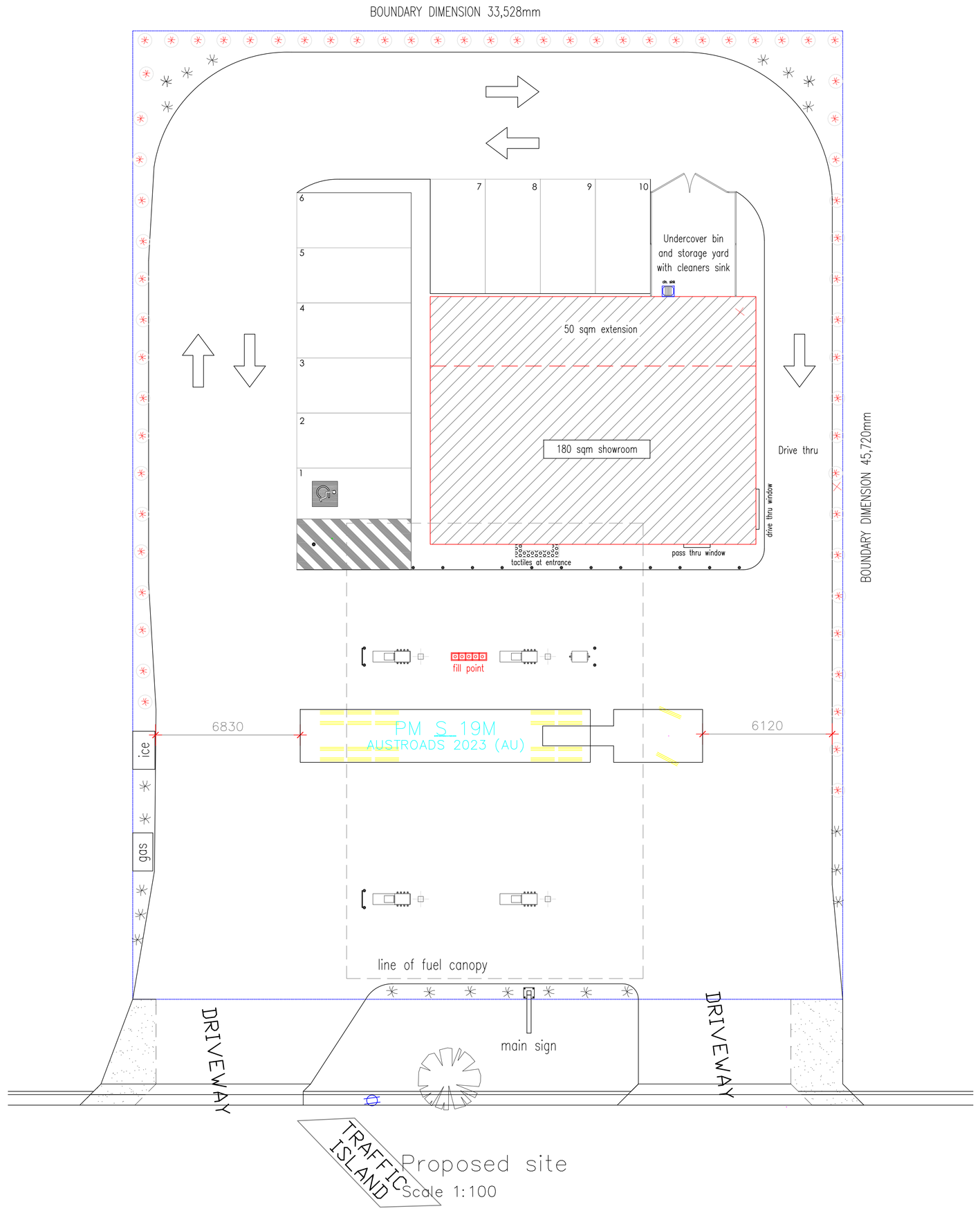
DATE	SEPT-2025	SCALE BAR @ A1	
SCALE	1: 100	SHEET SIZE	A0
DRAWN	MB	DWG NO	DA008
JOB NO	HAY-STN	ISSUE	C

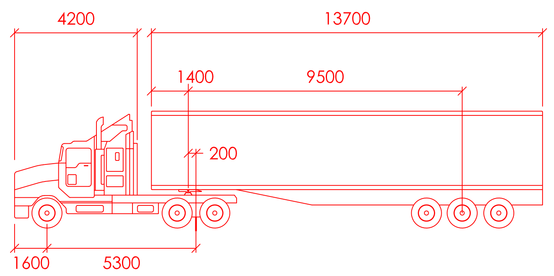
Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick2374@gmail.com

0 1 2 3 4 5

HAY SHIRE COUNCIL

This is page number 127 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025.





PM S 19M

	mm		
Tractor Width	: 2500	Lock to Lock Time	: 6.0
Trailer Width	: 2500	Steering Angle	: 27.8
Tractor Track	: 2500	Articulating Angle	: 70.0
Trailer Track	: 2500		

LACHLAN STREET

TRAFFIC ISLAND

0 1 2 3 4 5

ISSUE	REVISION DESCRIPTION	DATE
D	Fuel tanker unloading position	1-9-25
C	Altered for swept path of 19m Semi	1-9-25
B	Altered for swept path of 19m truck	23-7-25
A	Issued for approval by Council	13-3-25

DWG TITLE
19m Fuel Tanker Unloading position

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

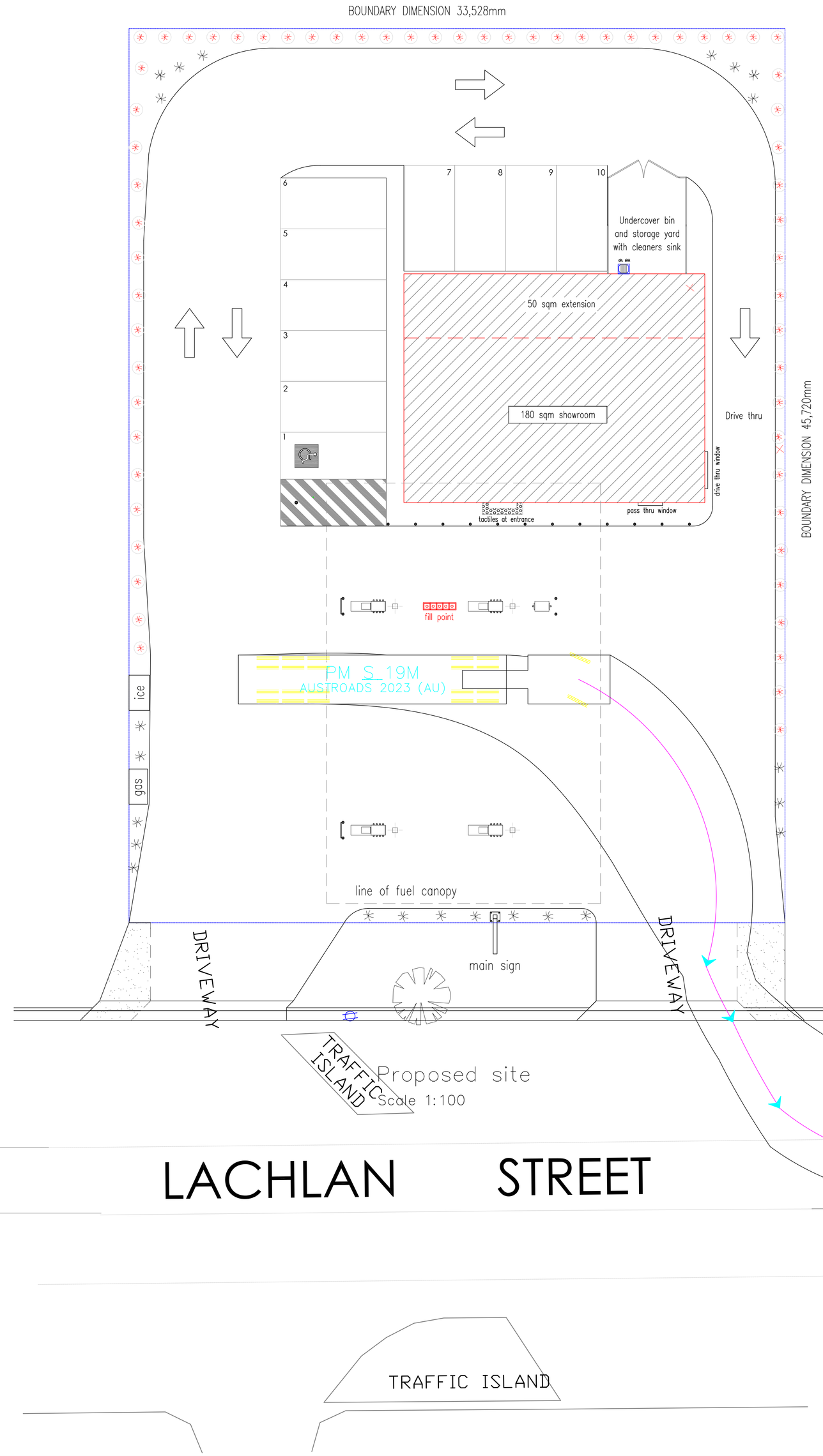
Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

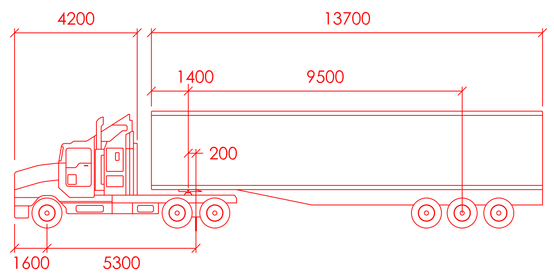
DATE:	SEPT-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A0
DRAWN:	MB	DWG No:	DA008
JOB No.	HAY-STN	ISSUE:	D

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick23748@gmail.com

HAY SHIRE COUNCIL

This is page number 126 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025.





PM S 19M

	mm		
Tractor Width	: 2500	Lock to Lock Time	: 6.0
Trailer Width	: 2500	Steering Angle	: 27.8
Tractor Track	: 2500	Articulating Angle	: 70.0
Trailer Track	: 2500		

ISSUE	REVISION DESCRIPTION	DATE
E	Fuel tanker exit path	1-9-25
D	Fuel tanker unloading position	1-9-25
C	Altered for swept path of 19m Semi	1-9-25
B	Altered for swept path of 19m truck	23-7-25
A	Issued for approval by Council	13-3-25

DWG TITLE
19m Fuel Tanker Unloading position

PROJECT
Hay Station
164 - 174 Lachlan Street
Hay NSW

CLIENT
BADAOUI-GROUP-PTY-LTD

Copyright reserved.
No part of these plans may be reproduced or transmitted in any form without the written permission of Badaoui Group Pty Ltd

DATE:	SEPT-2025	DO NOT SCALE DRAWING	
SCALE:	1: 100	SHEET SIZE	A0
DRAWN:	MB	DWG No:	DA008
JOB No:	HAY-STN	ISSUE:	E

Badaoui Group
Since 1993
666 Main Street Balmsdale VIC
0417 492 759
mick23748@gmail.com

0 1 2 3 4 5



NSW 2711

Dear Sir/Madam,

I am writing to formally object to the planning application for a new hot food business proposed at 160 – 170 Lachlan st ,located directly across the road from my established business,The Hay Pizza Bar ,at 171 Lachlan st .As outlined in your letter we received on the 22nd May 2025.

My business Hay Pizza Bar has been operating successfully at this location for 34 years (firstly as The Hay Fish Shop and now as The Hay Pizza Bar) we offer hot food as well as a unique shopping experience with our Christmas gift lines all year round ,we have built up a quiet ,family friend atmosphere.We have invested significantly in establishing our presence and serving our local community .

I have serious concerns that the establishment of a new hot food business at the proposed location will have several detrimental impacts on my existing business and the immediate vicinity .My primary objections are as follows:

1.INCREASED COMPETITION AND ECONOMIC IMPACT:

The introduction of another hot food establishment in such a close proximity will undoubtedly lead to direct competition for customers .Given the current market conditions and the existing businesses in the area ,the local demand for hot food may not be sufficient to sustain an additional outlet without negatively impacting my business's revenue and viability .This could jeopardise the long term sustainability of The Hay Pizza Bar.

2.TRAFFIC AND PARKING CONGESTION:

The proposed business is likely to generate a significant increase in vehicle and pedestrian traffic ,particularly during peak hours.Our area already experiences parking issues with limited parking spaces ,difficult access for deliveries.An additional hot food business will exacerbate these issues,making it more challenging for my customers to access my premises and potentially deterring them.

I urge the Hay Shire Council to consider these significant concerns when evaluating the planning application.The potential negative impacts on existing businesses ,local amenity ,and traffic flow should be thoroughly assessed.

I request that this objection be formally registered and taken into full consideration during the decision making process.I am available to disuss my concerns further if required.

Thankyou for your time and consideration of this important matter

Your respectfully

OBJECTION TO PROPOSED DEVELOPMEMNT APPLICATION OF SERVICE STATION AT 164-170 LACHLAN STREET HAY NSW 2711 (DA No. 2025-14

1. The proximity of indicated driveways along the boundary and to the parking at the rear is very close to 14 rooms at the Nicholas Royal Motel. Our concerns are this close proximity and the resulting noise considering the expected hours of business (5.00am to 11.00pm weekdays and 6.00am to 10.00pm weekends and public holidays) and also the times indicated for rubbish removal (between 6.30am and 11.30am).

2. Fuel delivery between 6.00am and 7.00pm with occasional deliveries occurring during the evening.

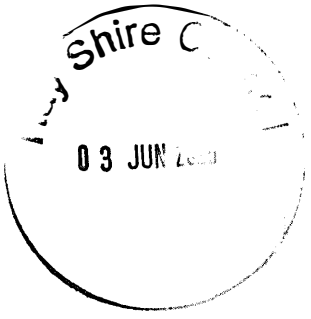
3. The motel has excellent patronage with a high occupancy rate. This patronage could be severely impacted with noise during early morning and late evening hours.

4. The proposal by Michael Badaoui states that there is no petrol and convenience store in town. This is incorrect as there is a petrol station in the main street that services locals and travellers. He also indicates that having to travel out to the highway round trip can take in excess of half an hour. This is vastly overstated.

5. There are coffee shops, a bakery, pizza shop and hotels within 100 to 400 metres of the proposed site.

6. We have been advised by some locals that the old fuel tanks have not been removed and the soil has been contaminated due to the tanks leaking.

7. My wife and I purchased the lease of the Nicholas Royal Motel for 30 years. The damage to our business could be serious if this goes through and could damage our occupancy. Guests stay with us because of the position of the motel being in the centre of town. They appreciate the quiet rooms and make comment on this on a regular basis. They also appreciate the ease of accessing other services on foot.



OBJECTION TO PROPOSED DEVELOPMENT APPLICATION OF SERVICE STATION AT 164-170 LACHLAN STREET HAY NSW 2711. (DA No. 2025-14)

- The proximity of indicated driveways along the boundary and the parking at the rear is very close to 14 rooms at the Nicholas Royal Motel. Our concerns are this close proximity and the resulting noise considering the expected hours of business (5am to 11pm weekdays and 6am to 10pm weekends and public holidays) and the times indicated for removal of rubbish (6.30am to 11.30am)

- Fuel delivery between 6am and 7pm with occasional deliveries occurring during the evening.

- The motel has excellent patronage with an overall monthly occupancy between 82% and 95%. This patronage could be seriously impacted with noise during early morning and late evening hours.

- The proposal by Michael Badaoui states that there is no petrol and convenience shop in town. This is incorrect as there is a petrol station in the main street that services locals. He also indicates that having to travel out to the highway round trip can take in excess of half an hour. This is frankly ridiculous.

- There is a coffee shop and eatery directly opposite the old service station. There is a pizza shop and bakery within 100-200 metres of the location. There are other food shops within 200-400 metres.

- We have been advised by numerous locals that the old fuel tanks have not been removed and that there has been contamination of the soil.

ATTACHMENT D

9 June 2025

Badaoui Group Pty Ltd

666 Main Street, Bairnsdale VIC 3875

mick2374@gmail.com 0417 492 759

Hay Shire Council

Att: Jasmine Gregory

134 Lachlan Street

Hay NSW 2711

RFI #3 – DA2025-14 – Refurbish 164-170 Lachlan Street Hay NSW as a Service Station

Dear Sir/Madam,

Below is my written response to the objections Council received in relation to the proposed refurbishment of the service station.

A) Objections raised by The Hay Pizza Bar

1. 'Increased competition and economic impact'.

Response: The food being sold at the service station is ancillary to the whole business designed to satisfy the driving motorist who is time poor and just needs to get something quick, easy and basic into their belly to keep them going until they have time to get a proper meal. This style of food is ready to go in a hot box or cold fridge, food is not cooked to order like a traditional food outlet.

Customers who are prepared to wait for food to be cooked for them like a pizza, dine in coffee shop or bakery will still want this type of food as it is freshly made, to order and to their liking.

The service station 'grab n go' premade food being proposed is what is already being sold in most service stations and will not impact the pizza shop.

According to the internet the Hay Pizza Bar is only open from 4:30pm to 8:30pm, competition and choice are great for the consumer and should be embraced rather than objected to.

2. 'Traffic & Parking Congestion'.

Response: The design of the service station will allow the business to cater to its own traffic and parking needs quite well satisfying all requirements for parking in accordance

with the Council guidelines and requirements, furthermore we have 10 formalised car spaces (1 for a disabled person) and 8 filling positions on the petrol pumps.

The proposed plan addresses any concerns there may be about the service station impacting the local area, all our customers will park within the property in the designated spaces.

B) Objections by Nicholas Royal Motel

1. 'Location of entry and exit driveways & parking too close to the rooms'.

Response: The entry and exit driveways are in their current locations and it is only proposed to widen them slightly to allow for a wider area to move in and out of the space better.

The proposed parking on the southern boundary (spaces 1 – 6) is 7,747mm from the boundary and separated by landscaping and a boundary fence.

The parking on the western boundary (spaces 7 – 10) is 7,000mm from the boundary and separated by landscaping and a boundary fence.

The Motel Units are built approx. 1m off the boundary, constructed of solid brick and have a small window on the boundary for the bathrooms. The bathrooms must be at least 1,000mm in depth and the room separated by a further 110mm wall further insulating the rooms from any noise.

The potential for noise to enter the rooms will be via the small bathroom window, if the bathroom window is closed and the bathroom door is closed then I would expect the noise to be insignificant.

The nature of the business is such that the car spaces will be used during the day, at night customers will feel more comfortable parking at the petrol bowser as the lighting will be better, and their car is in eyesight.

I am happy to install a 2,100mm high timber lap and cap fence on all boundaries at our expense if Council and the Motel owner feel this will help. Council could simply condition this as part of their approval.

No lighting has been proposed for the perimeter of the property and no lights will shine on the motel rooms.

2. 'Fuel deliveries between 6am and 7pm'.

Response: The fuel will be delivered to the site form the Yarraville VIC fuel terminal which is 428klm away. It would take a truck approx. 7 hours from the time they arrive at the terminal, load the fuel, have a scheduled break and reach the site at Hay.

Depending on the transport company, they could either send the driver on the night shift starting at 11pm which would see them arrive at approx. 6am or the AM shift which would start at 5 or 6am and arrive to site approx. 12pm or 1pm.

I would have thought the hours of deliveries of 6am to 7pm were quite reasonable, however if 6am is an issue then I am happy to limit the deliveries to 7am to 8pm if that works better, however the site will more than likely only receive 1 fuel delivery every 5 or 6 days.

When unloading the fuel, the truck will be on site for no more than 1 hour.

3. ***'Patronage could be impacted during early morning & late evening hours'.***

Response: We would not want to impact the operations or patronage of the Motel during the early hours and late evenings, I am happy to install a 2,100mm high lap and cap timber fence to mitigate any potential impact.

I quite often stay in a lot of country motels as part of my work and travel and often look for a service station or convenience store next to the motel so I can get some supplies for the night as most motels no longer stock the mini bar or keep any snacks in the rooms. A convenience store next door to the motel would be a great advantage and a reason why customers would prefer to stay in this motel vs another in town.

Hay is a hot environment particularly in summer, most people will want cold drinks, ice creams and snacks to cool off before going to bed so having the service station open would be a great advantage.

4. ***'Petrol station in town & time to travel to the other stations on the highway'.***

Response: With respect the other station in town referred to, this is more into repairs and the sale of lawn mowers and machinery rather then being a dedicated petrol station and convenience store.

The industry does not recognise these types of stores as petrol stations because they have limited hours more in line with standard shops and offices, they do not cater to the travelling motorists or the needs of the modern consumer, hence why I have not listed it.

During peak times it could take 20minutes to half of an hour to travel from one end of town to the highway to fill up your car and return to your starting point.

In many cases the locals quite often have to navigate between travellers in caravans, truck drivers in b double trucks and it could be quite uninviting and uneasy to be in such an environment if you are a woman with a baby in the car or just needing something late at night.

I would have thought a modern service station and convenience store in the centre of town would bring welcomed services and increased competition to the town which would benefit the residents and be an asset to the town.

5. ***'Coffee shops, a bakery, pizza shop & hotels within 100 to 400m'.***

Response: The proposed service station does not seek to directly compete with these other businesses in town, the current site is an eyesore and looks ugly in the centre of the town. If the service station is developed it will bring more business to town and offer

services currently not being offered in town, the change should be embraced for the sake of the consumer who will benefit from more services and choice.

6. ***'Fuel tanks and Contamination'.***

Response: I would ask that Council condition their approval and request that any underground fuel tanks be removed and the tank hole be remediated and validated prior to any construction works commencing. The current owner of the site has not provided any information regarding the state of the site or presence of underground petroleum storage tanks.

7. ***Nicholas Royal Motel business.***

Response: the service station being reopened will benefit the Motel insofar that the patrons of the motel will have more services available to them within a one minute walk.

I have observed that many of the motel patrons are in fact 'blue collar' workers in 4wd Utes and small trucks and these customers would appreciate the service station open for business.

We are happy to be good neighbours and do not wish to adversely impact the patrons of the motel, we would welcome any feedback on issues as and when they arise so we can trade without any impact on the motel.

C) Objections by third party

The objections raised by this third party is an exact copy of those objections raised by the operator of the Nicholas Royal Motel with the odd word or two changed, my response to their objection points is the same as those noted above in (B) 1 to 7 above.

Please advise if this satisfies the objections raised or must I repeat the objection and reply?

If it helps Council, the immediate neighbours and businesses that objected, I am happy to reduce the trading hours as follows.

Monday to Friday 5:30am to 10pm

Saturday, Sundays & Public Holidays 6am to 9pm

We will work hard to be responsible traders and add value to the community, we are happy to work with Council and our neighbours to ensure we re not a nuisance in anyway.

I trust this addresses concerns raised by Council and now seek their support and approval for this development.

Regards

Michael Badaoui

Michael Badaoui – Director

Badaoui Group Pty Ltd

666 Main Street Bairnsdale VIC 3875

mick2374@gmail.com 0417 492 759

Transport for NSW

2 September 2025

TfNSW reference: STH25/00194/004
Your reference: DA2025-14 (CNR-82081)

Hay Shire Council
By Email: jgregory@hay.nsw.gov.au
CC: mail@hay.nsw.gov.au

Attention: Jasmine Gregory

DA2025-14 – Service Station and Drive Thru Facility – LOT: 2 DP: 413386 – 164-174 Lachlan Street, HAY

Dear Jasmine

Transport for NSW (TfNSW) is responding to the DA2025-14 referred on 11 August 2025.

TfNSW has reviewed the information and has **no objections** to the proposed development **provided the conditions in Attachment 1** are included in the development consent.

TfNSW notes that in determining the application under Part 4 of the *Environmental Planning & Assessment Act 1979* it is the consent authority's responsibility to consider the environmental impacts of any road works that are ancillary to the development (such as removal of trees, relocation of utilities, stormwater management, etc). Depending on the nature of the works, the Council may require the developer to submit a further environmental assessment for any ancillary road works.

On Council's determination of this matter, please forward a copy of the Notice of Determination to TfNSW. If you have any questions, please contact Emma Nicoll, Development Services Case Officer, on 02 9983 3294 or email development.south@transport.nsw.gov.au.

Yours faithfully

Maurice Morgan

Team Leader, Development Services

Transport for NSW

Attachment 1

DA2025-14 – Service Station and Drive Thru Facility – LOT: 2 DP: 413386 – 164-174 Lachlan Street, HAY

Context

TfNSW notes for this DA:

- The key classified state road is the Cobb Highway. Lachlan Street forms part of the Cobb Highway in this location, is an approved Road-Train route and has a 50 km/h posted speed limit.
- Council is seeking advice from TfNSW to assist in its assessment under Section 2.122 State Environmental Planning Policy (Transport and Infrastructure) 2021.
- The development proposes the redevelopment of a former service station to include an upgraded service station, convenience store, drive-thru coffee facility and associated parking. The development proposes one-way vehicle circulation, with ingress via the southern driveway and egress via a separate northern driveway to the Lachlan Street (Cobb Highway), as outlined in **Attachment 2**. There is no provision for charging for electric vehicles.
- The documentation includes swept paths for the largest design vehicle anticipated to access the site, being a 19m semi-trailer as shown in **Attachment 2**.
- A proposed illuminated static sign with digital price board is located to the front of the subject site such that the support pole is located within close proximity to the property boundary and the sign board overhangs the road reserve of the Cobb Highway.
- Concurrence from TfNSW under Section 138 of the Roads Act, 1993 is required for all works within the road reserve of the Cobb Highway, including works within the road reserves to the 2 driveways.

Conditions

1. Access to the development for articulated heavy vehicles is denied. Appropriate signage is to be installed and maintained at the driveways to the development site to reinforce this condition to the satisfaction of the Consent Authority. The exception to this restriction is for fuel delivery vehicles operating in accordance with an approved Traffic Management Plan for fuel deliveries to the site. The Traffic Management Plan is to be to the satisfaction of Council.
2. Bowsers with High flow fittings are not permitted to be installed for the service station facility.

Transport for NSW

3. Vehicular access shall be established and maintained with one-way circulation through the site and restricted to ingress via the southern driveway and egress via the northern driveway as per the submitted plans. Appropriate signage and line marking shall be installed and maintained at the driveways and through the vehicle movement areas within the development site to enforce this.
4. For road safety reasons, all vehicle access driveways, and the internal layout of the development, shall be designed such that all vehicles are able to enter and exit the subject site in a forward direction and not be required to reverse onto the footway or roadway. The swept path of the largest vehicles entering and exiting the subject site and manoeuvrability through the site is to be in accordance with AS 2890.2-2002 "Off-street commercial vehicle facilities" and to Councils satisfaction.
5. As a minimum the proposed works within the road reserves to the 2 driveways to the Cobb Highway shall be designed, constructed and maintained as a sealed driveway to Council standards and to accommodate the swept path of a 19m semi-trailer.
6. Stormwater run-off from the subject site onto the adjoining road reserve as a result of the proposed development shall not exceed the existing level of run-off from the subject site. Suitable drainage treatment is to be implemented to deny contaminated storm water run-off from the subject site to the road reserve of the Cobb Highway.
7. All activities including, loading and unloading associated with this development are to take place within the subject site to remove interference with vehicles and pedestrian movement on public roads. Fill points for petrol and gas storage tanks are to be located so that delivery tankers can stand wholly within the site and clear of access driveways so as not to impede access to and from the subject site. A plan is to be submitted to indicate compliance with this condition prior to release of the Construction Certificate.
8. The proposed sign and support structure to be located within close proximity to a road reserve is required, as a minimum, to comply with the wind loading requirements as specified in AS1170.1 Structural design actions – Permanent, imposed and other actions and AS1170.2 Structural design actions – wind actions.
9. Any proposed sign and support structure shall not pose any risk to the safety of pedestrians or motorists. As the sign is proposed to overhang the road reserve of the Cobb Highway, a minimum clearance of 3m shall be maintained from the level of the footpath.
10. All works need to be completed at no cost to TfNSW.

Prior to the issuing of the Construction Certificate, the developer must:

1. Apply for Section 138 consent under the Roads Act, 1993 from Council for all works on the Cobb Highway.

Transport for NSW

Prior to commencing works within the road reserve, the developer must:

1. Obtain Section 138 consent under the Roads Act, 1993 for the works on the Cobb Highway from Council.
   Notes:
   - *Provided Council is satisfied the works have been designed in accordance with the relevant Council standard, TfNSW issues its concurrence under Section 138 of the Roads Act, 1993.*
2. Apply for, and obtain a Road Occupancy Licence (ROL) from TfNSW prior to commencing roadworks on a State road or any other works that impact a travel lane of a State road or impact the operation of traffic signals on any road.
   Notes:
   - *For information on the ROL process and to lodge an ROL application, please visit this link.*
   - *The applicant will need to create an account (this may take a few days to register), prior to submitting the ROL application. The applicant must submit the ROL application 10 business days prior to commencing work. It should be noted that receiving an approval for the ROL within this 10 business day period is dependent upon TfNSW receiving an accurate and compliant Traffic Guidance Scheme (TGS).*
   - *The application will require a TGS to be prepared by a person who is certified to prepare TGS. Should the TGS require a reduction of the speed limit, a Speed Zone Authorisation from TfNSW will also be required.*
   - *The ROL application must include a copy of the Section 138 consent for the works, or other approval letter.*

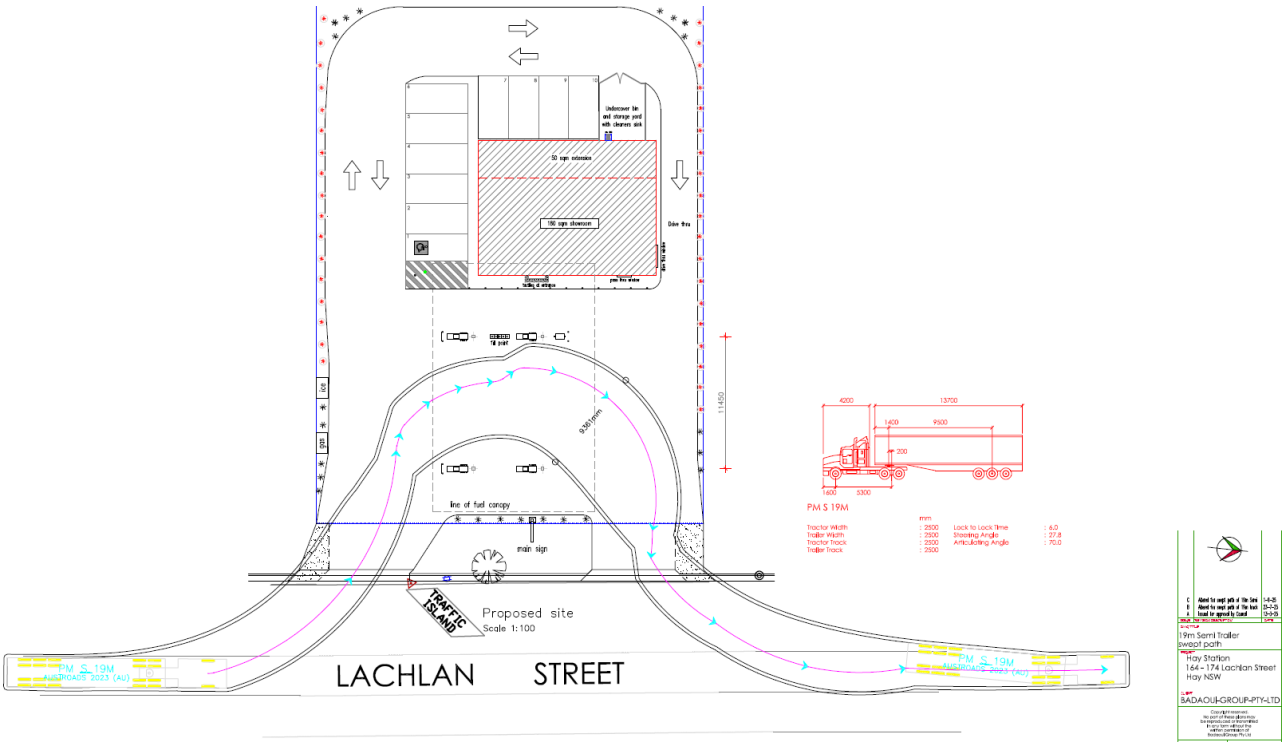
Prior to the issuing of the Occupation Certificate, the developer must:

1. Complete the works within the road reserve to the Cobb Highway to the satisfaction of Council, generally in accordance with Attachment 1.

Transport for NSW

Attachment 2

DA2025-14 – Service Station and Drive Thru Facility – LOT: 2 DP: 413386 – 164-174 Lachlan Street, HAY



DOC25/402887-5

10 June 2025

Jasmine Gregory
Hay Shire Council

Via: CNR Portal

EPA comment on proposed Service Station Construction – 164-174 Lachlan Street Hay (CNR- 82081)

Dear Jasmine

I refer to your invitation to the NSW Environment Protection Authority (EPA) to provide comment on DA2025-14 for the proposed refurbishment of a service station at 164-174 Lachlan Street, Hay.

The EPA understands the proposal is for:

- The installation of a new underground petroleum storge system (UPSS)
- Construction of new petrol station infrastructure
- Demolition of ancillary buildings and additions to existing showroom

The Statement of Environmental Effects prepared by Badaoui Group Pty Ltd indicates that an old UPSS was removed from the premises over 20 years ago and a new UPSS will be installed at the premises. The EPA recommends Council considers any design, construction and operation of a UPSS is done in accordance with the *Guidelines for implementing the Protection of the Environment Operations (Underground Petroleum Storage System) Regulation 2019*.

Please note that for contamination identified during any site investigation or construction works which meets the triggers in the *Guidelines for the Duty to Report Contamination*, the EPA should be notified under section 60 of the *Contaminated Land Management Act 1997.*

Based on the information provided, the EPA has no other comments on this proposal and no further consultation is required. This is because:

- the proposal does not constitute a Scheduled Activity under Schedule 1 of the *Protection of the Environment Operations Act 1997* and so, will not require an Environment Protection Licence under this Act.
- the proposal is not being undertaken by or on behalf of a NSW Public Authority, nor are there activities for which the EPA is the appropriate regulatory authority.
- the site is not being regulated by the EPA under the *Contaminated Land Management Act 1997*.

NSW Environment Protection Authority

As the environmental steward and regulator of our State we are committed to a sustainable future. Join us on our mission to protect tomorrow together.

Phone:
131 555

Email:
info@epa.nsw.gov.au

Website:
epa.nsw.gov.au

Visit:
6 Parramatta Square
10 Darcy Street
Parramatta NSW 2150

Mail:
Locked Bag 5022
Parramatta NSW 2124

If you have any questions about this request, please contact Nick Vlasoff via email at environmentprotection.planning@epa.nsw.gov.au.

Yours sincerely



CHRISTIE JACKSON
Unit Head – Environment Protection Planning
NSW Environment Protection Authority

C3 – Hay Alcohol Free Zones

REPORTING OFFICER	General Manager
ATTACHMENTS	- Police application regarding Hay Shire Council Alcohol Free Zones and Alcohol Prohibited Areas, dated 17th July 2025 - OLG Circular 25-18 – Updated Ministerial Guidelines on Alcohol Free Zones, August 2025 - Department of Planning and Environment - Fact Sheet - Alcohol Free Zones and Alcohol Prohibited Areas in NSW, June 2025 - Ministerial Guidelines on Alcohol - Free Zones, August 2025

INTRODUCTION

Council has received an application by NSW Police that Hay creates alcohol free zones and alcohol prohibited areas to improve public safety by preventing disorderly behaviour and conduct caused by consumption of alcohol in public areas.

COMMENTARY

Alcohol Free Zones (AFZs) and Alcohol Prohibited Areas (APAs) may be used by councils to prohibit alcohol consumption in public places to reduce anti-social behaviour and crime.

AFZs apply to road-related public areas (e.g. public road, footpath or carpark). APAs apply to non-road-related public places (e.g. parks).

These measures can help councils to keep public spaces and streets safe and enjoyable for residents and visitors while not discriminating against particular community groups.

Council has received an application by NSW Police (attached), endorsed by the Hay Liquor Accord at its meeting 17th July 2025, that Hay Alcohol Free Zones (AFZ) and Alcohol Prohibited Areas (APA) be used to improve public safety by preventing disorderly behaviour and conduct caused by consumption the of alcohol in public areas.

While Hay enjoys relatively sound public safety and amenity, having AFZ's and APA's enforcement is an effective tool for Police, and from a Police perspective alcohol free zone and prohibited areas will support current Police and community efforts to prevent violent and anti-social behaviour as a result of alcohol consumption.

Police enforce these areas sparingly and often discretion is applied. There is not an offence for having alcohol in an alcohol-free zone, it is only that the alcohol can be confiscated, and the person moved away from that area. It is only an offence then if the person does not comply with that request.

Police have the power to confiscate alcohol or make people tip out the alcohol, but more often Police have a conversation with the person warning them and explaining the restriction to the person and encourage them to find a more appropriate location for the consumption of their alcohol.

Sections 642 - 648 of the Local Government Act 1993 (the Act) outline the legislative requirement for the establishment, notification and operation of alcohol free zones. The Department of Planning

and Environment Fact Sheet - Alcohol Free Zones and Alcohol Prohibited Areas in NSW (updated version attached) provides a snapshot summary of the information around alcohol free zones. Further detail and information is provided in the Ministerial Guidelines on Alcohol - Free Zones, August 2025 (attached), along with OLG Circular 25-18, dated August 2025.

Alcohol free zones can only be established for a period not exceeding 4 years.

OLG Circular 10-33 – Alcohol Prohibited Areas – Amendments to the Local Government Act 1993 (attached) provides guidance and information around alcohol prohibited areas.

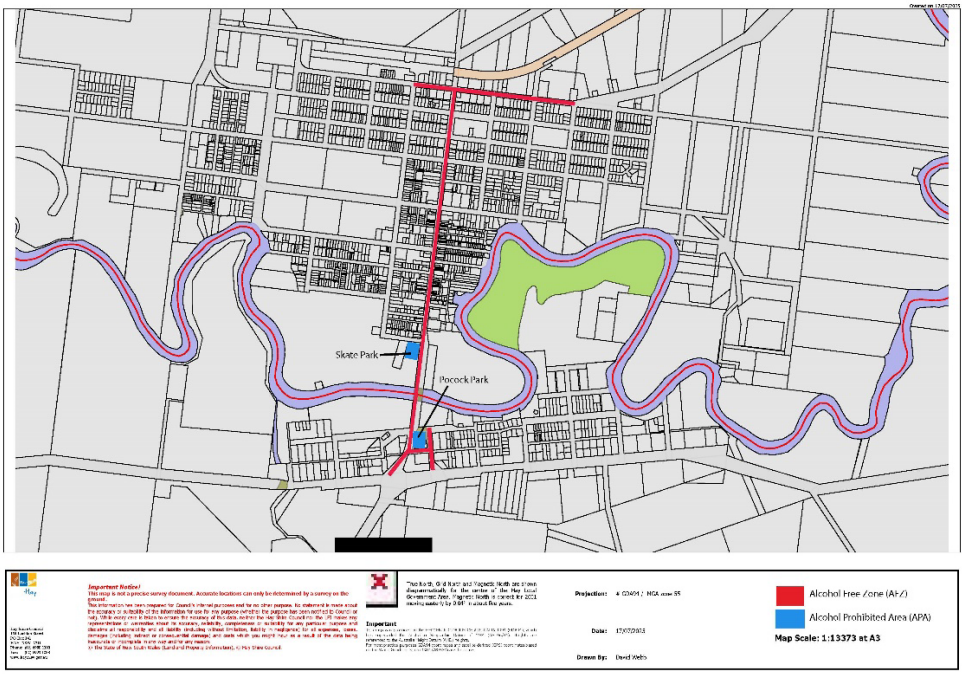
At its meeting 17th July 2025, the Hay Liquor Accord, in conjunction with the NSW Police, recommended that Hay Shire Council consider establishing AFZ's and APA's in the following (refer to below map):

- AFZ:
  - Lachlan Street (Cobb Highway) – from Moama Street to Murray Street
  - Russell Street – from Cobb Highway to Nailor Street
  - Nailor Street – from Moama Street to Lang Street
  - Murray street – from Pine Street to Coke Street

- APA:
  - Pocock Park
  - Skate Park

- Hours of operation:
  - 10pm to 8am – 7 days a week

- Duration:
  - Period of three (3) years – dates to be determined



Council is to determine if it wishes to prepare a proposal for alcohol free zones and alcohol prohibited areas in accordance with section 644 of the Act.

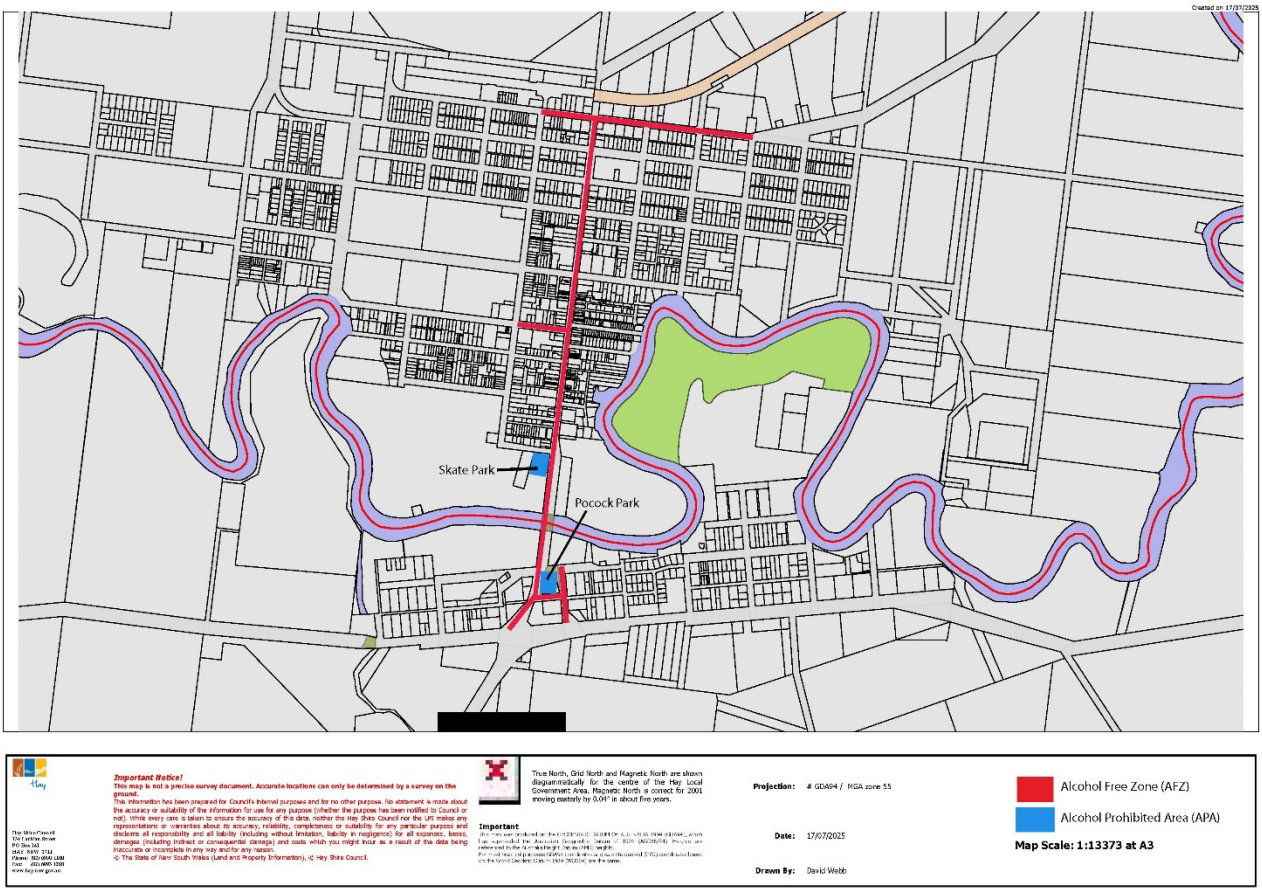
If resolved by Council, then it must give notice in accordance with section 644A of the Act that Hay Shire Council intends to pass a resolution which will create the AFZ's and APA's.

After complying with the procedures set out in sections 644 and 644A, the council may, by resolution, adopt a proposal (with or without modifications) to establish an alcohol-free zone in accordance with section 644B of the Act.

If Council resolves to adopt the alcohol free zone, it cannot operate until after seven (7) days after the publication of a notice in the newspaper circulating in the area and until roads and parks are adequately signposted.

At its July 2025 meeting, it was resolved that Council prepare a proposal for alcohol free zones and alcohol prohibited areas in accordance with Section 644 of the Local Government Act as outlined in the Council Report with an additional zone in Moppet St from Lachlan St to Pine St.

The updated proposed map is shown below.



In accordance with section 644A of the Act, a notice of the proposal was publicly exhibited as well as sent to NSW Police, licenced premises and organisations and the Hay LALC. Nil submissions or comments were received.

Accordingly, Council can now consider if it wishes to adopt a proposal (with or without modifications) to establish an alcohol-free zone in accordance with section 644B of the Act. If Council does wish to adopt a proposal, it is suggested that it is not modified to that was publicly notified.

In its determination, Council should note that Hay Shire previously had alcohol free zones in the 2000's, however, this was removed due to the perceived "bad look" for visitors and tourists. In addition, in excess of 70 signs will need to be installed and maintained, at an anticipate cost of $6,000.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.4 Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive **Environmental** 2.4 Enhance the built environment 2.4.1 Maintain and beautify urban areas. **Economic** 3.2 Our community values its history and tourism 3.2.1 Increase tourism and visitor spend **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.2 Inform and empower community input into decision making
FINANCIAL IMPLICATION	Minor – as the NSW Police undertake the enforcement of alcohol free zones; Council's responsibility is the supply, installation and maintenance of applicable signage as well as education of the community
LEGISLATIVE IMPLICATION	Local Government Act 1993 Liquor Act 2007 Summary Offences Act 1988
POLICY IMPLICATION	N/A
ASSET IMPLICATION	N/A
RISK IMPLICATION	Moderate – reputational

RECOMMENDATION

For Council's determination.

NSW Police Force

Attn: General Manager

Hay Shire Council

Police submission regarding Hay Shire Council Alcohol Free Zones and Alcohol Prohibited Areas

Murrumbidgee Police District have reviewed the need to establish the existing alcohol-free zones and prohibited areas in Hay following a number of recent incidents in the CBD.

Alcohol Free Zones/Alcohol Prohibited areas are an effective method of improving public safety by preventing disorderly behaviour and conduct caused by consumption the of alcohol in public areas. Alcohol free zone enforcement is an effective tool for Police, and from a Police perspective alcohol free zones and prohibited areas. will support current Police and community efforts to prevent violent and anti-social behaviour as a result of alcohol consumption.

For Council the imposition of Alcohol-Free Zones and Alcohol Prohibited Areas acts to prevent acts if malicious damage and rubbish left behind from people drinking in an antisocial manner in these streets and parks. Often these are areas where council has invested significant funds to build and maintain, and not having people drinking and leaving rubbish behind in these areas is beneficial to Council and the Community.

Police enforce these areas sparingly and often discretion is applied. There is not an offence for having alcohol in an alcohol-free zone, it is only that the alcohol can be confiscated, and the person moved away from that area, it is only an offence then if the person does not comply with that request. Police have the power to confiscate alcohol or make people tip out the alcohol, but more often Police have a conversation with the person warning them and explaining the restriction to the person and encourage them to find a more appropriate location for the consumption of their alcohol.

Following a meeting with the Hay Liquor Accord, Police suggest that the Main Street, and past the Services Club to the Hotel and out to South Hay Hotel would be suitable locations, and these also correspond with where alcohol related incidents have occurred. Police would also suggest that council consider making Pocock Park an alcohol prohibited area.

These parks are parks where council has invested significant funds in upgrading the facilities, and an alcohol-free zone would assist in deterring anti-social behaviour and decreasing the change of these property being damaged in alcohol related incidents.

Christopher ESSEX
Licensing Sergeant
Murrumbidgee Police District
17 July 2025

Murrumbidgee Police District
Griffith Police Station, Railway St, Griffith
T 02 6969 4299 **F** 02 6969 4211 **W** www.police.nsw.gov.au
TTY 02 9211 3776 for the hearing and speech impaired ABN 43 408 613 180

TRIPLE ZERO (000) Emergency only | POLICE ASSISTANCE LINE (131 444) For non emergencies | CRIME STOPPERS (1800 333 000) Report crime anonymously

HAY SHIRE COUNCIL

Circular to Councils

Subject	Updated Ministerial Guidelines on Alcohol Free Zones
Circular Details	Circular 25-18 / 14 August 2025 / A958894
Previous Circular	*N/A*
Who should read this	Councillors / General Managers / All council staff
Contact	Sector Policy and Frameworks / (02) 4428 4100 / olg@olg.nsw.gov.au
Action required	Information / Council to Implement

What's new or changing?

- The Ministerial Guidelines on Alcohol-Free Zones (the Guidelines) have been updated following an administrative review.
- The revised Guidelines incorporate updates to agency names, agency contact details and International Organization for Standardization references.
- The list of councils required to consult with the NSW Anti-Discrimination Board (the Board) on alcohol-free zone (AFZ) proposals has been removed from the Guidelines on advice from the Board.
- Guidelines headings and public notification requirements have been updated to align with the *Local Government Act 1993* (LG Act) and contemporary publication practices.
- The Alcohol-Free Zones and Alcohol Prohibited Areas in NSW Fact Sheet (Fact Sheet) has also been updated to reflect the minor changes to the Guidelines.

What will this mean for council?

- The Guidelines have been prepared under section 646(1) of the LG Act and outline councils' obligations associated with establishment, operation and suspension of alcohol-free zones (AFZs).

- The Fact Sheet provides additional guidance to councils on both AFZs and Alcohol Prohibited Areas (APAs), including key differences and council best practice.
- The revised Guidelines do not list any councils that **must** consult the Board regarding AFZ/APA proposals under Section 644A(3) and 646(3) of the Act.
- The revised Guidelines provide guidance on public notification in line with contemporary publication practices.
- All councils may still consult with the Board regarding AFZ/APA proposals and continue to ensure that their actions, including in the management of AFZ/APAs, do not discriminate against individuals or groups, and should continue to consult with interested parties.

Key points

- The Guidelines have undergone an administrative update and replace the February 2009 Guidelines.
- The Guidelines outline councils' obligations associated with establishment, operation and suspension of AFZs.
- The Fact Sheet has also been updated, providing councils with additional guidance on both AFZs and APAs.

Where to go for further information

A copy of the updated Guidelines is available on the Office of Local Government (OLG) website at https://www.olg.nsw.gov.au/councils/policy-and-legislation/guidelines-and-policy-information-resources-for-councils/guidelines-codes-and-practice-notes/.

A copy of the updated Fact Sheet is available on the OLG website at https://www.olg.nsw.gov.au/councils/council-infrastructure/services-to-communities/alcohol-free-zones-alcohol-prohibited-areas/.

NSW Office of Local Government

For further information on the Guidelines or Fact Sheet, contact OLG's Sector Policy and Frameworks Team on (02) 4428 4100 or by emailing olg@olg.nsw.gov.au.

Anti-Discrimination NSW

Anti-Discrimination NSW (ADNSW) is the NSW Government body that administers *the Anti-Discrimination Act 1977*. ADNSW provides free, confidential enquiries service is available for individuals and organisations seeking information about their rights and responsibilities.

For further information on ADNSW, contact the Enquiries and Complaints team on (02) 9268 5544 or 1800 670 812. ADNSW can also be contacted by emailing complaintsadb@justice.nsw.gov.au.



Brett Whitworth
Deputy Secretary
Office of Local Government

Alcohol-Free Zones and Alcohol Prohibited Areas in NSW

Key points

- Alcohol-free zones (AFZs) and alcohol prohibited areas (APAs) may be used by councils to prohibit alcohol consumption in public places to reduce anti-social behaviour and crime.
- AFZs apply to road-related public areas (e.g. public road, footpath or carpark). APAs apply to nonroad-related public places (e.g. parks).
- These measures can help councils to keep public spaces and streets safe and enjoyable for residents and visitors while not discriminating against particular community groups.
- AFZs and APAs should be used where there is demonstrable community need, deal with short-term issues and regularly reviewed to see if they are still needed.
- Used in isolation, AFZs and APAs may simply move a problem from one place to another. They are likely to be more effective when they form part of a broader strategy including things like education, community programs and public place design.

Snapshot Summary

	Alcohol-Free Zones (AFZs)	Alcohol Prohibited Areas (APAs)
Purpose	To prevent anti-social behaviour and alcohol-related crime in public.	To prevent anti-social behaviour and alcohol-related crime in public.
Enabling power	Enables councils to use signage to prohibit the drinking of alcohol in a designated public place.	Enables councils to use signage to prohibit the drinking of alcohol in a designated public place.
Location	A **road-related** public place (such as car park, public road or footpath).	A **non-road-related** public place (such as a park or beach or reserve).
Legislation	Sections 642 - 648 of the *Local Government Act 1993*.	Section 632A of the *Local Government Act 1993*.

© State of New South Wales through the Department of Planning, Housing and Infrastructure 2024. Information contained in this publication is based on knowledge and understanding at the time of writing, June 2025, and is subject to change. For more information, please visit nsw.gov.au/copyright

This is page number 153 of the Business Paper presented to the Ordinary Meeting of the Council 23rd September 2025

	Alcohol-Free Zones (AFZs)	Alcohol Prohibited Areas (APAs)
Duration Limit	Maximum 4 years.	Not required. **Best practice** is for a council to review it within 4 years.
Special Times and Events	May be established for special events (for example New Year's Eve).	May be established to operate at certain times of the day and for special events (for example New Year's Eve).
Establishment trigger	Request from local community representative, Police or council.	Not required. **Best practice** is for a council to establish where there is local need.
Consultation	Council must consult (allowing at least 30 days for feedback) to decide if an AFZ is appropriate, including with: • Local Police • Local liquor licensees/registered clubs adjacent to a proposed zone • Organisation/s able to speak on behalf of an Aboriginal or culturally and linguistically diverse group • NSW Anti-Discrimination Board if a council is listed in Appendix 2 of the Ministerial Guidelines on AFZs.	Council must consult with: • Local Police • NSW Land and Housing Corporation (If the APA is to be on open space on public housing land, which can only occur when it is adjacent to another APA or AFZ) • NSW Anti-Discrimination Board if a council is listed in Appendix 2 of the Ministerial Guidelines on AFZs. These councils must additionally follow all other AFZ consultation requirements. **Best practice** is for a council to undertake community consultation to decide if an APA is appropriate.
Evidence of need	A proposal to establish an AFZ must be supported by evidence of need.	Not required. **Best practice** is an APA is established only after evidence of need.
Council resolution	Required.	Not required. **Best practice** is for a council to resolve to establish an APA.

	Alcohol-Free Zones (AFZs)	Alcohol Prohibited Areas (APAs)
Signposting	Required. Signs clearly showing restrictions in place, including places at which alcohol consumption is prohibited.	Required. Signs clearly showing restrictions, including places **and times** at which alcohol consumption is prohibited.
Public Notice	Appropriate public notice at least **7 days** prior to establishing an AFZ.	Not required. **Best practice** is for a council to notify the public when establishing an APA.
Enforcement	Council enforcement officers and Police.	Council enforcement officers and Police.
Enforcement power	To tip out or otherwise dispose of alcohol being consumed. **Note:** Focus is to deter irresponsible drinking without imposing fines on potentially disadvantaged people.	To tip out or otherwise dispose of alcohol being consumed. **Note:** Focus is to deter irresponsible drinking without imposing fines on potentially disadvantaged people.
Guidelines	Mandatory Ministerial Guidelines for AFZ establishment and review.	Not required. **Best practice** is to follow the process in the Guidelines.

Why are AFZs and APAs different?

This is largely historic in nature to meet Government policy objectives at the time. If in doubt, best practice is to follow the process to establish, consult on and review both APAs as for AFZs as outlined in the Ministerial Guidelines for AFZs.

Department of Planning, Housing and Infrastructure

Office of Local Government

olg.nsw.gov.au

Ministerial Guidelines on Alcohol-Free Zones

August 2025



Acknowledgement of Country

The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the Traditional Custodians of the land, and we show our respect for Elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

Published by NSW Department of Planning, Housing and Infrastructure

dphi.nsw.gov.au

Ministerial Guidelines on Alcohol-Free Zones

First published: August 2025

Department reference number: A958894

More information

Office of Local Government

Locked Bag 3015 NOWRA NSW 2541

Ph (02) 44428 4100

olg@olg.nsw.gov.au

Copyright and disclaimer

© State of New South Wales through the Department of Planning, Housing and Infrastructure 2025. Information in this publication is based on knowledge and understanding at the time of writing, August 2025, and is subject to change. For more information, please visit nsw.gov.au/copyright

DPHI-MC-R-SC-V1.0

Contents

Introduction **4**

Guidelines for Councils **5**

Valid Establishment of an Alcohol-Free Zone 5

Application for an Alcohol-Free Zone 5

Proposal for the establishment of an Alcohol-Free Zone 6

Council consultation with the interested parties 8

Council resolution to establish an Alcohol-Free Zone 9

Operation of an Alcohol-Free Zone 9

Suspension or cancellation of an Alcohol-Free Zone 11

Re-establishment of an Alcohol-Free Zone 12

Recording of Alcohol-Free Zones 13

Enforcement of Alcohol-Free Zones 13

Alcohol-Free Zones and community education 14

Contacts **16**

Appendix 1 ..... **17**

Application for Alcohol-Free Zone 17

Appendix 2 ..... **18**

Councils which must consult with the anti-discrimination 18

Introduction

The object of alcohol-free zones is an early intervention measure to prevent the escalation of irresponsible street drinking to incidents involving serious crime.

The drinking of alcohol is prohibited in an alcohol-free zone that has been established by a council. Public places that are public roads, footpaths or public carparks may be included in a zone. Alcohol-free zones promote the use of these roads, footpaths and carparks in safety and without interference from irresponsible street drinkers.

Any person living or working within an area, the local police or a local community group may ask a council to establish an alcohol-free zone, or a council itself may decide to do so. A proposal to establish an alcohol-free zone must in all cases be supported by evidence that the public's use of those roads, footpaths or public carparks has been compromised by street drinkers. For example, there could be instances of malicious damage to property, littering, offensive behaviour or other crimes.

The council must undertake a consultation process to decide if an alcohol-free zone is appropriate. Once established by council resolution, the roads, footpaths and public carparks within the zone must be signposted and councils are encouraged to place a notice of the zone in a prominent position on the council website, in appropriate social media the council uses and, where practicable, in a locally produced media publication. The maximum duration of an alcohol-free zone is four years, although it may be re-established at the conclusion of the original period, following a review by council of its continuing applicability. Alcohol-free zones may also be established for special events only.

Alcohol-free zones are enforced by the police or by council enforcement officers where the Commissioner of Police gives written authorisation. Any person observed to be drinking in an alcohol-free zone may have the alcohol in their possession immediately seized and tipped out or otherwise disposed of.

Alcohol-free zones are most effective if they are part of a larger program directed at irresponsible alcohol consumption in which the local community is actively involved. Used in isolation they may only move the problem from one place to another.

These Ministerial Guidelines provide local councils with detailed procedures which must be followed in the establishment of an alcohol-free zone. They supplement the relevant provisions of the *Local Government Act 1993* (the LG Act).

Each of the paragraphs of these Guidelines are accompanied by the relevant section reference in the Act. As set out in section 646 of the LG Act, the Ministerial Guidelines must be used by councils when establishing an alcohol-free zone.

The Commissioner of Police may separately issue directions relating to the enforcement of alcohol-free zones.

Guidelines for councils

Valid establishment of an Alcohol-Free Zone

Sections 644, 644A, 644B, 644C and 646 of the LG Act

To validly establish an alcohol-free zone a council must comply with the procedures in sections 644 to 644C of the LG Act as well as those set out in these Guidelines.

The LG Act identifies that alcohol-free zones can be established in those areas which have identified problems with regard to street drinking.

Application for an Alcohol-Free Zone

Section 644 (1) and (2) of the LG Act

One or more of the following people may make application to a local council to establish an alcohol-free zone:

- a person who is a representative of a community group active in the area,
- a police officer, or
- a person who lives or works in the area.

An application to the relevant council is to be made in the form set out at Appendix 1 to these Guidelines. A council may adapt the form, provided the same information is required as a minimum. Councils may consider making the application form available on their website.

An application fee is not appropriate.

If council receives more than one application referring to the same roads, footpaths or public carparks, they may be joined in a single alcohol-free zone proposal.

Proposal for the establishment of an Alcohol-Free Zone

Section 644 of the LG Act

A council may prepare a proposal for the establishment of an alcohol-free zone. In this case, receipt of an application is not necessary as the council itself is initiating action for a zone.

A proposal must be prepared in respect of every proposed alcohol-free zone.

An alcohol-free zone is a means by which a council may limit the locations within its area where the consumption of alcohol is permitted. Because it will impose restrictions on the personal freedom of citizens, a proposal to establish a zone must adequately address the following matters:

1. Reasons to support an Alcohol-Free Zone

The irresponsible consumption of alcohol on roads and footpaths and in public carparks can compromise their safe use by members of the public without interference. Each individual zoning is to be considered according to its particular circumstances.

Reasons for supporting alcohol-free zones must be included and must reflect the fact that irresponsible behaviour arising from the consumption of alcohol is occurring on those roads and footpaths and in those public carparks included in the proposal. This could involve instances of obstruction, littering, the actual commission of, or police intervention to avoid the commission of, more serious offences under the *Law Enforcement (Powers and Responsibilities) Act 2002*, *Summary Offences Act 1988* or the *Crimes Act 1900*, such as malicious damage, etc.

It is not appropriate to consider an alcohol-free zone for reasons that are unrelated to the irresponsible behaviour of drinkers, for example, the congregation of drinkers where irresponsible behaviour does not occur, general conduciveness to business or tourist activities or the personal beliefs of particular citizens.

2. Location of an Alcohol-Free Zone

An alcohol-free zone may only be established to include a public road, footpath or a public place that is a carpark (such as carparks on public land or Crown land). Private carparks (being on private land and not under the control of the council) may not be included.

Generally, an alcohol-free zone should be as small as is possible and must only extend to areas which can be supported by reasons as set out in point 1 above. However, larger alcohol-free zones, sometimes known as ‘whole-town’ alcohol-free zones may be effective in some rural and remote towns where they are supported generally by all stakeholder groups in that community. There are legal issues that need to be considered by councils when such ‘whole-

town' zones are proposed, as some relevant areas of a town will not be public roads, footpaths or public carparks.

Large alcohol-free zones need to be established in a way which is complementary with public places signposted under section 632 of the LG Act. It is not usually appropriate to establish an entire local government area, or a substantial part of that area, as an alcohol-free zone. Similarly, it would usually be inappropriate to zone the greater part of a town, suburb or urban area as alcohol-free.

Alcohol-free zones should primarily be located adjacent to outlets supplying alcohol where drinkers congregate. In the absence of such an outlet a zoning should be considered only in exceptional circumstances. For example, a known hot spot for inappropriate street drinking may be in a public carpark adjacent to a beach or public reserve, but which is many kilometres from an outlet supplying alcohol.

Alcohol-free zones and alfresco dining

In some circumstances an alcohol-free zone may be proposed for an area that includes footpath alfresco dining areas for cafés and restaurants which fall within the zone. When a council issues a licence for the use of public footpaths for such dining use in an alcohol-free zone, it must impose conditions on the licensee (for example a restaurant operator) about the requirements of the zone, including clear delineation and control of the licensed area from the alcohol-free zone.

3. Duration of an Alcohol-Free Zone

An alcohol-free zone may be established for a maximum period of four years. Once established, it applies twenty-four hours per day.

Where a problem with irresponsible street drinking exists only in relation to a special event within the local area, an alcohol-free zone may be established only for that special event. A "special event" is not defined in the LG Act. It could be applied to any event that is of significance to the local area, for example, a local show day, a cultural event such as Tamworth's Country Music Festival, or a particular time of year such as New Year's Eve celebrations. It is for the relevant council to decide what is a "special event" for the purposes of establishing an alcohol-free zone.

An alcohol-free zone declared for a special event also has a maximum duration of four consecutive years. The proposal and related signage need to define the special event that the alcohol-free zone relates to.

The duration of an alcohol-free zone established prior to 3 December 2008 is not extended.

4. Consultation with the Police

In preparing a proposal to establish an alcohol-free zone a council must consult with the relevant Police Local Area Commander about the appropriate number and location of alcohol-free zones.

Council consultation with the interested parties

Section 644A of the LG Act

After preparing a proposal to establish an alcohol-free zone a council is required to undertake a public consultation process. The process under the Act involves all of the following:

1. The council may publish a notice of the proposed alcohol-free zone, allow inspection of the proposal and invite representations or objections within 14 days from the date of publication. The notice should state the exact location of the proposed alcohol-free zone, and the place and time at which the proposal may be inspected.
2. The council must send a copy of the proposal to:
   a. the Police Local Area Commander and the officer in charge of the police station within or nearest to the proposed zone,
   b. liquor licensees and secretaries of registered clubs whose premises border on, or adjoin or are adjacent to, the proposed zone,

   And invite representations or objections within 30 days from the date of sending the copy of the proposal.
3. Send a copy of the proposal to the NSW Anti-Discrimination Board, if the local area is listed in Appendix 2 to these Guidelines and invite representations or objections within 40 days from the date of sending the copy of the proposal. Other councils have the option of advising the Board if they wish to seek the Board's views on the proposed alcohol-free zone.

In addition to these statutory requirements there are other consultative avenues that may enhance the effectiveness of any alcohol-free zone that is subsequently established. Accordingly, a council is also required to:

4. Send a copy of the proposal to any known organisation representing or able to speak on behalf of an identifiable Aboriginal or culturally and linguistically diverse group within the local area and invite representations or objections within 30 days from the date of sending the copy of the proposal.

A council is to give proper consideration to any representations, submissions or objections received and as a result may amend or withdraw a proposal to establish an alcohol-free zone. However, any amendment that extends the location of the proposed alcohol-free zone must be supported by reasons (as outlined above).

Council resolution to establish an Alcohol-Free Zone

Section 644B of the LG Act

After complying with the procedures a council may, by resolution, adopt a proposal to establish an alcohol-free zone. The resolution itself will establish the zone.

After resolution, a council's usual administrative processes would apply in informing interested parties including any applicant, the NSW Anti-Discrimination Board (if applicable), the relevant Police Local Area Commander and officer in charge of the local police station (if different), affected liquor licensees and club secretaries and other organisations advised of the original proposal.

A council must publicly advise the establishment of an alcohol-free zone by notice which informs members of the public in the area that an alcohol-free zone has been established and specify the period for which the alcohol-free zone is to operate.

In addition to statutory requirements there are other notification methods that may enhance the effectiveness of an established alcohol-free zone. For example, councils are encouraged to place the notice of the zone in a prominent position on the council website, in appropriate social media the council uses and, where practicable, in a locally produced media publication

Operation of an Alcohol-Free Zone

Section 644Cof the LG Act

An alcohol-free zone will not operate until 7 days after publication of the notice and until the roads, footpaths and public carparks affected are adequately signposted.

Signage for alcohol-free zones

A council is required to consult with the police regarding the placement of signs.

As a minimum, signs are to be placed at the outer limits of the zone, at the site of specific trouble spots (as indicated by the police) and at other suitable intervals within the zone.

Signs designating an alcohol-free zone must indicate that the drinking of alcohol is prohibited in the zone. Signs should note that alcohol may be seized and disposed of if alcohol is being consumed in the zone. Starting and finishing dates for the operation of the zone should also be included.

It is recommended that signs use consistent, easily recognisable symbols and include a map of the area defining the location of the zone. Some councils may choose to complement erected notices with spray-painted no-alcohol symbols on the footpaths.

Graphic representation on signs is an option. However, Standards Australia does not have an internationally recognised symbol for alcohol and considers that depiction of a bottle, glass AND can would be ideal to avoid confusion. The International Organisation for Standardisation (ISO) provides advice on methods that can be used to create different types of prohibition signs (ISO 7010-2019 Safety Signs used in Workplaces and Public Areas). This can be read with ISO 3864.3-2024 (Design Principles for Graphical Symbols for use in Safety Signs) which is used to ensure symbols and signs have the intended meaning and can be comprehended by persons as they enter the area the sign applies to. The Standard provides sizing requirements and font sizes for letters used in symbols.

Councils are encouraged to utilise symbols on their signage which don't rely on high levels of literacy.

The local Aboriginal community may be engaged to design signs which are also appropriate for their community.

The content of the sign below is considered a minimum standard.

ALCOHOL-FREE ZONE



The consumption of alcohol is prohibited

From —-/—-/—-

To —-/—-/—-

*

Non-compliance may result in immediate seizure and disposal of alcohol

** Insert appropriate directional arrow or map*

On such signs the dates may be inserted in a manner that allows re-use of the sign, provided the dates cannot be removed during the period of operation.

Signs are to be removed as soon as practicable, but no longer than 30 days, after the end date of an alcohol-free zone.

Suspension or cancellation of an Alcohol-Free Zone

Section 645 of the LG Act

The power to suspend or cancel an alcohol-free zone during its period of operation is provided so that a council may respond to more immediate situations that arise within the area of the zone.

A council must pass a valid resolution to suspend or cancel a particular alcohol-free zone. Such action may be taken as a result of a request received from any person or body, or at a council's own initiative.

Liaison with the local police, before and after the council resolution, is essential to ensure that both groups are informed, and action is coordinated. Additionally, a council may undertake any other consultation that it considers necessary.

A council must publish notice of a suspension or cancellation as required under section 645 (1) and (3). In the case of cancellation of an alcohol-free zone the signs should be removed immediately.

A council is not limited in the reasons for which it may suspend or cancel an alcohol-free zone. A suspension would not usually be appropriate for any period longer than one month and generally would be of a much shorter duration e.g. to accommodate a specific community event. Alcohol-free zone signage should be removed for the duration of any suspension of the zone.

The four-year operation of an alcohol-free zone is not extended by any suspension occurring within that period.

Re-establishment of an Alcohol-Free Zone

Section 644B (4) of the LG Act

An alcohol-free zone is essentially a short-term control measure and in many instances a zone will achieve the desired objectives within its operational period.

There is no general provision for an alcohol-free zone to be extended. However, the roads, footpaths or public carparks comprising a zone may be included in another alcohol-free zone of the same or different configuration, immediately following the cessation of the existing zone or at any future time.

All the requirements for the valid establishment of a zone apply whether or not any of the roads, footpaths or carparks concerned have previously been zoned as alcohol-free.

Where a proposal for an alcohol-free zone includes roads, footpaths or public carparks that have previously been zoned as alcohol-free, a council is to have regard to that previous zoning.

The evaluation criteria that councils use when considering the re-establishment of an alcohol-free zone should include the following:

- what were the factors which originally supported a zoning in that area?
- how successful was the previous alcohol-free zone in achieving a reduction in unacceptable street drinking?
- what do police statistics indicate about the value of re-establishing an alcohol-free zone in that area?
- what other measures may need to be considered (e.g. a community education program) if unacceptable street drinking is still of concern in that area?
- has the community's perceptions of safety improved?

The re-establishment procedure provides a council with the opportunity to focus again on any community problems associated with irresponsible alcohol consumption and the range of strategies that may be implemented to address these problems.

Recording of Alcohol-Free Zones

The maintenance of appropriate records is essential for established alcohol-free zones. As a minimum, records need to be kept in sufficient detail:

- to document that all the steps for valid establishment have been undertaken
- to provide for removal of signs at the conclusion of the zone's operation
- to identify suspensions or cancellations of alcohol-free zones
- to avoid overlap in the establishment of alcohol-free zones
- to provide a reference base where re-establishment of an alcohol-free zone is sought.

Enforcement of Alcohol-Free Zones

Sections 642 and 648 of the LG Act

Alcohol-free zones may be enforced by any officer of the NSW Police Force or an enforcement officer. An enforcement officer means an employee of a council authorised in writing by the Commissioner of Police to be an enforcement officer for the purpose of section 642 of the LG Act.

The legislation applies to all persons, including minors.

The power to seize and tip out or otherwise dispose of alcohol without the need to issue a warning applies within an alcohol-free zone.

Where a council has authorised enforcement officers, the council will be required to adopt a procedure regarding the disposal of any alcohol that is seized.

A Police officer or authorised council enforcement officer may use their discretion to issue a warning to a person who is drinking in an alcohol-free zone, for example, where the person may be unaware of the zone.

It should also be noted that in circumstances where a person does not co-operate with a Police officer or authorised council enforcement officer, they can be charged with obstruction under section 660 of the LG Act which carries a maximum penalty of $2,200.

The Commissioner of Police has the power to authorise council officers to enforce alcohol-free zones. The Commissioner may delegate his or her authority to Police Local Area Commanders. Where councils identify benefits to their communities for their officers to enforce alcohol-free zones, the general manager will need to liaise with the Local Area Commander to ensure that council officers are suitable for this enforcement role.

Only authorised employees of a council and not contractors, who may be otherwise engaged by a council to provide regulatory services, may be authorised for this purpose.

Councils are responsible for ensuring that their authorised enforcement officers have appropriate identification to support this enforcement role.

Councils with authorised council enforcement officers need to establish a system to record the number of occasions that these officers enforce the alcohol-free zone legislation in their area. This should include monitoring the number of authorised council enforcement officers and how often alcohol is tipped out or otherwise disposed of. Councils may from time to time be required to report this data to the Office of Local Government to inform the evaluation of the usage of the alcohol-free zone powers by councils.

It is important that the Police Local Area Commander and the officer-in-charge of the local police station (if different) are involved in the establishment procedure so that the zone operates and is enforced most effectively.

Alcohol-Free Zones and community education

As well as the requirement to publish information in the local media about the establishment of an alcohol-free zone, the community will be better educated about the intent of the alcohol-free zone if a community education campaign is run in line with the establishment of the zone.

Councils may wish to engage their local Community Drug Action Team or Drug and Alcohol Service within their Area Health Service so that responsible drinking messages can be promoted within the community to coincide with the establishment of the alcohol-free zone.

Posters and other information about the consequences of irresponsible street drinking may be displayed in local licensed premises and bottle shops. Collaboration between council, the police and stakeholders including liquor licensees may be assisted through a local Liquor Accord. Further information on Liquor Accords is available on the Liquor & Gaming NSW website www.liquorandgaming.nsw.gov.au.

Contacts

Agency	Contact Details
Office of Local Government	5 O'Keefe Avenue (Locked Bag 3015) Nowra, 2541 Telephone: (02) 4428 4100 Website: www.olg.nsw.gov.au
Anti-Discrimination New South Wales	160 Marsden Street Parramatta, NSW 2124 (Locked Bag 5000, Parramatta NSW 2124) Telephone: General Enquiry Service & Employers Advisory Service (02) 9268 5555 For rural and regional New South Wales only 1800 670 812 Website: www.antidiscrimination.nsw.gov.au
NSW Police Force	1 Charles Street Parramatta, NSW 2150 (Locked Bag 5102, Parramatta NSW 2124) Telephone: 1800 622 571 Website: www.police.nsw.gov.au

Appendix 1

Application for Alcohol-Free Zone

(*Local Government Act 1993*, section 644)

To .....(Name of Council)

1 I .....

(Full Name)

2 of .....

(Address) (Telephone No.)

3 Being (tick appropriate box):

(a) ☐ a representative of .....

(Name of Community Group in area)

(b) ☐ a police officer stationed at .....

(c) ☐ a person living in the area

(d) ☐ a person working in the area at .....

.....

(work address)

apply to the Council to establish an alcohol-free zone.

4 Roads or parts of roads ('roads' includes 'footpaths') and/ or public carparks to be included in the alcohol-free zone:

.....

.....

.....

(Specify exactly by referring to street numbers or other landmarks)

5 Reasons for requesting the alcohol-free zone:

.....

.....

.....

(Give details of obstruction, littering, personal injury, property damage, police intervention, etc. that have occurred on those roads or in those carparks)

Signed.....

Date.....

Documents supporting the information on this form may be attached.

Appendix 2

Councils which must consult with the NSW Anti-Discrimination Board

Consultation undertaken with Anti-Discrimination NSW has not identified any councils that are required to send a copy of their proposed alcohol-free zones to the NSW Anti-Discrimination Board. The Office of Local Government and Anti-Discrimination NSW will continue to monitor feedback and implementation, which may add councils to this list in future reviews of the guidelines.

C4 – Hay Shire Council Companion Animal and Livestock Management Policy

REPORTING OFFICER	Executive Manager Planning and Compliance
ATTACHMENTS	- Draft Hay Shire Council Companion Animal and Livestock Management Policy, dated 17th September 2025

INTRODUCTION

Hay Shire Council has a duty to manage companion animals and livestock in accordance with a range of state legislation, including the Companion Animals Act 1998 and the Impounding Act 1993. To ensure consistency, transparency, and compliance, a new, comprehensive policy was needed to replace the existing approach.

COMMENTARY

The draft policy was developed to address several key issues, including:

- The need for clear guidelines on keeping livestock in urban and peri-urban areas.
- The community's desire for a compassionate, rehoming-focused approach to impounded animals.
- Public safety concerns related to dangerous dogs and straying stock.
- The increasing recognition of the impact of noise and events on animal welfare.

The policy provides a single, easy-to-understand document that aligns Council's operations with current legislative requirements and community expectations. The draft Hay Shire Council Companion Animal and Livestock Management Policy is structured to provide a clear and cohesive approach to animal management. Its key provisions include:

- Legal Framework: It explicitly lists and outlines the relevant State legislation, demonstrating how Council's policy is compliant with its legal obligations. This is crucial for providing a defensible policy.
- Responsible Pet Ownership: It clearly defines the expectations for pet owners, covering key areas such as identification, registration, control, nuisance prevention, and welfare.
- Rehoming Priority and Euthanasia as a Last Resort: This section is a significant update, formalising Council's commitment to a rehoming-first approach. It establishes clear and strict criteria for euthanasia, which can only be considered for medical reasons (certified by a vet), public safety risks, or as a last resort after all rehoming efforts have failed. This principle is consistent with modern animal welfare best practices.
- Livestock and Farm Animals in Urban Areas: It provides specific guidelines for the keeping of livestock in urban zones (E4, RU5, RE1, and R2). It introduces clear setbacks and standards for enclosures, hygiene, and containment to prevent nuisance complaints related to noise and odour.
- Risk Management: The policy includes a dedicated section on risk management, outlining how Council will mitigate public safety, health, environmental, financial, and reputational risks associated with animal management.

The implementation of this policy will not incur any significant new financial costs. The policy is designed to streamline existing operations, which may lead to greater efficiency in resource allocation over time.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	Limited
LEGISLATIVE IMPLICATION	• Companion Animals Act 1998 (NSW) and Companion Animals Regulation 2018 (NSW) • Impounding Act 1993 (NSW) and Impounding Regulation 2017 (NSW) • Prevention of Cruelty to Animals Act 1979 (NSW) (POCTA) and associated Regulations • Local Government Act 1993 (NSW) • Biosecurity Act 2015 (NSW) and associated Regulations • Public Spaces (Unattended Property) Act 2021 (NSW) • Hay Shire Council Local Environmental Plan (LEP) 2011
POLICY IMPLICATION	Updating a policy to be in line with legislation and Best Practice.
ASSET IMPLICATION	Nil
RISK IMPLICATION	Low – Council's risk is lowered

RECOMMENDATION

That Council:

(a) Places the Draft Hay Shire Council Companion Animal and Livestock Management Policy, dated 17th September 2025 on public exhibition for a minimum of 28 days; and
(b) A further report be brought to Council in due course.

Hay Shire Council Policy

Title of Policy	Hay Shire Council Companion Animal and Livestock Management Policy		
This applies to	Land with the following zonings within the Hay Urban Area: E4 General Industrial; RU5 Village; RE1 Public Recreation; R2 Zones		
Author	Jack Terblanche	**Date Approved:**	
Position of Author	Executive Manager Planning & Compliance	**Authorised by:**	
Legislation, Australian Standards, Code of Practice.	• Companion Animals Act 1998 (NSW) and Companion Animals Regulation 2018 (NSW) • Impounding Act 1993 (NSW) and Impounding Regulation 2017 (NSW) • Prevention of Cruelty to Animals Act 1979 (NSW) (POCTA) and associated Regulations • Local Government Act 1993 (NSW) • Biosecurity Act 2015 (NSW) and associated Regulations • Public Spaces (Unattended Property) Act 2021 (NSW) • Hay Shire Council Local Environmental Plan (LEP)		
Related Policies/Procedures			
Attachments	Nil		
Aim	This policy outlines Hay Shire Council's commitment to the responsible management of companion animals and livestock within the Hay Local Government Area (LGA). Its primary objectives are to: • Ensure the welfare, safety, and responsible ownership of companion animals. • Minimise public health and safety risks associated with animals. • Maintain community amenity by addressing issues such as noise, odour, and nuisance. • Provide clear guidelines for the keeping of livestock and farm animals in urban and peri-urban areas. • Mitigate risks to Hay Shire Council arising from animal management operations. • Adhere to all relevant New South Wales (NSW) legislation.		

Version	**Details**	**Date**
Version 1	Initial Issue	
To be reviewed	2029	

Superseded Policies	Keeping of Domestic Animals Policy (Animals other than Companion Animals) (July 2011)

The Policy

1. Scope

This policy applies to all companion animals (primarily dogs and cats) and livestock/farm animals kept within the urban areas of Hay Shire Council LGA, including residential, commercial, and public spaces. It provides direction for Council staff, residents, and visitors.

2. Legal Framework

This policy operates within the framework of, and is subject to, the following principal NSW legislation, as amended from time to time:

- Companion Animals Act 1998 (NSW) and Companion Animals Regulation 2018 (NSW):
  - Governs the identification (microchipping) and registration of dogs and cats (refer to Part 2, Division 1, Sections 8 & 9 of the Act).
  - Defines owner responsibilities regarding control, nuisance, and prohibited places (refer to Part 3 for dogs, e.g., Sections 12, 12A, 13, 14, 20, 21A, and Part 4 for cats, e.g., Sections 29, 30, 31 of the Act).
  - Outlines procedures for dealing with dangerous, menacing, and restricted dogs (refer to Part 5, Sections 33, 33A, 55 of the Act).
  - Empowers local councils with enforcement responsibilities.
- Impounding Act 1993 (NSW) and Impounding Regulation 2017 (NSW):
  - Provides powers for the impounding of unattended or trespassing animals (refer to Part 2, Division 1, Section 5 and Division 2, Sections 9 & 10 of the Act).
  - Stipulates requirements for notifying owners, care of impounded animals, and procedures for their release, sale, or destruction (refer to Part 3, Sections 20, 21, 23, 24 of the Act).
  - Crucially, Section 22 permits the destruction of injured, diseased, or distressed animals. Section 44 requires humane destruction (refer to Sections 22 & 44 of the Act).
- Prevention of Cruelty to Animals Act 1979 (NSW) (POCTA) and associated Regulations:
  - Prohibits acts of cruelty to animals and imposes a duty of care on persons in charge of animals (refer to Sections 4, 5, 6 of the Act, particularly Section 5(3) for duty of care).
  - Requires the provision of proper and sufficient food, drink, shelter, and veterinary treatment (refer to Section 8 of the Act).
  - Outlines offences, penalties, and powers of authorised officers (including Council Rangers).
- Local Government Act 1993 (NSW):
  - Confers general powers on councils to make local orders and policies for the good rule and government of their area, including matters related to animal management and public amenity (refer to Chapter 7, Part 2, Division 1, Section 124 of the Act).
  - Enables councils to issue orders to address nuisances or risks.
- Biosecurity Act 2015 (NSW) and associated Regulations:
  - Establishes a framework for managing biosecurity risks, including those posed by livestock.

    - Requires Property Identification Codes (PICs) for properties keeping livestock, regardless of the number of animals (refer to Part 6 of the Act).
    - Imposes general biosecurity duties on all persons dealing with biosecurity matter (refer to Part 2, Section 22 of the Act).
- Public Spaces (Unattended Property) Act 2021 (NSW):
    - Addresses the issue of unattended property, including animals, in public places (refer to Sections 11 & 12 of the Act regarding unattended and trespassing animals in public spaces).
    - Supplements the Impounding Act 1993 regarding straying stock on public land.
- Hay Shire Council Local Environmental Plan (LEP):
    - These local planning instruments may contain specific zoning provisions and development standards related to the keeping of animals, including livestock, on different land uses within the LGA.

4. Policy Principles - Companion Animals

4.1 Responsible Pet Ownership

Hay Shire Council promotes responsible pet ownership as the cornerstone of effective companion animal management. Owners are expected to:

- Identification & Registration: Ensure all dogs and cats are microchipped by 12 weeks of age and registered with Council by 6 months of age (or within 28 days of acquisition if older), as per the Companion Animals Act 1998, Sections 8 & 9.
- Control: Keep dogs under effective control in public places (e.g., on a leash) and prevent them from escaping property, as per the Companion Animals Act 1998, Sections 12A & 13.
- Nuisance Prevention: Take all reasonable steps to prevent their animals from causing a nuisance (e.g., excessive barking, roaming, defecating in public places), as per the Companion Animals Act 1998, Sections 20, 21A (dogs) & 31 (cats).
- Welfare: Provide adequate food, water, shelter, exercise, and veterinary care in accordance with the Prevention of Cruelty to Animals Act 1979, Section 8 and the general duty of care under Section 5(3).
- Desexing: Council strongly encourages the desexing of companion animals to reduce unwanted litters and improve animal welfare outcomes.

4.2 Rehoming Priority and Euthanasia as a Last Resort

Hay Shire Council is committed to a compassionate approach to companion animal management, consistent with best practice animal welfare principles promoted by leading organisations such as the RSPCA.

- Rehoming Focus: Council will make every reasonable effort to rehome impounded companion animals that are suitable for adoption. This includes:
    - Extending statutory holding periods where feasible, beyond the minimums prescribed by the Impounding Act 1993, Part 3 (e.g., 7 days for identified animals, 14 days for unidentified animals).
    - Conducting thorough behavioural and health assessments.
    - Actively seeking suitable new homes through Council's rehoming programs and by collaborating with reputable animal welfare organisations and rescue groups.
    - Utilising social media and other platforms to promote adoptable animals.
- Euthanasia Criteria: Euthanasia will only be considered as a last resort in strictly defined circumstances, including:

    - Where an animal is suffering from an untreatable illness or injury causing irreversible pain or distress, as certified by a registered veterinarian (in accordance with Section 22 of the Impounding Act 1993).
    - Where an animal poses an unacceptable risk to public safety due to severe aggression or dangerous behaviour that cannot be safely managed or rehabilitated, as assessed by qualified animal behaviourists or Council's authorised officers.
    - Where, despite all reasonable and prolonged efforts, a suitable rehoming outcome cannot be achieved, and the animal's quality of life in a pound environment is severely compromised.
- All euthanasia will be carried out humanely by trained personnel in accordance with Section 44 of the Impounding Act 1993 and relevant codes of practice.

4.3 Impounding and Release Procedures

Council's impounding procedures for dogs and cats will comply with the Impounding Act 1993. This includes:

- Seizure of unattended or trespassing animals (refer to Sections 9 & 10).
- Notification to owners where animals are identified (refer to Section 20).
- Provision of proper care, food, and water for impounded animals (refer to Section 21).
- Release of animals to owners upon payment of prescribed fees and charges (including registration and microchipping if not already compliant) (refer to Section 23).

4.4 Dangerous, Menacing, and Restricted Dogs

Council will strictly enforce the provisions of the Companion Animals Act 1998, Part 5 relating to dangerous, menacing, and restricted dogs to ensure public safety. This includes:

- Declaration procedures.
- Mandatory control requirements (e.g., secure enclosures, muzzling in public, warning signs).
- Seizure and destruction powers for non-compliance or serious attacks.

4.5 Managing Impacts of Noise and Events (e.g., Fireworks)

Hay Shire Council recognises that loud noises and sudden events, such as fireworks displays, can cause significant distress, fear, and potential injury to companion animals and livestock. To mitigate these impacts and ensure animal welfare and public safety, Council will:

- Public Awareness: Event organisers and Fireworks contractors must to have public awareness campaigns prior to anticipated large-scale events involving fireworks, advising pet owners on how to secure and comfort their animals. This must include letter drops to all property owners within a 1km radius of events.
- Event Planning: Encourage event organisers to consider the impact on animals when planning fireworks displays, including potential alternative noise-reduced options or appropriate notification periods.
- Responsible Pet Ownership During Events: Advise residents to ensure their companion animals are securely contained and identified during periods of increased noise, such as New Year's Eve or other public celebrations.
- Livestock Management: Encourage livestock owners in peri-urban areas to take appropriate measures to secure and monitor their animals during such events to prevent escape or injury.

5. Policy Principles - Livestock and Farm Animals in Urban Areas

Hay Shire Council recognises that the keeping of livestock and farm animals in urban and peri-urban areas can contribute to a rural lifestyle but also presents unique challenges for public amenity and health.

5.1 General Principles

- The keeping of livestock and farm animals in urban areas is generally discouraged where it may cause nuisance or health risks to neighbours or the wider community.
- Any person keeping livestock must comply with the Biosecurity Act 2015, including obtaining a Property Identification Code (PIC) where required (Part 6), regardless of whether the animals are kept as pets or for commercial purposes.
- Development consent from Council may be required for the keeping of certain numbers or types of livestock, or for the construction of associated structures (e.g., stables, large poultry houses). Refer to the Hay Shire Council LEP.

5.2 Specific Guidelines for Keeping Livestock in Urban Areas

Where the keeping of livestock is permitted by zoning and does not require development consent, owners must adhere to the following minimum standards to prevent nuisance and ensure animal welfare:

- Numbers: The number of animals permitted will be assessed on a case-by-case basis, considering property size, zoning, and potential impact on neighbours.
- Setbacks: Animal enclosures, sheds, and manure storage areas must be located at appropriate distances from dwellings, public places, food premises, and property boundaries to minimise noise, odour, and visual impact. As a guide, and subject to specific Council determination:
    - Poultry (excluding roosters): Not to be kept within 4.5 metres of a dwelling, public hall, school, or premises used for food preparation/storage (consistent with common local government regulations derived from public health considerations).
    - Pigs/Swine: Not to be kept (and swine's dung not to be deposited) within 60 metres of any dwelling, shop, office, factory, church, school, or public place in a city, town, village, or urban part of an area (consistent with common local government regulations).
    - Horses/Cattle/Goats/Sheep: Not to be kept within 9 metres of a dwelling, school, shop, office, factory, workshop, church, public hall, or food premises (consistent with common local government regulations).
- Enclosures and Containment:
    - Animals must be securely contained within escape-proof enclosures appropriate for their species.
    - Fences and gates must be well-maintained to prevent escape and ensure animal safety.
- Hygiene and Waste Management:
    - Enclosures and yards must be kept clean, well-drained, and free from accumulated waste.
    - Manure and soiled bedding must be removed regularly (e.g., daily for stables, frequently for poultry houses) and disposed of in a manner that prevents odour, fly breeding, and water pollution.
    - Floors of stables and poultry houses should be paved with an impervious material (e.g., concrete) where necessary, and properly graded for drainage.
- Shelter and Welfare:
    - Adequate shelter from sun, wind, and rain must be provided.

    - Animals must have constant access to clean water and appropriate food.
    - Any signs of disease or injury must be addressed promptly, including veterinary attention if required (as per POCTA Act 1979, Section 5(3)).
- Noise and Odour: Owners must take all reasonable steps to prevent noise (e.g. persistent animal calls) and odours from causing a nuisance to neighbours.
- Roosters: The keeping of roosters in urban residential areas is not permitted due to their potential to cause excessive noise and impact on amenity.
- Straying Stock: Owners are responsible for preventing their livestock from straying onto public roads or other private properties. Council Rangers may impound straying stock under the Impounding Act 1993 or Public Spaces (Unattended Property) Act 2021, and fees and fines will apply. Disputes between neighbours regarding trespassing stock are generally civil matters.

6. Risk Management for Hay Shire Council

Hay Shire Council acknowledges its responsibilities and the potential risks associated with animal management. Council will implement strategies to mitigate these risks:

- Public Safety Risk (e.g., dog attacks, vehicle accidents with straying stock):
    - Mitigation: Strict enforcement of dangerous dog provisions; proactive impounding of roaming animals; community education on responsible pet ownership and livestock containment; collaboration with police and Local Land Services regarding straying stock on roads.
- Public Health Risk (e.g., zoonotic diseases, hygiene issues, pest infestations):
    - Mitigation: Enforcement of hygiene standards for animal keeping; promotion of desexing and vaccination; proper management of impounded animals; education on responsible waste disposal.
- Environmental Impact Risk (e.g., water pollution from waste, odour, noise):
    - Mitigation: Enforcement of setbacks and waste management guidelines for livestock; investigation and resolution of nuisance complaints.
- Financial Risk (e.g., costs of impounding, care, veterinary treatment, legal claims):
    - Mitigation: Efficient pound operations; recovery of impounding and sustenance fees; robust policy and procedure adherence to minimise legal exposure; appropriate insurance coverage.
- Reputational Risk (e.g., public criticism regarding animal welfare, euthanasia rates):
    - Mitigation: Transparent and humane animal management practices; strong emphasis on rehoming; clear communication with the community; partnerships with reputable animal welfare organisations; regular review of animal management outcomes.
- Compliance Risk (e.g., failure to comply with state legislation):
    - Mitigation: Regular training for authorised officers; up-to-date knowledge of legislative changes; consistent application of laws and policies; robust record-keeping.

7. Definitions

- Companion Animal: Primarily dogs and cats as defined by the Companion Animals Act 1998, but may also include other domestic animals kept for companionship.
- Livestock/Farm Animal: Animals typically kept for agricultural purposes, including but not limited to cattle, sheep, goats, horses, pigs, and poultry (e.g., chickens, ducks).

- Urban Area: Land zoned for residential, commercial, or industrial purposes within the Hay LGA, as defined by the Hay Shire Council Local Environmental Plan. These include the following zonings E4 General Industrial; RU5 Village; RE1 Public Recreation; R2 Zones.
- Nuisance: Any act, omission, or condition relating to an animal that unreasonably interferes with the peace, comfort, or convenience of a person, or causes damage to property.
- Authorised Officer: A person appointed by Hay Shire Council under relevant legislation (e.g., Local Government Act, Companion Animals Act, Impounding Act) to exercise powers under those Acts.
- Rehoming: The process of finding a suitable, permanent new home for an impounded or surrendered animal, typically through adoption.

8. Policy Review

This policy will be reviewed by Hay Shire Council every four years, or earlier if there are significant changes in legislation, community expectations, or operational requirements.

C5 - Final Endorsement of Council's Reflect Reconciliation Action Plan (RAP)

REPORTING OFFICER	Executive Manager – People & Governance
ATTACHMENTS	Reflect Reconciliation Action Plan

INTRODUCTION

Council has recently received final endorsement from Reconciliation Australia for its Reflect Reconciliation Action Plan (RAP). This endorsement marks an important milestone in Council's reconciliation journey and reflects our commitment to building respectful relationships, advancing cultural awareness, and strengthening partnerships with First Nation peoples.

COMMENTARY

The endorsement formally recognises Council as a member of the Reconciliation Action Plan (RAP) network, connecting us with organisations across Australia working collaboratively towards reconciliation. As part of this network, Council has the opportunity to learn from others, share best practice, and strengthen the impact of our actions.

With the endorsement in place, the next stage is to promote and implement the Reflect RAP across the organisation and the wider community. The plan outlines key actions and deliverables that will guide Council over the coming 12 months, including initiatives to:

- Build cultural learning and awareness opportunities for staff.
- Strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and communities.
- Develop governance and reporting mechanisms to ensure accountability and progress.

A copy of the endorsed Reflect RAP is attached to this report for Councillors' perusal.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.5 Our community is inclusive and sustainable 1.5.2 Inclusive and Empowered Communities 1.5.5 Facilitate access public spaces for cultural and community events 1.5.6 Support cultural programs and initiatives, including First Nations **Environmental** 2.5 Our community is inclusive and sustainable 2.5.2 Support cultural environmental initiatives **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance
FINANCIAL IMPLICATION	Nil
LEGISLATIVE IMPLICATION	Nil

POLICY IMPLICATION	Nil
ASSET IMPLICATION	Nil
RISK IMPLICATION	Nil

RECOMMENDATION

That Council notes the endorsement of the Reflect Reconciliation Action Plan by Reconciliation Australia, and that Council is now recognised as a member of the RAP network.



RECONCILIATION ACTION PLAN

REFLECT

Hay Shire COUNCIL

REFLECT
RECONCILIATION ACTION PLAN

Hay Shire Council

From: September 2025 To: March 2027

Statement from Karen Mundine Reconciliation Australia's CEO

Reconciliation Australia welcomes Hay Shire Council to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.



Karen Mundine, CEO
Reconciliation Australia

Inaugural Reflect RAP

Hay Shire Council joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Hay Shire Council to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Hay Shire Council, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine, CEO
Reconciliation Australia

Our Business

Hay Shire Council is a Local Government Authority that delivers and maintains a wide range of services, programs and infrastructure required to the communities of Hay, Booligal and Maude, and surrounding districts within the Hay Local Area (LGA).

These include strategic planning, water and sewerage infrastructure, waste management services, public spaces such as parks and playgrounds, pool, sports grounds and natural areas, cemeteries, road infrastructure, Aerodrome, Library, frail aged services, noxious weed control, companion animals, public health, and museums.

Hay Shire Council is a dynamic and proactive Council that collaborates with other levels of government, business and industry sectors and non-government organisations for the betterment our communities.

Council's Administration Centre is located at 134 Lachlan Street, Hay.



Hay Public School students at the official opening of the Hay Park Playground constructed by Council

Our Workforce

As of 1 July 2024, 4 Aboriginal and Torres Strait Islander full-time permanent staff were employed by Council.

It is not mandatory for staff to identify as being First Nations (or Aboriginal and/or Torres Strait Islander if preferred) upon their commencement.

Snapshot of our workforce



53 permanent positions



45 percent Female



55 percent male



3 part-time employees



8 casual employees



8 trainees/apprentices

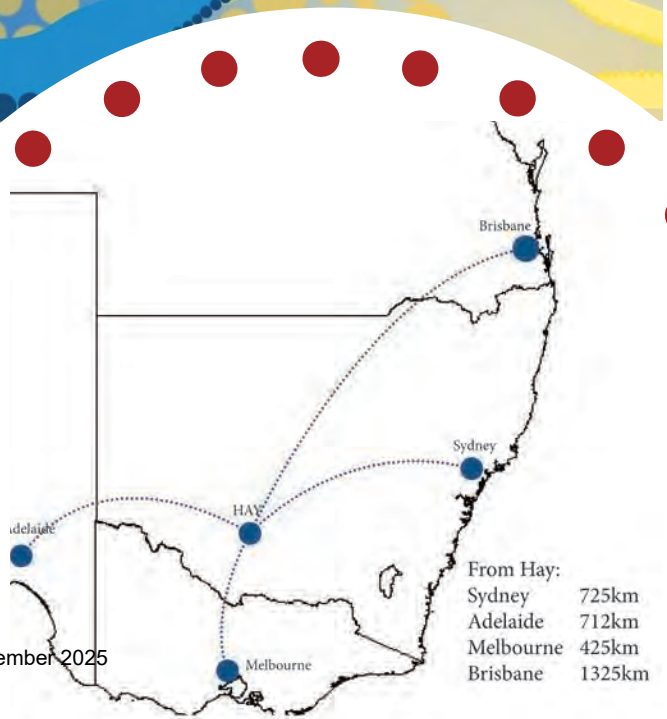
About Hay LGA

Hay Shire lies in the southwest of NSW, approximately 8 hours drive from Sydney. Its proximity to the Victorian border (Hay is actually closer to Melbourne) means the region has historically benefited just as much from trade to the southern state as it has to NSW. The town of Hay is located on the juncture of the :

- Sturt Highway (the main east-west road transport route linking Sydney with Adelaide.)
- Mid-Western Highway (connection between central western NSW and Riverina)
- Cobb Highway (will link Melbourne to Brisbane via sealed highway by end 2023)

The Shire lies within two natural catchments within the Murray-Darling Basin region, the Murrumbidgee (covering areas around Hay and Maude) and the Lachlan (covering Booligal area).

The Shire has a diversified agricultural production with dryland (sheep and cattle livestock) and irrigated activities (cotton, rice, fruit and vegetables) both prominent.



Our RAP

Hay Shire Council has created a Reflect Reconciliation Action Plan to provide Council with direction and planning towards reconciliation with the aim of strengthening our relationship with local Aboriginal and Torres Strait Islander communities.

During the early life of the 2025/2026 Reflect RAP Council will work towards forming a RAP Working Group to develop and lead the implementation of our RAP. The General Manager is the RAP Champion.

Consultation with the Hay Local Aboriginal Land Council and the Nari Nari Tribal Council, and Hay Aboriginal Working Party is an integral part of the Reflect RAP process.

Council will continue to expand on its relationships with local Aboriginal and Torres Strait Islander groups and will maintain its support of cultural events, campaigns, and programs, in particular those targeting youth.

It is recognised that understanding and communication is key to successful relationships with Aboriginal and Torres Strait Islander peoples and Council endeavours to promote cultural awareness and training programs within our organisation.

Council aims to work with local Aboriginal and Torres Strait Islander community groups to develop an Innovate RAP after the expiry of this Reflect RAP and will continue the journey to develop subsequent RAPs as appropriate to support our reconciliation journey.

Our Partnerships & Current Activities

Council proudly supports funding applications and promotes events and activities organised by Aboriginal and Torres Strait Islander groups within our community. This includes support letters, promotion on website and social media streams, cost free access to venues and recreational areas as well as provision of other items including shelters, chairs and tables.

The recent upgrade of the towns 'Civic Space' included installation of extra flag poles to enable the Aboriginal and Torres Strait Islander flags to fly side by side the Australian and Council flags outside the Council Administration Centre. The poles are well lit which permits Council to fly the flags day and night.

The Mayor acknowledges Traditional Custodians of the land on which Council meet during the 'Council Prayer' at the commencement of every Council meeting.

Council and the Hay Local Aboriginal Land Council are in the early stages of development of a Memorandum of Understanding, supporting an effective partnership between the two organisations into the future.

A partnership between Council and the Hay Aboriginal Corporation Community Working Party, as well as the Southern West Yiradyuri Clans, Land, Water and Sky Country Aboriginal Corporation, is currently being considered with a proposal for developing a Memorandum of Understanding between the parties.



Donation of Artwork from the Hay Local Aboriginal Land Council for display in the Hay Library.



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	Oct 2025	General Manager
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Nov 2025	General Manager
	Provide promotional support to local Aboriginal and Torres Strait Islander stakeholders in matters of importance such as mental health training, "Deaths in Custody" and "Domestic Violence" as was requested through the consultation phase with the Hay LALC.	Feb 2026	General Manager
2 Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	Jan 2025	HR & Governance Manager
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026	General Manager
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026	General Manager
	Council to hold a small ceremony celebrating the start of NRW.	27 May- 3 June 2026	General Manager
3 Promote reconciliation through our sphere of influence.	Communicate our commitment to reconciliation to all staff.	May 2026	General Manager
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	Feb 2026	General Manager
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	Feb 2026	General Manager
4 Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March 2026	HR & Governance Manager
	Conduct a review of HR policies and procedures to identify existing anti-discrimination practices and future needs.	March 2026	HR & Governance Manager



Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Conduct a review of cultural learning needs within our organisation.	Jan 2026	HR & Governance Manager
	Provide Cultural Awareness Training for all staff and new employees delivered by members of the local Aboriginal community.	July 2026	HR & Governance Manager
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	March 2026	General Manager
	Conduct inspections and assessment of the Traditional Lands on which Council operates, to identify any significant cultural sites impacted by development on road reserves and gravel pits.	November 2026	General Manager
	Undertake cultural training of staff and Youth Taskforce.	July 2026	HR & Governance Manager
6.Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	July 2026	General Manager
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2026	General Manager
	Increase community awareness by incorporating significant dates and events on Council website. Including the licensing of artworks by local Aboriginal and Torres Strait Islander artists and their stories to be promoted on our website.	March 2026	General Manager
	Include a Welcome to Country/Acknowledgement of Country and facilitate a smoking ceremony to commemorate the opening of the new Council.	Jan 2026	General Manager
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2026	HR & Governance Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2026	HR & Governance Manager
	RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2026	General Manager
	Hold a flag raising ceremony and other cultural activities to mark the commencement of Naidoc Week.	First week in July, 2026	General Manager



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	Oct 2026	General Manager
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Oct 2026	HR & Governance Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	Dec 2026	General Manager
	Investigate Supply Nation membership.	Dec 2026	General Manager



Governance

HAWKESBURY COUNCIL

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Form a RWG to govern RAP implementation.	Jan 2026	General Manager,
	Draft a Terms of Reference for the RWG.	Jan 2026	General Manager,
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	Jan 2026	General Manager,
11. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	December 2025	General Manager,
	Engage senior leaders in the delivery of RAP commitments.	March 2026	General Manager,
	Appoint a senior leader to champion our RAP internally.	March 2024	General Manager,
	Define appropriate systems and capability to track, measure and report on RAP commitments.	November 2025	RWG Chair,
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June 2026, annually	HR & Governance,
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August annually	HR & Governance,
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	HR & Governance,
13.Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	Jan 2027	HR & Governance,

About the Artist

The artwork for the Hay Shire Reconciliation Action Plan was created by Emma Johnston. Emma is a young Wiradjuri artist from Hay and she used the colours and symbols of the Hay Shire logo as her inspiration.

Council is grateful to Emma for allowing use of her interpretation of the plains, the river, and the sun as the design for our first phase of Reconciliation Action Planning.

Contact Information

David Webb
General Manager
Hay Shire Council
134 Lachlan Street, Hay
email: mail@hay.nsw.gov.au
phone: 02 6990 1100

C6 – Draft Policies

REPORTING OFFICER	Executive Manager – People & Governance
ATTACHMENTS	Draft Australia Day Policy Draft Library Policy Draft Debt Management & Hardship Policy Draft Child Safe Policy including Child Safe Code of Conduct Draft Data Management Governance Policy

INTRODUCTION

Council has undertaken a comprehensive review of several key organisational policies to ensure alignment with legislative requirements, contemporary best practice standards, and Council's strategic objectives. The policies reviewed include the Australia Day Policy, Library Policy, Child Safe Policy (inclusive of a newly developed Child Safe Code of Conduct), and the Hardship Policy.

In addition, Council has responded to audit recommendations by formulating a new draft Data Management Governance Policy, which has been considered and endorsed by the Audit, Risk and Improvement Committee (ARIC).

These policy reviews and developments form part of Council's ongoing commitment to transparency, accountability, and effective governance in delivering services to the community.

COMMENTARY

The review process has been thorough and aimed at ensuring that all Council policies remain current, compliant, and reflective of the needs and expectations of the community. A summary of key amendments and developments is provided below:

- **Australia Day Policy**
  Only minor amendments have been made to the Australia Day Policy. These changes are largely administrative in nature and are intended to improve clarity and ensure consistency with current practices.

- **Library Policy**
  The Library Policy has undergone a significant and comprehensive review. The revised policy seeks to strengthen governance arrangements for library services, clarify operational objectives, and better reflect community expectations around access, inclusion, and service delivery.

- **Child Safe Policy and Child Safe Code of Conduct**
  Council has undertaken a detailed review of the Child Safe Policy to ensure full compliance with relevant legislation, regulatory requirements, and national best practice standards. Importantly, a Child Safe Code of Conduct has been developed and will be appended to the policy to strengthen Council's commitment to safeguarding children and young people.

- **Debt Management and Hardship Policy**
  The existing Hardship Policy has been expanded and retitled as the Debt Management and Hardship Policy. The revised document provides clearer guidance on how Council

manages outstanding debts while ensuring that appropriate and fair hardship provisions are available to community members experiencing genuine financial difficulty.

- **Data Management Governance Policy**
  During the 2024/25 audit, it was identified that Council should establish a formal policy framework for data management. In response, a draft Data Management Governance Policy has been developed to guide the secure, ethical, and efficient management of Council's data and information assets. This policy was presented to ARIC on 11 September 2025 and has received endorsement.

The draft policies are now presented for Council's consideration. Copies are attached for review.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.4 Council will seek to continuously improve
FINANCIAL IMPLICATION	Nil
LEGISLATIVE IMPLICATION	As detailed in each policy
POLICY IMPLICATION	Australia Day Policy Hardship Policy Child Safe Policy Library Policy
ASSET IMPLICATION	Nil
RISK IMPLICATION	Legislative Compliance Data Security Reputational

RECOMMENDATION

It is recommended that Council:

a. Adopts the Australia Day Policy as presented;

b. Adopts the Child Safe Policy**,** inclusive of the Child Safe Code of Conduct, as presented;

c. Adopts the Data Management Governance Policy as presented; and

d. Places the draft Library Policy and draft Debt Management and Hardship Policy on public exhibition for a period of no less than 28 days to allow for community feedback, and a further report be brought to Council.

Hay Shire Council Policy

Title of Policy	Australia Day Policy		
This applies to	Council and the Community		
Author	Mark Dowling	**Date Approved:**	
Position of Author	Deputy General Manager	**Authorised by:**	Council
Legislation, Australian Standards, Code of Practice.			
Related Policies/Procedures			
Attachments			
Aim	To provide a framework for Council to conduct the Australia Day activities and awards		

Version	**Details**	**Date**
Version 1	Initial Issue	23rd February 1999
Version 2	Policy Review	29th April 2014
Version 3	Policy Review	September 2025
Superseded Policies	**Australia Day Events Policy**	

The Policy

OBJECTIVE

To recognise outstanding contributions by local citizens and groups of the Hay Shire Council to their community.

The Australia Day Awards are presented in the following categories:

- Citizen of the Year
- Young Citizen of the Year
- Gavin Johnston Vocation award
- Special Achievement awards

POLICY

BACKGROUND

The Australia Day Awards are presented annually to local citizens and groups who have made outstanding contributions to the community.

The Awards are provided by the National Australia Day Council and are administered by local councils throughout Australia on their behalf.

A suitable function will be held on Australia Day at the Hay Gaol Museum or an alternate location as approved by the committee, to present the awards which will also include a breakfast and flag raising ceremony. Council may also conduct other Australia day activities on the day utilising the National Australia Day grants program funds where possible.

MANAGEMENT

Council is responsible for the coordination and management of the Australia Day awards and Breakfast ceremony. Council will meet all costs associated with the event including all costs associated with the ambassador. The General Manager will allocate necessary Council staff to carry out the required activities. A member of the Australia Day committee, or the Mayor, will act as the MC at the Australia Day awards and breakfast.

POLICY STATEMENT

A committee consisting of four Councillors will be convened to assess the nominations received by Council for the Australia Day Awards. The committee may appoint community members to assist with the judging process if they consider it is appropriate.

The committee has authority to review and make final selections for the Australia Day Awards for each category from the nominations received.

ELIGIBILITY CRITERIA:

- Nominations must be submitted on Council's official nomination form either electronically or hardcopy.
- Nominees must be Australian citizens and residing in Hay Shire at the time of nomination or if not living in the Shire any person who has demonstrated a long-term contribution to the Community.
- Nominees may not nominate themselves.
- Awards will not be granted posthumously.
- Groups of people or couples will not be eligible.

Hay Shire Council Policy

Title of Policy	DRAFT Library Policy		
This applies to	Council and the Community		
Author	Mark Dowling	**Date Approved:**	
Position of Author	Deputy General Manager	**Authorised by:**	Council
Legislation, Australian Standards, Code of Practice.	*Library Act 1939 (NSW)* *Library Regulation 2018 (NSW)* *Copyright Act 1968 (Cth)* *Privacy and Personal Information Protection Act 1998 (NSW)* *Disability Inclusion Act 2014 (NSW)* *Children and Young Persons (Care and Protection) Act 1998 (NSW)*		
Related Policies/Procedures	NSW State Library Guidelines for Local Authorities NSW Public Libraries Association (NSWPLA) Statements (Respect for Staff; Inclusive Libraries) Australian Library and Information Association (ALIA) Free Access to Information Statement Hay Shire Council Community Strategic Plan Hay Shire Council Customer Service Charter Hay Shire Council Disposal Policy Hay Shire Council Code of Conduction Library Collection Development Plan (under development)		
Attachments			
Aim	To provide information and guidance on the operation of the Hay Shire Library.		
Version	**Details**		**Date**
Version 2	Revised Policy		2nd September 2025
Superseded Policies	**Version 1 – 29th April 2014**		
The Policy			

PURPOSE

This policy sets out Hay Shire Council's commitment to providing equitable, accessible, and high-quality public library services for the community. These services support literacy, lifelong learning, digital inclusion, cultural engagement, and community wellbeing in the Hay Shire, and are delivered in accordance with the Library Act 1939 (NSW), the Library Regulation 2018, and relevant Council plans and strategies.

SCOPE

This policy applies to:

- All Hay Shire Library services, including in-library, outreach, and online services.
- All staff, volunteers, contractors, members, and visitors.

OBJECTIVES

1. Ensure free and equitable access to library membership, collections, and core services, in accordance with the Library Act 1939.
2. Provide a safe, welcoming, and inclusive environment for all community members, including children, seniors, people with a disability, and culturally and linguistically diverse groups.
3. Support lifelong learning, literacy, and digital skills development through targeted programs and access to technology.
4. Enrich community life by being a hub for cultural, educational, and recreational activities.
5. Preserve, collect, and promote the documentary heritage and history of the Hay region.
6. Ensure efficient and sustainable management of resources, staff, and facilities, including environmentally responsible practices.
7. Encourage community input and collaboration with schools, organisations, and regional library networks.

POLICY

Hay Shire Council operates a full library Service in Hay and provides a Home delivery service to Hay Retirement home, Hospital, and to home borrowers.

The Hay Library became part of Western Riverina Community Library Service in 1992 and had a legal agreement and constitution drawn up for that purpose.

Member Councils currently include;

- Carrathool Shire Council
- Griffith City (Headquarters) Council
- Hay Shire Council
- Murrumbidgee Shire Council
- Narrandera Shire Council

The Hay Shire Library Service creates opportunities for access to information, education, culture and recreation. These opportunities are provided to the community freely and with universal rights of success as defined in the relevant legislation.

The Hay Shire Library makes a commitment to:

- Provide free access to library membership and borrowing for all residents.
- Offer a wide range of collections and digital resources, reflecting diverse community interests and viewpoints.
- Deliver programs and services to support literacy, learning, digital inclusion, creativity, and wellbeing.

- Ensure safe use of library spaces through conduct rules, child safety measures, and respectful behaviour standards.
- Promote partnerships and cultural programs, including support for First Nation communities, local artists, and multicultural groups.
- Uphold privacy, copyright, and intellectual freedom principles.
- Provide home library services for those unable to attend in person.
- Operate sustainably and review services regularly in consultation with the community.

MEMBERSHIP AND BORROWING

- Membership is free to all residents and ratepayers, and available to non-residents under set conditions which an additional, non-refundable fee to be paid upon registration.
- Proof of identity and address is required for registration.
- Borrowing limits, loan periods, and renewal conditions are set by the Library Team Leader and are aligned with Western Riverina Libraries policy.
- Members are responsible for the care and timely return of items.
- Fees may apply for replacement of lost/damaged items or for value-added services (e.g., printing, photocopying).

CODE OF CONDUCT

- Treat staff, volunteers, and other users with courtesy and respect.
- Use resources responsibly and lawfully.
- Supervise children in their care at all times.
- Refrain from disruptive or unsafe behaviour.
- Comply with library rules and staff instructions.
- Library staff and volunteers are to comply with Council's Code of Conduct.

Non-compliance may result in suspension or exclusion in line with the Library Act 1939 and Council procedures.

CHILDREN AND YOUNG PEOPLE

- Children under 10 years must be accompanied by a parent, guardian, or responsible carer.
- Staff do not supervise children and are not responsible for their welfare.
- Unattended children may be considered at risk under the Children and Young Persons (Care and Protection) Act 1998 and reported accordingly.
- Programs will support literacy, creativity, and digital skills for children and young people.

LIBRARY COLLECTION DEVELOPMENT AND MANAGEMENT

1. Library Collection Development and Management

1.1 Purpose

The library's collection will be developed, maintained, and managed in line with Council's Library Collection Development Plan, professional standards, community needs, and available budget. The collection will support literacy, lifelong learning, cultural engagement, recreation, and community wellbeing.

1.2 Acquisition and Development

1.2.1. The library will acquire, preserve, and make available books and related library materials in organised collections that support education, information, research, recreation, and the creative use of leisure time.

1.2.2. Collections will be selected to reflect community needs and demand, and will be provided across a diverse range of subjects and formats.

1.2.3. Collections will be balanced, diverse, and uncensored, except where classification laws apply, and will reflect a wide spectrum of viewpoints presented from reliable sources.

1.2.4. Equity of access will be supported through varied formats, literacy resources, free access to core services, inclusive building design, and accessible collection layout.

1.2.5. The library is committed to the provision and active development of online content, digital resources, and e-services as an integral part of its overall collection.

1.2.6. The library will preserve and promote local and regional history, ensuring materials of cultural, historical, and community significance are collected, maintained, and made accessible.

1.3 Collection Review and Disposal

1.3.1. The library will regularly review its collections to ensure they remain current, relevant, and in good condition.

1.3.2. Materials that are outdated, inaccurate, duplicated, superseded, or in poor physical condition will be withdrawn in accordance with professional library standards, Western Riverina Community Library Disposal Policy, and the Library Collection Development Plan.

1.3.3. Withdrawn items may be:

- Replaced with updated editions or alternative titles of similar subject matter;
- Offered for resale, donation, or recycling where appropriate; or
- Disposed of responsibly if no longer suitable for retention.

1.3.4. Disposal will be conducted transparently, ensuring that decisions are made in the best interests of the community and in line with Council's governance and asset management procedures as approved by the General Manager.

1.4 Censorship and Intellectual Freedom

1.4.1. The library upholds the principles of intellectual freedom and the public's right to access information. Collections will reflect a diversity of ideas, experiences, and viewpoints, supporting informed decision-making and lifelong learning.

1.4.2. Materials will not be excluded or removed from the collection on the basis of political, moral, cultural, or religious views. Decisions regarding inclusion, retention, or withdrawal will be made solely on professional grounds, in line with the Library Collection Development Plan.

1.4.3. Access to materials may only be restricted where required by law, including compliance with classification legislation.

1.4.4. The library supports the role of parents, guardians, and carers in guiding their children's access to materials, but will not act in place of parental responsibility by censoring or limiting access to materials based on content or subject matter.

PROGRAMS AND SERVICES

Hay Shire Library is committed to delivering a diverse range of programs and services that respond to the needs of our community and align with the goals of Council's Community Strategic Plan. The library promotes literacy in all its forms — including reading and information literacy, digital and technological literacy, and cultural literacy — as essential foundations for lifelong learning, social participation, and community wellbeing.

Through its programs, the library seeks to foster connection, inclusion, and diversity, providing opportunities for people of all ages, backgrounds, and abilities to learn, share, and engage. Programs are designed and tailored to reflect local community needs and demand, ensuring they are relevant, accessible, and meaningful.

The library will continue to develop and deliver initiatives that:

1. Promote literacy and lifelong learning through activities such as Storytime, reading challenges, Book Week celebrations, and other family-friendly learning opportunities.
2. Support digital inclusion by building confidence and skills in technology use, bridging generational gaps, and enabling access to online information and services.
3. Foster cultural engagement by celebrating local heritage, First Nations stories, multicultural traditions, and creative expression through exhibitions and events.
4. Strengthen community connection through family days, intergenerational programs, social gatherings, and opportunities for collaborative learning and shared experiences.

5. Encourage personal development and wellbeing by hosting talks, workshops, and recreational activities that enhance knowledge, skills, and quality of life.

INTERNET AND TECHNOLOGY USE

- Public internet, Wi-Fi, and digital resources will be provided free of charge.
- Users must comply with copyright, privacy, and child protection laws.
- Access to pornographic, offensive, or unlawful material is prohibited.
- The library is not responsible for damage or data loss resulting from use of its ICT resources.

PRIVACY AND CONFIDENTIALITY

Personal information will be managed in accordance with the Privacy and Personal Information Protection Act 1998 (NSW).

Data will only be used for library purposes and disclosed when legally required.

Any breach or unauthorised disclosure of personal information will be managed in accordance with the Privacy and Personal Information Protection Act 1998 (NSW) and related legislation. Such breaches will be addressed promptly, communicated to the affected party as soon as they are known, and handled sensitively in line with Council's privacy and data breach response procedures.

Hay Shire Council Policy

Title of Policy	Debt Management and Hardship Policy		
This applies to	Council		
Author	Mark Dowling	**Date Approved:**	
Position of Author	Deputy General Manager	**Authorised by:**	
Legislation, Australian Standards, Code of Practice.	- Local Government Act 1993 – Sections 564–601 - Local Government (General) Regulation 2021 - Office of Local Government Debt Management and Hardship Guidelines 2018 Privacy and Personal Information Protection Act 1998		
Related Policies/Procedures	Revenue Policy		
Attachments			
Aim	To establish a management framework and procedure for the collection of outstanding debts		
Version	**Details**		**Date**
V1	Initial Issue		September 2025
Superseded Policies	**Debt Recovery Procedure – 29/4/14**		
The Policy			

Purpose

This policy sets out a transparent and equitable approach to the recovery of overdue rates and charges while supporting ratepayers experiencing genuine financial hardship. It reflects the Council's commitment to supporting its rural community some of whom may face disadvantage and challenges from time to time.

2. Objectives

Council's Debt Management and Hardship Policy is designed to ensure compliance with the Local Government Act 1993 and the Office of Local Government 2018 guidelines, while minimising outstanding debt in a fair and compassionate manner. The policy recognises the importance of supporting vulnerable community members by providing accessible hardship provisions, and places a strong emphasis on building early engagement with ratepayers to address issues before debts escalate wherever possible.

3. Scope

This policy applies to:

- All rates and charges under the Local Government Act 1993.
- Interest and legal recovery costs.
- Residential, business, and farmland properties.

4. Debt Management Approach

Council takes a staged and proactive approach to managing debt, acknowledging the financial pressures facing households and businesses. This includes:

- Timely issue of rates notices and reminders
- Phone/email follow-up prior to legal recovery
- Offering flexible, reasonable payment options
- Considering hardship assistance before escalation
- Minimising legal costs where possible

5. Hardship Assistance

5.1. Definition of Financial Hardship

Hardship is recognised as a situation where a ratepayer is unable to meet reasonable living expenses and pay Council rates due to financial, personal, or environmental factors such as low income, unemployment, ill health, natural disasters, or family crisis.

5.2. Support Options

As part of its commitment to supporting ratepayers experiencing financial difficulty, Council may offer a range of assistance measures. These may include extended payment plans, temporary suspension of recovery actions, waiver of interest charges in accordance with section 567 of the Local Government Act 1993, deferral of rates and charges under sections 567 and 582, and referral to independent financial counselling services. Such options are provided to help ratepayers manage their obligations while maintaining a fair and consistent approach to hardship and debt recovery.

5.3. Application Process

Applicants complete a Hardship Application Form and provide supporting documents. Applications are assessed confidentially by finance staff and responded to within 28 days. Applications to waive or reduce any charge other than interest under Section 567 must be made to the General Manager and referred to the Council for consideration.

6. Payment Arrangements

Where hardship is not evident, but payment difficulty exists, payment plans are offered under Section 564 based on capacity to pay.

7. Recovery Process

Council's recovery actions may include issuing reminders, serving legal notices, and, in extreme circumstances, proceeding to the sale of land in accordance with the Local Government Act 1993. Legal action will only be undertaken once all reasonable options to recover outstanding debts have been explored and exhausted.

8. Monitoring and Reporting

Quarterly debt reports are reviewed, and trends in hardship support are monitored.

9. Review and Appeals

A ratepayer dissatisfied with any deb recovery decision may request a review by submitting a written application to the General Manager.

10. Privacy

All information is treated as confidential and handled in accordance with privacy laws.

Appendices

- Appendix A: Hardship Application Form

- Appendix B: Payment agreement form

Hay Shire Council Policy

Title of Policy	Debt Management and Hardship Policy		
This applies to	Council		
Author	Mark Dowling	**Date Approved:**	
Position of Author	Deputy General Manager	**Authorised by:**	
Legislation, Australian Standards, Code of Practice.	- Local Government Act 1993 – Sections 564–601 - Local Government (General) Regulation 2021 - Office of Local Government Debt Management and Hardship Guidelines 2018 Privacy and Personal Information Protection Act 1998		
Related Policies/Procedures	Revenue Policy		
Attachments			
Aim	To establish a management framework and procedure for the collection of outstanding debts		
Version	**Details**		**Date**
V1	Initial Issue		September 2025
Superseded Policies	**Debt Recovery Procedure – 29/4/14**		
The Policy			

Purpose

This policy sets out a transparent and equitable approach to the recovery of overdue rates and charges while supporting ratepayers experiencing genuine financial hardship. It reflects the Council's commitment to supporting its rural community some of whom may face disadvantage and challenges from time to time.

2. Objectives

Council's Debt Management and Hardship Policy is designed to ensure compliance with the Local Government Act 1993 and the Office of Local Government 2018 guidelines, while minimising outstanding debt in a fair and compassionate manner. The policy recognises the importance of supporting vulnerable community members by providing accessible hardship provisions, and places a strong emphasis on building early engagement with ratepayers to address issues before debts escalate wherever possible.

3. Scope

This policy applies to:

- All rates and charges under the Local Government Act 1993.
- Interest and legal recovery costs.
- Residential, business, and farmland properties.

4. Debt Management Approach

Council takes a staged and proactive approach to managing debt, acknowledging the financial pressures facing households and businesses. This includes:

- Timely issue of rates notices and reminders
- Phone/email follow-up prior to legal recovery
- Offering flexible, reasonable payment options
- Considering hardship assistance before escalation
- Minimising legal costs where possible

5. Hardship Assistance

5.1. Definition of Financial Hardship

Hardship is recognised as a situation where a ratepayer is unable to meet reasonable living expenses and pay Council rates due to financial, personal, or environmental factors such as low income, unemployment, ill health, natural disasters, or family crisis.

5.2. Support Options

As part of its commitment to supporting ratepayers experiencing financial difficulty, Council may offer a range of assistance measures. These may include extended payment plans, temporary suspension of recovery actions, waiver of interest charges in accordance with section 567 of the Local Government Act 1993, deferral of rates and charges under sections 567 and 582, and referral to independent financial counselling services. Such options are provided to help ratepayers manage their obligations while maintaining a fair and consistent approach to hardship and debt recovery.

5.3. Application Process

Applicants complete a Hardship Application Form and provide supporting documents. Applications are assessed confidentially by finance staff and responded to within 28 days. Applications to waive or reduce any charge other than interest under Section 567 must be made to the General Manager and referred to the Council for consideration.

6. Payment Arrangements

Where hardship is not evident, but payment difficulty exists, payment plans are offered under Section 564 based on capacity to pay.

7. Recovery Process

Council's recovery actions may include issuing reminders, serving legal notices, and, in extreme circumstances, proceeding to the sale of land in accordance with the Local Government Act 1993. Legal action will only be undertaken once all reasonable options to recover outstanding debts have been explored and exhausted.

8. Monitoring and Reporting

Quarterly debt reports are reviewed, and trends in hardship support are monitored.

9. Review and Appeals

A ratepayer dissatisfied with any deb recovery decision may request a review by submitting a written application to the General Manager.

10. Privacy

All information is treated as confidential and handled in accordance with privacy laws.

Appendices

- Appendix A: Hardship Application Form

- Appendix B: Payment agreement form

Hay Shire Council Policy

Title of Policy	Child Safe Policy		
This applies to	All Staff, Councillors, Volunteers & Contractors		
Author	David Webb	**Date Approved:**	
Position of Author	General Manager	**Authorised by:**	Council
Legislation, Australian Standards, Code of Practice.	**Legislation:** - *Children's Guardian Act 2019* (NSW) No 25 - *Children's Guardian Regulation 2022* (NSW) - *Children's Guardian Amendment (Child Safe Scheme) Bill 2021* (NSW) - *Child Protection (Working with Children) Act 2012* (NSW) - *Children and Young Persons (Care and Protection) Act 1998* (NSW) - *Crimes Act 1900* (NSW) - *Privacy Act 1988* (Cth) - *Privacy and Personal Information Protection Act 1998* (NSW) **Codes of Conduct and Council Policies:** - Hay Shire Council – *Code of Conduct* - Hay Shire Council – *Child Safe Code of Conduct* - Hay Shire Council – *Complaints Management Policy* (2014) - Hay Shire Council – *Grievance Policy and Procedures* (2021) - Hay Shire Council – *Volunteer Policy* (2014) - *Hay Shire Council Customer Service Charter* (2025)		
Related Policies/Procedures			
Attachments			
Aim	This policy guides elected members, workers (paid, contract and volunteer) on how to behave when interacting with children engaged in our services or with the wider organisation. The policy focuses on how to build and maintain child safe environments which are inclusive, transparent and promote children's participation.		
Version	Details		Date

Version 1 Version 2	Initial Issue Review	28/9/21 September 2025
To be reviewed	The policy and guidelines will be reviewed every four years in consultation with a range of stakeholders (including workers, children and families).	
Superseded Policies		
The Policy		

1. Children and young people are an important cohort in our community whose opinions will be sought and respectfully considered about matters that affect them.

2. Children and young people will have safe and happy experiences in our community when accessing Council facilities, programs, events and activities, or being in the care of our services.

3. The physical and online environments Council offers to children and young people will promote safety and wellbeing while minimising the opportunity for children and young people to be harmed.

4. A child and young person safe-culture will be embedded in Council's governance, management and staff (as well as volunteers and contractors providing direct services to children).

5. Staff, volunteers and contractors who routinely work directly with or near children and young people will always be vetted as suitable persons prior to employment and will receive appropriate training and support to keep children and young people safe and enhance their wellbeing.

6. Council has established processes to respond promptly and appropriately to any complaint or concern about the treatment of children and young people, whether the matter arises within Council services or is observed by Council personnel.

7. Council actively promotes and upholds the right of every child and young person—regardless of culture, language, ability, gender, socio-economic background, or family circumstances—to feel welcome and to participate fully in Council activities and programs. In keeping with the *Children's Guardian Act 2019* (NSW), the *Child Protection (Working with Children) Act 2012* (NSW), and relevant anti-discrimination and privacy legislation, Council is committed to creating inclusive, child-safe environments that value diversity, respect individual needs, and remove barriers to participation so that all children can realise their full potential.

8. Hay Shire Council will promote child-safety and wellbeing in the community, in families and in the workplace.

9. Council is committed to the continuous review and improvement of its Child Safe Standards in accordance with the *Children's Guardian Act 2019* (NSW) and the Child Safe Standards for Organisations issued by the NSW Office of the Children's Guardian. These standards are regularly evaluated to ensure Council maintains robust, evidence-based practices and meets all statutory and regulatory obligations in safeguarding children and young people.

Purpose

- Council is committed to providing environments in which children and young people experience safety and wellbeing when participating in Council facilities, programs, events, activities, and services.
- Council is committed to actively involving children and young people in organisational decision-making, particularly on matters that directly affect them.
- Council requires all staff, volunteers, students, work-experience participants, contractors and suppliers to uphold and promote the safety and wellbeing of children and young people, and to respond appropriately to any identified concerns.
- Council is committed to providing ongoing education for children, young people, their families, staff, volunteers, contractors and key stakeholders on their rights, responsibilities and the reporting processes related to child protection.

Child Safe Standards

The Office of the Children's Guardian introduced the Child Safe Standards in 2019 to improve the way organisations provide services for children and young people and to prevent and respond to child abuse that may occur within organisations.

Council is committed to the Child Safe Standards which are:

Standard 1:	Child safety is embedded in organisations leadership, governance and culture
Standard 2:	Children participation in decisions affecting them and are taken seriously
Standard 3:	Families and communities are informed and involved
Standard 4:	Equity is upheld and diverse needs are taken into account
Standard 5:	People working with children are suitable and supported
Standard 6:	Processes to respond to complaints of child abuse are child focused
Standard 7:	Staff are equipped with the knowledge, skills and awareness to keep children safe through continual education and training
Standard 8:	Physical and online environments minimize the opportunity for abuse to occur
Standard 9:	Implementation of the Child Safe Standards is continuously reviewed and improved
Standard 10:	Policies and procedures document how the organization is child safe

Children's and Parents' Participation

- Council actively supports the participation of children and young people in all programs, activities and services, recognising their right to be heard and to contribute to matters that affect them.
- Council provides a variety of accessible and age-appropriate avenues for children and young people to give feedback or raise concerns. We listen respectfully to their views and ensure their input is considered in decisions, particularly those that directly impact them.
- Children, young people and their parents or carers are routinely provided with Council's Child Safe Commitment Statement and this Policy when joining any Council program or service, reinforcing our shared responsibility for child safety and wellbeing.

Recruitment of staff and volunteers and appointment of contractors

Council will meet all legal requirements to ensure that only individuals holding a valid Working With Children Check (WWCC) are engaged in child-related work, in accordance with the *Child Protection (Working with Children) Act 2012* (NSW) and the *Child Protection (Working with Children) Regulation*

2013 (NSW).

Complaints Management and Reporting

- Complaints and allegations against staff, elected members, contractors and sub-contractors, work-experience participants, volunteers, students on placement, children's services educators, facility hirers and lessees involving a child or young person will be handled in accordance with the *Children's Guardian Act 2019* No 25 (NSW).
- All allegations will be immediately reported to the Executive Officer who will ensure the matter is reported to the General Manager and is appropriately investigated and reported to the relevant oversight agencies in accordance with Council policies and relevant NSW Government legislation and regulation.

Training/education of workers and parents, and support and supervision of workers

- All new workers receive Council's Child Safe Commitment Statement and this Policy during induction, reinforcing our commitment to child safety from the outset.
- Child safety is a standing agenda item—alongside Work Health and Safety—at team meetings and toolbox talks to maintain ongoing awareness.
- Workers are encouraged to ask questions and actively contribute to the continuous improvement of child-safe policies, procedures and practices.
- Where practical and relevant, parents are provided with the *Parent's Guide to Child Protection Issues* to support community understanding of child-safety responsibilities.

Privacy

Council affirms its obligation under the *Children's Guardian Act 2019* No 25 (NSW), the *Child Protection (Working with Children) Act 2012* No 51 (NSW) and the *Privacy and Personal Information Protection Act 1998* (NSW) to handle all reports or investigations of alleged child abuse with the highest standards of sensitivity and confidentiality. All Council employees involved in reporting or investigating such allegations must respect the privacy of those concerned while fully complying with their mandatory reporting responsibilities. This requirement does not limit or diminish any employee's legal duty to report suspected child abuse.

Any person who makes an allegation of child abuse is protected from reprisal under Council's *Public Interest Disclosures Policy* and the *Public Interest Disclosures Act 2022* (NSW).

Risk Management

Council recognises the importance of a structured risk-management approach, as required under the *Children's Guardian Act 2019* No 25 (NSW) and the NSW Child Safe Standards, to minimise the potential for child abuse or harm. This approach informs all related Council policies, strategies and actions.

To maintain a child-safe culture, Council will ensure that all employees, Councillors, volunteers and contractors are informed, resourced and supported to understand their obligations in providing a safe environment for children and young people, in line with the *Child Protection (Working with Children) Act 2012* No 51 (NSW) and the *Child Protection (Working with Children) Regulation 2013* (NSW).

Identifying risks to children and young people and implementing appropriate controls is fundamental to child safety. Council's Child Safety Risk Management Plans will set out how the safety and welfare of children and young people participating in Council events, programs and services are assessed, managed and continuously reviewed in accordance with these legislative requirements.

Child safety Risk Management Plans are required for:

- Each Council facility where children and young people attend
- Events programs or services provided by Council employees delivered outside of a Council facility where children and young people are expected to attend.

Supervision of Children and Young People

- Children should be accompanied and appropriately supervised by a parent, guardian or other responsible carer when attending Council facilities, programs or events. While there is no legislated minimum age in New South Wales, child-protection authorities and recognised parenting resources consistently identify around 10 years of age as a commonly accepted baseline for when most children may have the maturity to be left unsupervised for short periods. Council acknowledges that the level of independence varies and may be assessed on a case-by-case basis at the discretion of the relevant Council manager or delegated staff member. In all circumstances, the parent or guardian retains primary duty of care.
- Council staff do not provide ongoing supervision of children and are not responsible for their welfare beyond normal workplace health and safety obligations.
- Unattended children who appear to be at risk will be managed in accordance with the *Children and Young Persons (Care and Protection) Act 1998* (NSW), including making a report to the Department of Communities and Justice where appropriate.
- Council programs and services will continue to promote the safety, wellbeing, literacy, creativity and digital skills of children and young people in line with the NSW Child Safe Standards and Council's commitment to a child-safe culture.

Roles and Responsibilities

Council
Publicly commits to child safety and embeds a child safe culture as adopted in Council's Child Safe Code of Conduct.

General Manager
The General Manager is responsible for ensuring that Council fulfils its responding and reporting obligations and to notify the Office of the Children's Guardian (NSW) when an allegation of child abuse is made against a Council employee, Councillor, volunteer or contractor. The General Manager is responsible for ensuring that Councillors are informed and supported to understand their role in providing a child safe environment.

Executive Managers
Directors and Managers are responsible for ensuring compliance with this policy and that all Council employees, contractors and volunteers are informed, resourced and supported to understand their role in providing a child safe environment.

Child Protection Officer
Council's People and Governance Executive Manager has been appointed as the Child Protection

Officer and their responsibilities are:

- Provide ongoing support and response to concerns about the safety and wellbeing of children while engaged in services, programs or events delivered by Council.
- To notify the Office of the Children's Guardian (NSW) when an allegation (of which they are aware) of child abuse is made against a Councillor, employee, volunteer or contractor.

Council Employees, Councillors, Contractors and Volunteers Council Employees

Council requires all roles—including Councillors, employees, contractors and volunteers—to:

- Comply with this Child Safe Policy and fulfil all reportable conduct, responding and mandatory reporting obligations, demonstrating at all times their understanding of their child-safety responsibilities.
- Act in accordance with Council's Code of Conduct and Child Safe Code of Conduct, which set clear expectations for professional and ethical behaviour.
- Acknowledge that the appointment of a Child Protection Officer does not remove the individual mandatory reporting duties of other Council officers under section 27 of the Children and Young Persons (Care and Protection) Act 1998 (NSW).
- Take immediate action to respond and report whenever a child or young person is suspected to be at risk of significant harm, in line with legislative requirements and Council procedures.
- All staff are required to fully comply with their responding, reporting and reportable-conduct obligations and must take prompt action whenever a child or young person is suspected of being at risk of significant harm. Council is firmly committed to ensuring that every employee, Councillor, contractor and volunteer understands and consistently fulfils these obligations in accordance with section 27 of the *Children and Young Persons (Care and Protection) Act 1998* (NSW) and all relevant Council policies and procedures.

Definitions

Allegation	Includes an allegation that involves behaviour that is reportable conduct, as well as behaviour that is exempt from notification to the NSW Office of the Children's Guardian, but which is required to be investigated by Council.
Barred	Refusal by the NSW Office of the Children's Guardian (OCG) for a NSW Working with Children Check. Three categories: 1) Interim bar – risk assessment required to be undertaken by the NSW OCG. Person must immediately stop working in childrelated employment. Can be appealed by the individual. 2) Bar – outcome of risk assessment undertaken by the NSW OCG. Person will not be cleared to work in child-related employment. 3) Autobar – person is immediately barred from working in child-related employment.
Child	A person who is under the age of sixteen (16) years.
Child Abuse	Child abuse or neglect shall mean the following: • Physical abuse. • Lack of supervision. • Lack of physical shelter/environment.

	• Inadequate medical care. • Inadequate access to education. • Sexual abuse. • Psychological harm. • Relinquishing care. • Parent/carer substance abuse. • Parent/carer mental health. • Parent/carer domestic violence. • Risks to an unborn child.
Child-Related Work	Work (including voluntary work) is: • providing services for under 18s; • where the work normally involves being face-to-face with children; and • where contact with children is more than incidental to the work.
Contracted Service Provider	An organisation or entity contracted to provide goods, services or programs involving child-related work on behalf of, or in conjunction with, Council where that entity has been engaged as a result of informal or formal procurement processes such as a Request for Quotations (RFQs), Tenders, Expressions of Interests (EOIs), and one-off or standing purchase orders.
Council Employee	Any person engaged in work for Council in any of the following capacities: • full time, part time, casual, temporary, fixed-term, maximum term employees; • apprentices or trainees; • labour hire employees; • work experience students; • volunteers; and • for the purposes of this policy, Councillors.
Disqualified Person	A person convicted of, or subject to proceedings relating to, any offence(s) prescribed in Schedule 2 to the Child Protection (Working with Children) Act 2012 (NSW) Act.
Head of Entity	Person responsible for the entity's (being Council's) compliance with its legislative obligations. The Head of Entity for Council is the General Manager.
Reportable Allegation	A reportable allegation in relation to an employee of the Council, means: a. if the employee holds, or is required to hold, a Working with Children Check clearance for the purpose of employment with the public authority - an allegation that the employee has engaged in conduct that may be Reportable Conduct, whether or not the conduct is alleged to have occurred in the course of the employee's employment; or b. if the employee is not required to hold a Working with Children Check clearance for the purpose of employment with the public authority - an allegation that the employee has engaged in conduct that may be Reportable Conduct, unless the conduct is alleged to have occurred outside the course of the employee's employment with the public authority.

Reportable Conduct	Reportable conduct means the following conduct, whether or not a criminal proceeding in relation to the conduct has been commenced or concluded: a. a sexual offence; b. sexual misconduct; c. ill-treatment of a child; d. neglect of a child; e. an assault against a child; f. failure to reduce or remove the risk of a child becoming a victim of abuse or concealing child abuse; or g. behaviour that causes significant emotional or psychological harm to a child. Examples of indicators of significant emotional or psychological harm in respect of paragraph (g) include: 1. displaying behaviour patterns that are out of character; 2. regressive behaviour; or 3. anxiety or self-harm.
Risk of Significant Harm	A child or young person is at risk of significant harm if the circumstances that are causing concern for the safety, welfare or wellbeing of the child or young person are present to a significant extent, of any one or more of the following circumstances: • Basic physical or psychological needs are not being met; or • Necessary medical care has not been arranged; or • Is not receiving an education in accordance with the Education Act 1990; or • Has been, or is at risk of being, physically or sexually abused or ill-treated; or • Is living in an environment of domestic violence and is at risk of serious physical or psychological harm; or • Someone has behaved in such a way toward the child/young person that they have suffered or are at risk of suffering serious psychological harm.
Significant	What is meant by 'significant' in the phrase 'to a significant extent' is that which is sufficiently serious to warrant a response by a statutory authority irrespective of a family's consent. What is significant is not minor or trivial and may reasonably be expected to produce a substantial and demonstrably adverse impact on the child or young person's safety, welfare or wellbeing. In the case of an unborn child, what is significant is not minor or trivial and may reasonably be expected to produce a substantial and demonstrably adverse impact on the child after the child's birth. Significance can result from a single act or omission or an accumulation of these.
Young Person	A person who is aged sixteen (16) years or above but who is under the age of

	eighteen (18) years.
Vexatious Complaint	Complaints that are instituted without sufficient grounds and serving only to cause annoyance

Hay Shire Council Policy

Title of Policy	Data Management Governance Framework Policy		
This applies to	This policy applies to all employees, stakeholders, contractors and third-party service providers of Council		
Author	Mark Dowling	**Date Approved:**	
Position of Author	Deputy General Manager	**Authorised by:**	Council
Legislation, Australian Standards, Code of Practice.	Local Government Act, 1993 Local Government (General) Regulation, 2021 Government Information (Public Access) Act, 2009 Privacy and Personal Information Protection Act 1998 State Records Act, 1998 Mandatory Data Management Scheme (Standard No 15)		
Related Policies/Procedures	Privacy Policy Risk Management Policy Cyber Security and Incident Response Policy Code of Conduct Business Continuity Plan and Sub-plans		
Aim			
Version	**Details**		**Date**
Version 1	Initial Issue		August 2025
To be reviewed	2028		
Superseded Policies			

The Policy

Scope

This policy applies to all employees, stakeholders, contractors and third-party service providers of Hay Shire Council who handle data in any form, including but not limited to personal data, operational data and sensitive information.

Policy Overview

This is an umbrella policy which provides a high-level governance structure for three critical data domains:

- Data Protection
- Data Retention and Disposal
- Data Classification

Each domain is governed by its own set of operational procedures, which are referenced within

this framework. It also addresses the key requirements of the Mandatory Data Management Scheme which are outlined in Appendix 1.

Policy Commitment

Council is committed to ensuring the effective management and protection of data in accordance with applicable laws and regulations by providing the necessary resources to ensure the effective implementation, monitoring and continual improvement of this policy by considering the commitments and relevant procedures outlined below. The relevant resources include, but are not limited to:

- Adequate staffing and time allocation for data governance responsibilities.
- Provision of the technical tools and platforms required for data protection, classification, and retention.
- Funding for regular training and awareness programs and capacity-building initiatives for staff and stakeholders.
- Support for internal audits, risk assessments, and external compliance reviews.
- Access to legal and compliance expertise to address evolving legislative requirements.

This commitment encompasses the following areas:

Data Protection: Council is dedicated to protecting personal and sensitive data against unauthorised access, loss or misuse. Specific implementation measures for access control, encryption, backup, monitoring and breach management are detailed in the Data Protection Procedure.

Data Retention and Disposal: Council ensures data is retained only for as long as necessary and securely disposed of when it is no longer required. The Data Retention and Disposal Procedure outlines retention schedules, disposal methods and responsibilities for compliance.

Data Classification: Councils data is classified according to its sensitivity, impact level and access control requirements. Classification guidelines, labelling standards and handling protocols are defined in the Data Classification Procedure.

Roles and Responsibilities

- **Senior Management:** is responsible for providing leadership and support to ensure the effective implementation and maintenance of the Data Management Governance Framework Policy. They set the strategic direction, establish policies and allocate the necessary resources for data management initiatives.

- **Information Services Manager:** is responsible for the day-to-day management and oversight of this policy. This role involves monitoring and evaluating data management activities, identifying areas for improvement and updating the Data Management Governance Framework Policy as necessary

to align with evolving data protection requirements and Council's needs.

- **IT Team Member/s:** are responsible for monitoring and analysing data security events and incidents, identifying potential threats or vulnerabilities and coordinating response efforts. They work closely with the Information Services Manager to ensure the effective implementation of data management practices.
- **Internal Auditor**: is responsible for independently assessing the effectiveness of data governance policies and procedures and reporting the findings to senior management.
- **All Employees:** are responsible for adhering to the rules and controls outlined in the Data Management Governance Framework Policy. They are expected to actively participate in data management training and report any data-related incidents or vulnerabilities.
- **Third parties:** are responsible for adhering to the rules and controls outlined in the Data Management Governance Framework Policy.

Policy Statements:

The following statements define the expectations that support the implementation of this policy:

- Data must be collected only for clear, legitimate and lawful purposes that align with the functions and objectives of Council.
- Responsibilities for data governance must be clearly defined and assigned to ensure accountability and effective management of data across the organisation.
- All employees are expected to actively foster a culture of accountability regarding data management, recognising the importance of responsible data handling and compliance with relevant policies.
- Senior management is committed to providing the necessary resources, oversight and support for data management initiatives to ensure their successful implementation and sustainability.
- All data-related incidents must be reported and managed in accordance with established incident response protocols, ensuring timely and effective resolution to mitigate risks.
- Council is dedicated to continuously reviewing and improving data management practices to adapt to evolving legal requirements and best practices in data governance.
- Stakeholders, including employees and third parties are encouraged to provide feedback on data management practices to enhance transparency and accountability within organisation.

Monitoring and Review

This policy will be reviewed annually or as needed by Manex, particularly in response to changes in legislation, strategic directions or operational practices. Effectiveness will be assessed through audits, risk assessments and stakeholder feedback in collaboration with the IT, Compliance and Internal Audit teams.

Related Documents

- Data Management Governance Framework
- Cyber incident response plan
- Business Continuity Plan

Data Protection Procedure

Purpose

The purpose of this Data Protection procedure is to establish rules for the effective protection of data within
Council. This document is developed under the Data Management Governance Framework Policy. It supports the Data Management Governance Framework Policy by outlining the specific controls and responsibilities for protecting data

Scope

This procedure applies to all employees, stakeholders, contractors and third-party service providers of Council who handle personal data in any form, including but not limited to sensitive information.

Council is committed to:

- Complying with all relevant data protection legislation.
- Implementing appropriate technical and organisational measures to protect personal data from unauthorised access, loss, or destruction.

Roles and Responsibilities

- **Senior Management:** is responsible for providing leadership and support to ensure the effective implementation and maintenance of the Data Protection Procedure.

- **Information Services Manager:** is responsible for the day-to-day management and oversight of this procedure and collaborating IT Team or relevant service provider. This role involves monitoring and evaluating data protection activities, identifying areas for improvement and updating the procedure as necessary to align with evolving data protection requirements and the organisation's needs.

- **IT Team Member:** is responsible for monitoring and analysing data security events and incidents, identifying potential threats or vulnerabilities and coordinating response efforts. They work closely with the Information Services Manager to ensure the effective implementation of data protection practices.

- **Internal Auditor**: is responsible for independently assessing the effectiveness of data governance policies and procedures and reporting the findings to senior management.

- **All Employees:** all employees are responsible for adhering to the rules and controls outlined in this procedure. They are expected to actively participate in data protection training and report any data- related incidents or vulnerabilities.

- **Third Parties:** third parties are responsible for adhering to the rules and controls outlined in this procedure.

Procedure Requirements:

Council establishes the following rules to ensure effective data protection:

1. **Access Control**

1.1 End users must not maintain administrative privileges over devices and/or platforms supplied for work purposes. Administrative privileges should only be provided to a very limited number of personnel according to role-based access control. A register of administrative privileges is to be kept up to date with all privileges approved by the General Manager.

1.2 If an end user requests access to administrative privileges, the following process is used:

- Confirmation of the specific task requiring administrative privileges.
- A complex password must be set on the account.
- The use of administrative privileges is time-bound and regularly validated.
- Must be approved by the General Manager

1.3 User access reviews of IT systems holding sensitive information is conducted regularly (e.g., monthly, quarterly) to identify accounts to be deprovisioned or have access levels adjusted.

1.4 Requests for additional access rights are approved by the relevant manager before access is provided, especially for high-risk or sensitive information.

1.5 A Role-Based Access Control (RBAC) framework is used to determine user access and permissions based on roles.

1.6 User accounts follow segregation of duties to prevent abuse of unauthorised

privileges.

1.7 User accounts have defined characteristics such as lockout duration and inactivity lockout.

2. Awareness and Training

2.1 All end users develop an understanding of password usage and management, data security policies and incident response procedures.

2.2 Attendance at data management policies and procedures training and completion of online certification requirements is mandatory.

2.3 Existing staff receives appropriate refresher training on an annual or more frequent basis as required.

3. Backup & Disaster Recovery

3.1 Regular backups of central information stores considered high value is performed.

3.2 Backups are stored in a different location from the original data.

3.3 A backup schedule is documented and maintained for critical information systems.

3.4 A simple data recovery test for critical IT systems is performed regularly (at least once per year).

3.5 All third-party vendor applications also come with backups and recovery, providing evidence of regular system testing.

3.6 Business continuity plans are developed and tested regularly to ensure critical operations can continue during and after a disaster.

3.7 Redundancy measures are implemented for critical systems to ensure availability in case of failure.

3.8 The Backup Procedure is scheduled for full and incremental backups on an hourly, daily and weekly basis. At the end of the year, a complete backup is retained for the entire year.

4. Data Classification and Handling

4.1 Assets are classified by assigning an impact level in accordance with the Data Classification Procedure.

4.2 All data held by Council is reassessed periodically and declassified when there is no need to retain the initial classification level.

4.3 Staff members make decisions and take actions commensurate with the classification of the information asset throughout its lifecycle.

5. Data Disposal

5.1 Where personal information is no longer required, it is securely destroyed or permanently de- identified according to "Data Retention and Disposal Procedure".

5.2 Sensitive areas are secured from public access and access logs must be maintained.

5.3 All documentation containing confidential information is secured in a locked storage area.

6. Encryption

6.1 Portable or laptop computers are configured for full disk encryption.

6.2 Sensitive information is encrypted at rest and in transit.

6.3 Encryption keys are stored securely, and user access must be restricted.

6.4 Cryptographic controls are implemented to protect sensitive data, ensuring compliance with relevant standards and regulations.

7. Incident Response

7.1 If a security incident occurs, refer to the Business Continuity Plan.

7.2 An incident management process is established to respond to data breaches.

8. Logging and Monitoring

8.1 Security event logs are collected from critical information systems.

8.2 Logs include details of unauthorised access attempts and other suspicious activities.

8.3 Logs must be analysed at least monthly to identify potential unauthorised activities and facilitate appropriate follow-up action.

8.4 Security event logs are protected against unauthorised modification and deletion.

8.5 The retention period for security logs are determined based on the severity of the system's security requirements and at this time logs are kept indefinitely.

9. Network Security

9.1 A firewall is deployed at the network level to protect Council's network from internet-based threats.

9.2 An email filtering solution is implemented to reduce spam and malware received via email.

9.3 Insecure protocols that do not support multi-factor authentication are disabled.

9.4 Network segmentation is implemented to separate sensitive data and systems from less secure areas of the network.

9.5 Intrusion detection and prevention systems (IDS/IPS) are deployed to monitor and respond to potential threats in real-time.

10. Application Security

10.1 Security measures are integrated into the software development lifecycle to ensure applications are secure by design.

10.2 Regular security assessments and penetration testing are conducted on applications to identify and remediate vulnerabilities.

10.3 Only specific Microsoft Office applications for which there is a demonstrated business requirement for macro use are allowed to execute approved macros from trusted locations. The exceptions / allowed macros are regularly reviewing as an exceptional management.

10.4 Patch management processes are managed centrally, with timely identification, assessment and installation of patches in response to recognised vulnerabilities.

11. Password Management

11.1 Passwords must have a minimum length of at least 10 characters.

11.2 Long complex passwords are more secure than short, simple passwords.

11.3 Passwords must be changed at least every two months

12. Physical Security

12.1 Assets must be physically protected to mitigate risks from natural, accidental or malicious causes.

12.2 Access to Council is controlled through ingress and egress points.

12.3 All lost keys are reported immediately, and access must be revoked.

12.4 Regular physical asset inventories are conducted and reviewed.

13. Remote Access and Wi-Fi

13.1 All remote access requests must be securely provisioned through the standard enterprise remote access solution.

13.2 Remote access is authenticated, authorised, logged, monitored and reviewed periodically.

13.3 Staff never connect to public Wi-Fi networks when accessing sensitive information. If there is any exception this is recorded by IT Members.

13.4 VPN users are regularly checking and controlling.

13.5 MFA solution is authenticated to the application from both internal and external networks.

14. Third Party Management

14.1 Third parties must contractually commit to meeting Council's commercial, security and regulatory compliance obligations.

14.2 Controls are in place to ensure the security of remote connections between Council and third parties.

14.3 Council reviews the third-party activities and security controls regularly to ensure third parties are aligned with the controls set.

14.4 Council must approve all third part arrangements.

15. Vulnerability scanning and security testing

15.1 Security testing activities are conducted on a regular basis (no less than once per

year) to identify vulnerabilities in Council's information.

15.2 Council scans for vulnerabilities weekly and applies patches based on the vulnerability assessment results and risk values.

15.3 Council performs penetration tests annually.

Monitoring and Review

This procedure will be reviewed annually or as needed by Manex, particularly in response to changes in legislation, strategic directions or operational practices. Effectiveness will be assessed through audits, risk assessments and stakeholder feedback in collaboration with the IT, Compliance, and Internal Auditor.

Data Retention and Disposal Procedure

Purpose

The purpose of this Data Retention and Disposal Procedure is to establish a framework for the effective disposal of the data. This document is developed under the Data Management Governance Framework Policy.

Scope

This procedure applies to all employees, stakeholders, contractors and third-party service providers who handle personal data in any form, including but not limited to sensitive information.

Council is committed to:

- Complying with all relevant data protection legislation.
- Establishing clear data retention schedules to ensure personal data is retained only for as long as necessary to fulfil its intended purpose or as required by law.
- Ensuring personal data is securely disposed of when it is no longer required, in accordance with the Data Retention and Disposal Procedure.
- Regularly reviewing and updating data retention and disposal practices to align with evolving legal and regulatory requirements.

Roles and Responsibilities

- **Senior Management**: is responsible for providing leadership and support to ensure the effective implementation and maintenance of the Data Retention and Disposal Procedure, including adherence to data retention and disposal practices.

- **Information Services Manager:** is responsible for the day-to-day management and oversight of this procedure. This role involves collaborating with other Managers to ensure that data is disposed of in accordance with legal requirements.

- **IT Team Member:** is responsible for monitoring and analysing data security events and incidents, identifying potential threats or vulnerabilities and coordinating response efforts. They work closely with the Information Services Manager to ensure the effective implementation of data protection practices, including secure data disposal methods.

- **Internal Auditor**: is responsible for independently assessing the effectiveness of data governance policies and procedures and reporting the findings to senior management.

- **All Employees:** are responsible for adhering to the rules and controls outlined in the Data Protection Procedure, including the Data Retention and Disposal Procedure. They are expected to actively participate in data protection training, understand the importance of data retention schedules and report any data-related incidents or vulnerabilities.

- **Third Parties:** are responsible for adhering to the rules and controls outlined in this procedure, including compliance with data retention and disposal requirements.

Procedure Requirements:

1. Public Data or Non-Personal Information: retain for as long as the information is required.
2. Personal Information and Personally Identifiable Information: retain for as long as necessary for the purpose for which it was collected.
3. Operational Data Associated with Council's Strategies and Projects: retain for as long as the information is required.
4. Event Participant Data: retain for the duration of the event and any follow-up activities.
5. Financial Information (e.g., credit card details): retain no longer than necessary to process the transaction.
6. Financial Records: retain in accordance with audit, state record and taxation requirements.
7. Data Obtained Through Council Services: retain for as long as necessary to provide the requested service or assistance or for such other period as required.
8. Employee Data: retain for the duration of employment and for a time specified by State Record requirements.
9. Recruitment Data: retain names, CVs, and interview notes of unsuccessful applicants for a reasonable time after the recruitment process for that position is closed.
10. Contracts (with confidentiality agreements): retain for a period in accordance with State Record requirements.
11. Governance Documents: retain permanently. Note: If a record contains personal information, it must be removed once it is no longer required for the purpose of collection, even if there is an obligation to retain the balance of the information for a

further period, except where other legislative obligations require longer retention. If unsure, please contact Council's Information services section.

Secure Destruction of Physical Documents

1. If physical documents are no longer required or have been kept beyond the recommended retention period, they must be securely destroyed by:

    - Placing the document in a secure paper destruction bin located in Council office; or
    - Shredding the document using the shredding machine located in Council office.
    - Council must conduct periodic audits of hard-copy documentation stored in off-site storage facilities to determine what documentation is no longer required. If documentation is not required, it must be destroyed in accordance with the above methods.

Secure Destruction of Digital Information

1. If digital information is no longer required or has been kept beyond the recommended retention period, it must be securely destroyed by contacting the IT Team and relevant third party and requesting the destruction of such information.

Document Disposal (Hard copy) Documents

1. Disposal of all documents, including those that are archived and electronically stored, staff must ensure privacy relating to the content of the document is always maintained during the destruction process.
2. The designated officer as determined by the General Manager is responsible for managing the archive systems which lists all hardcopy documents and their destruction dates.
3. The designated officer will review destruction dates quarterly and inform the relevant executive manager one month in advance of records due to be destroyed for approval.
4. The staff will then coordinate destruction via the document disposal provider accordingly.
5. Upon destruction of the documents, the responsible third-party organisation must provide Certificates of Destruction. A copy of all Certificates of Destruction must be retained as a permanent record.

Document Disposal and De-identification - Electronic Documents

1. Many organisational records are maintained on systems such as Teams, SharePoint, Office 365, file server and financial systems.

2. Each department's staff must ensure data and documents are stored securely. They are also responsible for following the correct procedures for retaining, deleting, destroying or de-identifying documents as required by their roles.

3. When an electronic document is no longer required (e.g., closed client file or past year's financial accounts) it must be identified as such in the system where it is retained.

4. Once documents are no longer required to be retained (i.e., retention requirements are satisfied), it is best practice to destroy or delete the documents from the system on which they are held, including decommissioned laptops and mobile phones.

5. Council has an obligation under the Privacy Act to take reasonable steps to de-identify or destroy any personal information once it is no longer required for the purpose for which it was collected, subject to any legal obligation to retain the information.

6. Each executive manager regularly communicates with Information Services Manager when specific data can be archived, destroyed or de-identified.

7. The information Services Team is responsible for ensuring the relevant data is archived, destroyed or de- identified.

8. This version outlines the data retention and disposal rules providing a clear and structured approach to compliance.

Monitoring and Review

This procedure will be reviewed annually or as needed by the Information Services Manager, particularly in response to changes in legislation, strategic directions or operational practices. Effectiveness will be assessed through audits, risk assessments and stakeholder feedback in collaboration with the IT, Compliance and Internal Audit teams.

Data Classification Procedure

Purpose

To establish a standard procedure for classifying data to ensure appropriate handling, protection and compliance with legal and regulatory requirements. This document is developed under the Data Management Governance Framework Policy.

Scope

This procedure applies to all employees, stakeholders, contractors and third-party service providers who handle data within the organisation.

Council is committed to:

- Implementing appropriate technical and organisational measures to classify the data and set the acceptable usage controls for each data class.

Roles and Responsibilities

- **Senior Management**: is responsible for providing leadership and support to ensure the effective implementation and maintenance of this procedure.
- **Information Services Manager:** is responsible for the day-to-day management and oversight of this procedure. This role involves reviewing and updating this process where applicable changes are required and to maintain technical and physical controls to enforced classifications.
- **Information Services Member:** assists the information services manager in this role
- **Internal Auditor**: is responsible for independently assessing the effectiveness of data governance policies and procedures as required and reporting the findings to senior management.
- **All Employees:** are responsible for adhering to the rules and controls outlined in this procedure.
- **Third Parties:** are responsible for adhering to the rules and controls outlined in this procedure, including compliance with data retention and disposal requirements.

Classification Categories

Council data must be classified into one of the following categories:

1. Public – Information approved for public release (e.g., Council meeting agendas, published reports, media releases).
2. Internal – Operational information not intended for public distribution but not highly sensitive (e.g., internal policies, project documentation, routine correspondence).
3. Confidential – Sensitive information where unauthorised access could cause harm to individuals or Council operations (e.g., personal information, HR records, commercial-in-confidence documents).

4. Highly Confidential – Critical information requiring the highest protection (e.g., legal privilege, financial system access credentials, critical infrastructure details).

Classification Process

1. Identify the type of data at the time of creation or receipt as determined by the information services manager or delegated information officer.

2. Assess sensitivity based on:
   - Legislative and regulatory obligations (e.g., Privacy and Personal Information Protection Act 1998, State Records Act 1998).
   - Potential impact of unauthorised disclosure, loss, or modification.
   - Stakeholder expectations and contractual requirements.
   - Council policy including code of meeting practice

3. Assign a classification according to the categories above.

4. Label data appropriately, including:
   - Digital: metadata tags, document footers, or email subject line prefixes (e.g., [Confidential]).
   - Physical: file cover markings or stamps.

Handling Requirements

Classification	Access Control	Storage	Transmission/Sharing
Internal	No restrictions	Council systems or public sites	May be freely distributed
Internal	Staff only	Council network or locked cabinet	Council email or approved collaboration tools
Confidential	Authorised staff only	Encrypted storage with MFA	Council email or approved collaboration tools
Highly Confidential	Executive/authorised officers only	Encrypted storage with MFA	Council email or approved collaboration tools

Review and Reclassification

• Classifications must be reviewed annually or when circumstances change (e.g., project closure, legal disclosure).

• Data may be reclassified (upgraded or downgraded) as appropriate.

Monitoring and Review

This procedure will be reviewed annually or as needed by Manex, particularly in response to changes in legislation, strategic directions or operational practices. Effectiveness will be assessed through audits, risk assessments, and stakeholder feedback in collaboration with the IT, Compliance, and Internal Audit teams.

APPENDIX A – MANDATORY DATA MANAGEMENT SCHEME

(Based on Standard No. 15 – Standard on Records Management, State Records NSW, 2025)

1. Purpose

Summarises mandatory requirements for data and records management to ensure compliance with:

- State Records Act 1998
- Privacy and Personal Information Protection Act 1998
- Government Information (Public Access) Act 2009
- Relevant NSW Government standards and guidelines.

2. Objectives

- Ensure data and records are created, captured, and managed as part of normal business processes.
- Protect data and records from loss, unauthorised access, alteration, or destruction.
- Retain and dispose of data and records in line with approved Retention and Disposal Authorities (RDAs).
- Support transparency, accountability, and accessibility of Council information.

3. Core Principles

1. Creation and Capture
2. Reliability and Integrity
3. Accessibility and Retrieval
4. Security and Protection
5. Retention and Disposal
6. Metadata Requirements
7. Records Management Program Governance

4. Legislative Requirements

- Maintain a Records Management Program (s.12, State Records Act 1998).
- Create and maintain full and accurate records of Council activities.
- Preserve digital and physical records appropriately.
- Transfer records of enduring value to Museums of History NSW.

5. Metadata Standards

Follow AS/NZS 5478:2015 minimum metadata requirements covering:

- Content, structure, and context
- Business relationships and actions
- Retrieval and access parameters

6. Retention and Disposal

- Use authorised RDAs for all disposal activities.
- Transfer permanent records to State Archives.
- Apply the 20-year open access period (unless closed access direction applies).

7. Integration with Governance Frameworks

- Align with NSW Information Management Framework (IMF).
- Apply Infrastructure Data Management Framework (IDMF) where applicable.
- Support ISO and Australian Standards (e.g., ISO 15489, ISO 27001, ISO 31000).

8. Responsibilities

- General Manager: overall compliance
- Senior Responsible Officer (information Services Manager): oversight of Records Management Program
- Managers/Supervisors: implement compliance in their areas
- All Staff: comply with data management requirements

9. References

- State Records NSW: Standard on Records Management (No. 15)
- NSW Retention and Disposal Authorities
- NSW Information Management Framework
- ISO and Australian Standards for data and records management

C7 - John Houston Memorial Swimming Pool Replacement Project

REPORTING OFFICER	General Manager
ATTACHMENTS	Nil

INTRODUCTION

An update on the John Houston Memorial Swimming Pool Replacement Project. The swimming pool is now closed for the 2024/2025 season and construction works have commenced.

COMMENTARY

Noting the predicted decline of the complex Council undertook community codesign process in 2020/21 to develop the JHMS Pool Masterplan. The Masterplan outlines a full refurbishment of the complex to create community focused infrastructure with a regional focus. There was overwhelming community support for the plan, and it was adopted by Council in 2021.

The JHMS Pool replacement project is a fully scoped and planned replacement of three swimming pools that will deliver a regional aquatic precinct located in Hay in southwestern NSW. The $7.9 million project constitutes Phase 4 of the 2021 JHMS Pool Masterplan. The proposed project compliments the recently completed amenities block (Phase 3, 2023) and the adjacent Hay Splash Park (Phase 1, 2022). Phase 2 and 5 of the Masterplan are not yet commenced and are out of scope for this project.

The objective of the project is to ensure the community of Hay has access to a public swimming facility through the development of a new energy efficient pool complex. This will ensure that the JHMS Pool complex continues to be a major social hub and a regional facility.

The project includes 3 x new pools, filtration equipment, solar heating, renewable energy supply, recreational facilities and landscaping.
The outcomes of the project include:

- Provision of a high-quality accessible community focused infrastructure that improves social inclusion and community cohesion for all.
- A fit for purpose aquatic precinct that enhances the amenity and liveability of Hay, with corresponding health outcomes.
- A facility that is compliant to latest Standards and guidelines, particularly around inclusion, access, gender equity, First Nations and energy efficiency
- Increased economic activity through the provision of a regional visitor economy attraction.

Council at its meeting 26th November 2024 resolved to award a design and construct contract to ELM Aquatics to undertake the replacement of the John Houston Memorial Swimming Pools. The Hay community will be able to enjoy brand new, state of the art, swimming pools for the 2025-26 swimming season.

Works have commenced on site early March and plan is to be completed by early December 2025, weather permitting. This will mean the community will have shorter pool opening season next year.

Council was advised at the December 2024 Ordinary meeting that the Contractor has commenced design works as required, including investigating heating options for the pools.

The proposed timeline of the project is as follows:

Milestone	Start	Finish
Commence Project	16/09/2024	
Tender Documentation	16/09/2024	20/09/2024
Tendering	23/09/2024	22/11/2024
Award Contracts	25/11/2024	6/12/2024
Pools Detailed Design	9/12/2024	28/03/2025
Pool Closes – End of Season		2/03/2025
Construction Early Works	10/03/2025	16/05/2025
Construction	19/05/2025	5/12/2025
Pool Opens – Start of Season	5/12/2025	
Project Completion	6/12/2025	20/12/2025

At the December 2024 Ordinary Council meeting resolved to support the use of the community raised funds ($320,397) for the purpose of heating the new pools; as well as form the PCG as follows:

NAME	TITLE
David Webb	HSC – General Manager
Jack Terblanche	HSC – Exec Manager Planning & Compliance
Greg Stewart	HSC – Exec Manager Engineering & Operations
Ali McLean (Alternate to GM)	HSC – Exec Manager Economic Development & Tourism
Cr Carol Oataway	Mayor
Cr Martyn Quinn	Deputy Mayor
Cr John Perry	Councillor
Mark McLean	ELM Aquatics – Pool Construction Contractor
Serena Wall	Community & Swimming Club Representative
Sarah Houston	Houston Family Representative
Ray Woods	First Nations Representative

Since the December 2024 Ordinary meeting, Council has been successful with its Growing Regions Program (GRP) grant application of $4,191,173. This now means that Council does not to draw down on the loan with TCORP and the pool can be replaced debt free. Council's cash contribution towards the project is $100,000. TCORP has since advised that it has cancelled the loan on learning we did not require the funding.

The project budget, following the success of the GRP grant application, is $8,099,275 (including the community raised funds)

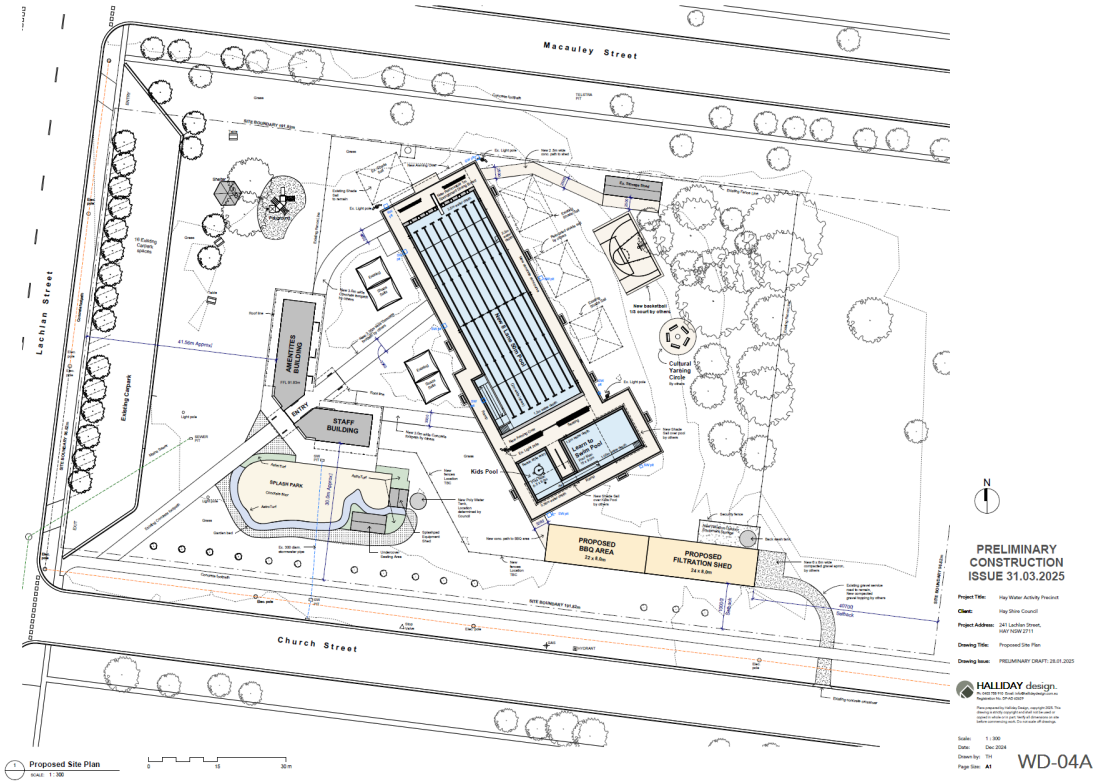
The project still has some risks that Council should be aware:
- A second power supply for the site is required to run the pool heating system and filtration shed. As this requires dealing and gaining approval from Essential Energy (EE) there is a risk this may take longer than planned.
- Asbestos removal – this is now complete, and the risk is mitigated.
- Unsuitable ground under the old pools – this is now known, and the risk is mitigated.
- Project construction timelines proposed by the contractor has the pool open to the public early December 2025, weather permitting. This has now been reviewed with an anticipated completion of mid-December 2025.

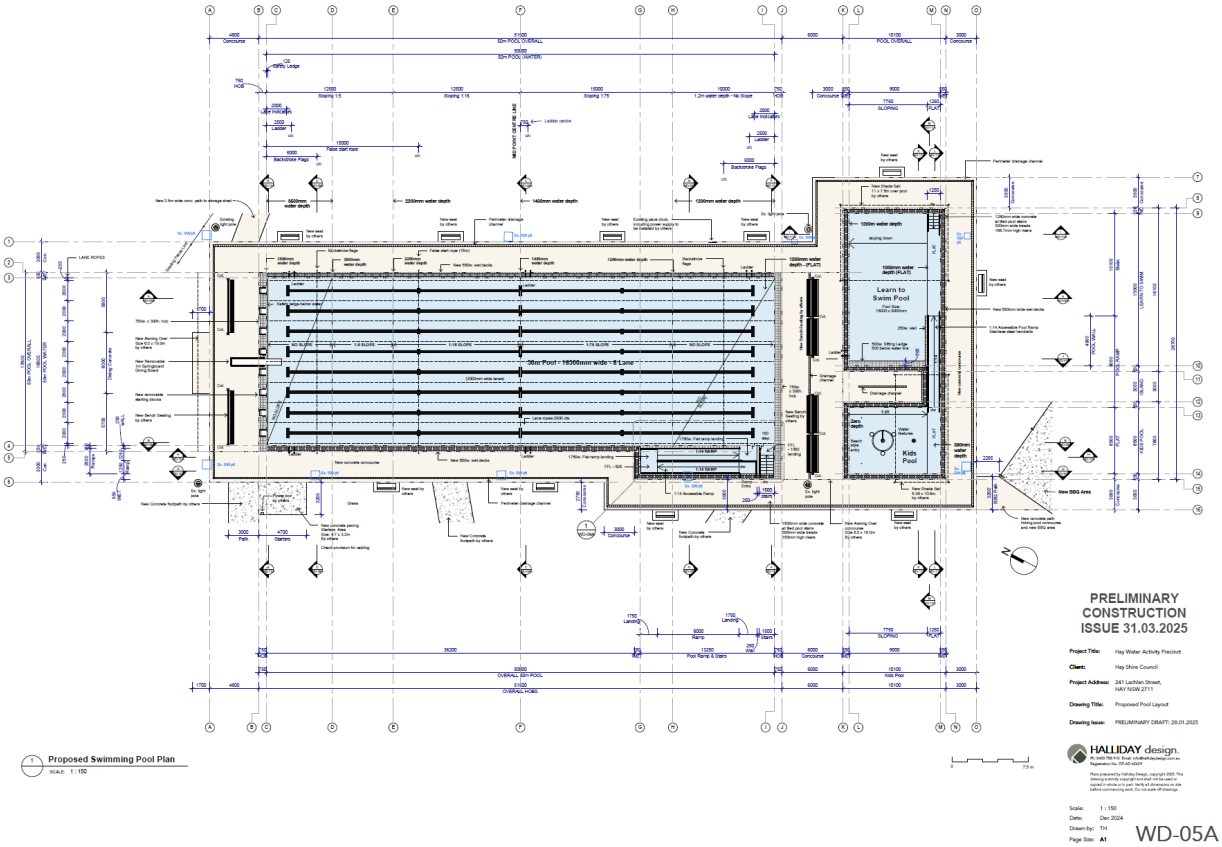
To accommodate the installation of a heating system for the pool(s) the roof area of the plant room shed will be required for the evacuated tubes. The plant room shed will require to be shade free to have an effective heating system.

At the January 2025 Extra Ordinary meeting, Council resolved to:
(a) Note the information provided in the report and actions being undertaking;
(b) Endorse the removal of the four trees and planting of ten new trees on site; and
(c) A further report is brought to Council once the design of the heating system is completed.

The first of the PCG meetings was held on Thursday 6th February 2025. Mr Ray Woods has come onto the PCG as the local First Nations representative. The eighth PCG meeting was held on the Thursday 4th September 2025. The next PCG meeting is scheduled for 2th October 2025.

Detailed design of the pools is now fully completed.





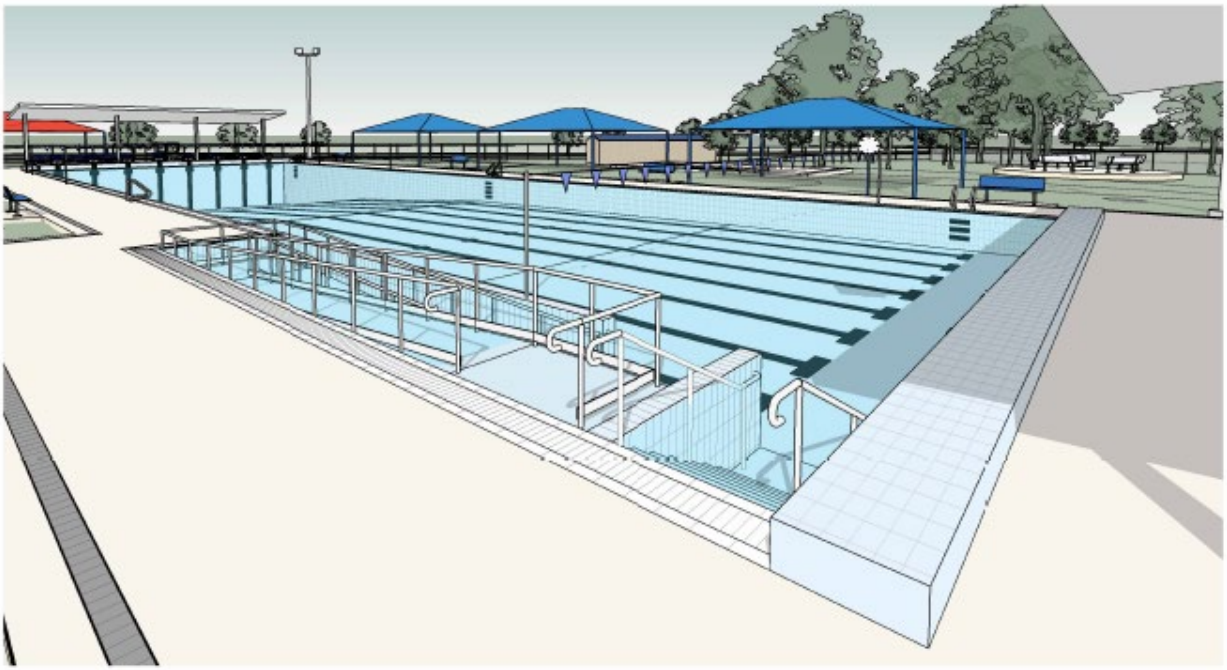
1 Proposed Swimming Pool Plan
SCALE: 1 : 150



PROPOSED 3D VIEW - KIDS POOL & LTS

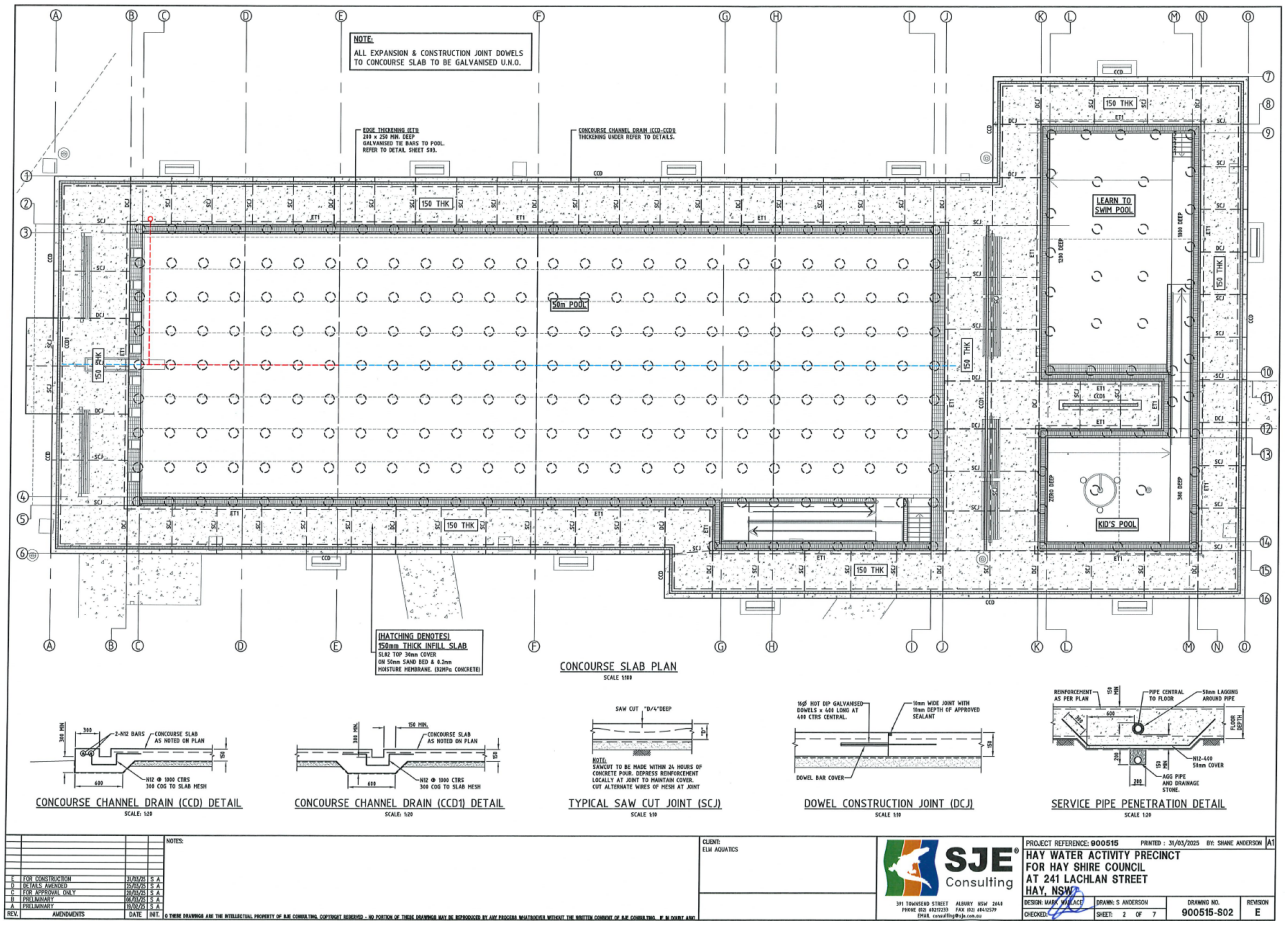


PROPOSED 3D VIEW - KIDS POOL & LTS

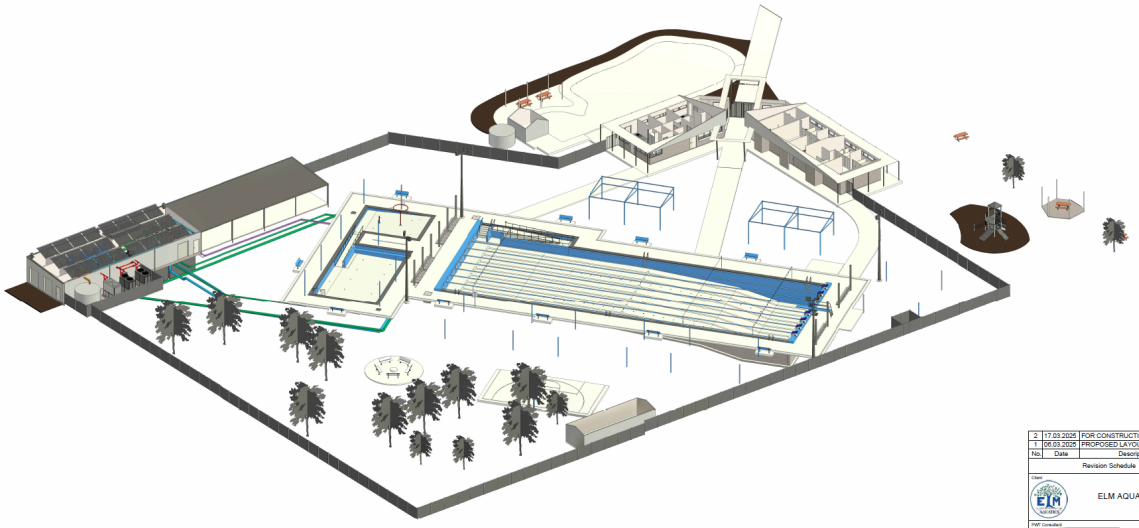







NOTE:
ALL EXPANSION & CONSTRUCTION JOINT DOWELS TO CONCOURSE SLAB TO BE GALVANISED U.N.O.
50m POOL
LEARN TO SWIM POOL
KID'S POOL
150 THK
CONCOURSE SLAB PLAN
CONCOURSE CHANNEL DRAIN (CCD) DETAIL
CONCOURSE CHANNEL DRAIN (CCD1) DETAIL
TYPICAL SAW CUT JOINT (SCJ)
DOWEL CONSTRUCTION JOINT (DCJ)
SERVICE PIPE PENETRATION DETAIL
SJE Consulting
HAY WATER ACTIVITY PRECINCT
FOR HAY SHIRE COUNCIL
AT 241 LACHLAN STREET
HAY, NSW

A1



1 3D-01

No.	Date	Description
2	17.03.2025	FOR CONSTRUCTION
1	06.03.2025	PROPOSED LAYOUT

Revision Schedule

Client: ELM AQUATICS

PWT Consultant: BAO

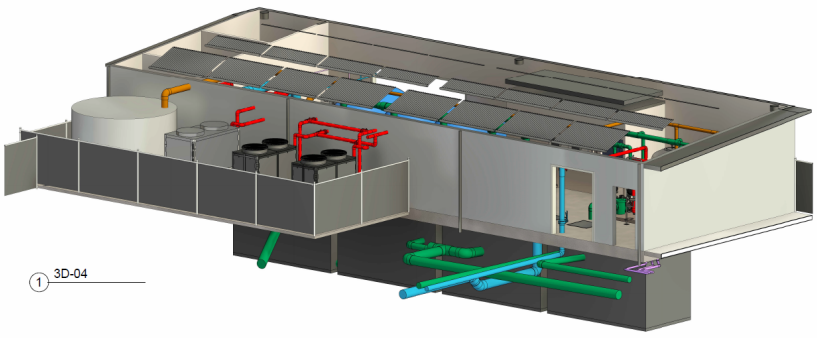
BAO DESIGN Pty Ltd
52 Golden Grove
Beacon Hill NSW 2100
nick@baodesign.com.au

Job Title: JOHN HOUSTON MEMORIAL SWIMMING POOL

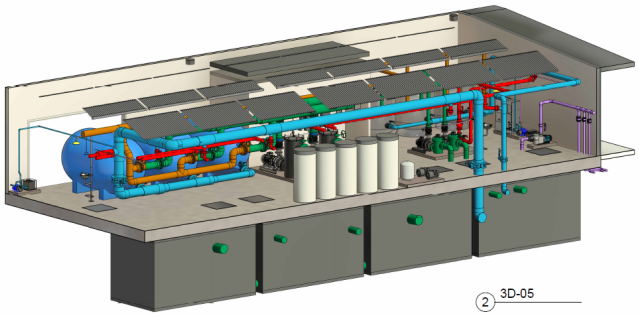
Drawing Title: 3D

Scale	Project No.
As Shown	1519
Drawn: NB / Approved: NB	Date: 19.04.24
Drawing No.: PWT-44	Revision: 2

A1



1 3D-04



2 3D-05

No.	Date	Description
2	17.03.2025	FOR CONSTRUCTION
1	06.03.2025	PROPOSED LAYOUT

Revision Schedule

Client: ELM AQUATICS

PWT Consultant: BAO

BAO DESIGN Pty Ltd
52 Golden Grove
Beacon Hill NSW 2100
nick@baodesign.com.au

Job Title: JOHN HOUSTON MEMORIAL SWIMMING POOL

Drawing Title: 3D PLANT

Scale	Project No.
As Shown	1519
Drawn: NB / Approved: NB	Date: 19.04.24
Drawing No.: PWT-46	Revision: 2

A pool heating specialist consultant has prepared calculations for heating of the LTS and 50m pools, with the system now designed and costed. The attached design heating calculations show for a 6-month season (October to April); 30 degrees for the LTS pool and 27 degrees for the 50m pool can be achieved.

A system of evacuated tubes and heat pumps is proposed as this provides the best heating over the 6-month season:

- Evacuated tube pool heating is a type of solar pool heating system that uses evacuated tubes to heat the pool water. The system circulates the pool water through the solar collector tubes, and the heat is then sent directly to the swimming pool, with no heat exchanger required. The evacuated tube comprises of a smaller glass tube suspended within a larger glass tube, and the air is then pumped out of the space between the small inner tube and the larger outer tube creating a vacuum thermal insulation layer.
- A pool heat pump is a simple and energy-efficient way to keep pool water warm all year round. Unlike a gas or electric pool heater, it doesn't actually generate heat. Instead, it pulls warmth from the air outside and uses it to heat your pool water. When your heat pump is on, a fan draws warm air into the heat pump's evaporator coil. The air heats up the liquid refrigerant inside, turning it into a gas. The gas then passes through a compressor that heats it further. Once it reaches a certain temperature, it moves into the heat exchanger (a tube within a tube) and heats up the pool water. When this is done, the water returns to the pool and the gas goes back to liquid form and starts the process all over again.

A solar and battery system has been designed to reduce energy consumption and operating costs for Council, based on the design loads. A separate system is proposed for the amenities building/splash park and the filtration shed/pool heating. This has now been finalised and ordered.

To accommodate the solar panels the filtration shed is required to be extended (almost doubling in length) which will create additional undercover area for BBQ, picnic settings and a social gathering space. Additionally, an outside area/enclosure for the heat pumps and backwash water tank. Furthermore, the filtration shed, due to the heat generated by the heating system and pumps, requires a cool room for the electrical equipment.

These additional works have all now been ordered.

Following the March 2025 Council meeting, the pool AI Safety System has ordered, as well as the new shade sails, furniture and ½ basketball court.

Following initial feedback from Essential Energy (EE), the design of the secondary power source resulted in additional works and the undergrounding of the mains supply, which was an unplanned additional cost. This has been ordered and costed into the project budget. The final detailed design has been submitted to EE for approval. Following a delay, EEE has now approved the detailed design. At time of writing this report we are awaiting date for outage works. As discussed at the August 2025 meeting, Council has purchased a second large generator for a Plan B in the event the new power supply is further delayed. The new generator has been delivered.

Royal Life Saving has developed a final signage layout plan for the site.

Allowing for major elements the current project budget is as follows:

- Total Budget: $8,099,275
- Allocated expenditure: $7,966,798
- Unallocated/contingency: $132,477 (1.66%)

There are no outstanding larger unknown components cost for the project.

Works are progressing well on site. The structure to the 50m pool is complete, with waterproofing and tiling commenced. The Learn to Swim (LTS) and toddler's pools structure is complete and being prepared for waterproofing and tiling. The filtration shed slab has been poured, along with in ground plumbing and electrical works are well progressed.
Project planning of the finishing activities such as miscellaneous electrical, plumbing, shade sails, irrigation and landscaping, fencing and site security is complete, with orders placed for these works and some works commenced.



Photo Taken: 9th September 2025

While the project remains on budget, the project program has been reviewed and updated. The project is now due for completion mid-December 2025. A grand opening date of Friday 19th December 2025 has been set.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.1 Enhance public recreation areas and facilities 1.2.2 Placemaking with purpose 1.2.3 Deliver infrastructure that are responsive to the community's needs **Environmental** 2.4 Enhance the built environment 2.4.1 Maintain and beautify urban areas. 2.4.2 Support and promote public art initiatives 2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels. **Economic**

	3.2 Our community values its history and tourism 3.2.1 Increase tourism and visitor spend 3.2.4 Showcase our open space, recreation and cultural facilities **Civic Leadership** 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	- Significant – project budget is $8.1M - Council has secured $2.99 million in funding from the State Government - Council has secured $4.191 million in funding from the Federal Government Community raised funds for a heated swimming pool in Hay - $320,397
LEGISLATIVE IMPLICATION	Local Government Act 1993
POLICY IMPLICATION	Asset Management Strategy and Policy
ASSET IMPLICATION	Major – the swimming pools are at the end of their useful life
RISK IMPLICATION	Major – Financial and Reputational

RECOMMENDATION

That Council notes the information provided and the actions being undertaken.

C8 – Swimming Pool Management

REPORTING OFFICER	General Manager
ATTACHMENTS	- Nil

INTRODUCTION

Update on the management of the swimming pool for the upcoming season.

COMMENTARY

As reported to the June 2025 meeting, the construction of the new John Houston Memorial Swimming Pool is progressing well and is due for completion in December 2025. Council is required to determine how it wishes to manage the swimming pool for the upcoming season, as Council's contract to manage the swimming pool has expired.

As reported in 2022, Council has, for quite some time, managed the pool with its own staff. The last time this was reviewed prior to 2022 was in 2012 where Council resolved to continue managing the pool with its own staff. Experience has shown that this may not be the most cost-effective solution. In addition, Council has had difficulty in obtaining casual pool staff. This is a common problem across rural LGA's with many councils' reporting difficulty in attracting staff or contractors to manage their local pools.

The John Houston Memorial Swimming Pool is free of charge and has operated the following hours:

Tuesday - 3pm to 6pm
Other Weekdays - 3pm to 7pm
Saturday and Sunday - 12pm to 7pm
Morning swimming – Monday to Friday – 6am to 8am

There is no plan to reduce the opening hours or implement an entry fee.

Council has engaged Lifeguarding Services Australia (Lane Cove, NSW) for the past three seasons to manage the pool on Council's behalf. Other than the issue around swimming lessons, the contractor performed satisfactorily. In addition, Council set the management fee of $40,000 per season (20 weeks).

With the new pool build to have heating, it is proposed that the pools be open for six months (26 weeks). Accordingly, any retainer for a contractor is recommended to be set at $60,000 for the season. This has been included in the 2025/26 pool budget.

In regard to swimming lessons, the Pool Management Contract can be strengthened to ensure there is no repeat issues.

If Council wishes to bring the lifeguarding and management of the pools back in-house, other than employing pool lifeguards, there are other activities that would need to be managed that the contractor undertook as part of their contract:

- Cleaning of the pools
- Testing/monitoring/backwashing of the pool water
- Cleaning of the amenities and site

- Mowing of the site

Bringing the management and lifeguarding back in house would require a minimum of 55 hours/week of staff time. Allowing for casual lifeguards, supervision and mowing, its is estimated that it would cost Council $119,000 for the season, in lieu of $60,000 for a contractor.

Any cost either for a contractor or internal staff would be pro-rata based on the length of the 2025/26 season, which most likely will be four months due to the construction of the new pools.

Staff have investigated the potential to have the pool operated unsupervised, as is becoming increasingly common in rural areas due to resourcing constraints. Cabonne Shire Council appears to have a sound arrangement where their pools are unsupervised 6am to 7pm every day and have lifeguards on duty during the busier times.

It should be noted that you must have another person present with you at the facility when you swim, and only people 18 years of age or older are able to obtain the pass to enter unsupervised, however patrons are able bring children along provided the person is an unsupervised pool entry pass holder.

For the John Houston Memorial Swimming Pool, it could be operated unsupervised 7am to 7pm seven days a week, with lifeguards on duty (supervision) as follows:

3pm to 7pm – Monday to Friday; except Tuesdays being 3pm to 6pm

12pm to 7pm – Saturday and Sunday, school holidays and public holidays (except Christmas Day and Boxing Day)

Staff would be on site 6am to 8am, as well as 7pm to 8pm each day for cleaning and water monitoring, as well managing the splash park facility. The mowing and other activities would occur during the day during the unsupervised periods. It would be proposed that the pools would be available to morning swimmers from 7am unsupervised.

Like Cabonne, unsupervised access would not be available during groups use such as school and swimming club bookings. In the event of staff being unavailable, then access to the pool would only be available to unsupervised pool entry pass holders.

For unsupervised entry, a FOB system and App would need to be implemented, with a budget of $10,000 being required for the set up and purchase of the FOB's. It would be proposed that the FOB's are issued free, however a fee be set for a replacement FOB.

Options for the swimming pool management to consider are:

1. Employ staff to manage the pool complex as it has in the past, where a minimum of three casuals is typically required to service the season.
2. Advertise an Expression of Interest (EOI) for a contractor to manage the complex during the season.
3. Have the pool unsupervised. This would be at a high risk, and Council would still need to undertake the cleaning of the pools & amenities, water testing and control, and mowing.
4. Combination of Options 1 or 2 above with Option 3. Staff feel this would be the preferred option and provide an increased availability of the new pools to the public.

It should also be noted that failure to attract either a contractor or staff could result in the pool not opening at the commencement of the upcoming season.

Additionally, Council may wish to consider leasing the pool canteen as a potential revenue source. An Expression of Interest (EOI) could be called to gauge interest and likely lease fee that could be paid to Council.

Council at its July 2025 meeting, resolved that Council:

(a) Manages the swimming pool for the 2025/26 season internally (Council staff).
(b) Proceeds with an unsupervised pool entry system as outlined in the report, funded from the current pool operations budget; and
(c) Calls for an Expression of Interest (EOI) to lease the pool canteen for the 2025/2026 season.

Since the July meeting, staff have:

- Notified the community via the Council Snippets of the proposed change to the pool management for the 2025/26 season;
- Advertised for lifeguards for the upcoming season;
- Prepared rules and a user agreement around the unsupervised pool entry system;
- Commenced engagement of a security company to supply and install an unsupervised pool entry system; and
- Called for EOI for the lease of the pool canteen The EOI closed 18th August 2025 will no submissions received.

At the August meeting, Council resolved:

(a) Notes the information provided in the report and actions being undertaken; and
(b) Readvertises the Expression of Interest (EOI) to lease the pool canteen for the 2025/2026 season.

Since the August meeting, staff have:

- Continued to advertise for lifeguards – Applications have closed and staff are commencing interviews and onboarding successful applicants.
- Finalised rules and a user agreement around the unsupervised pool entry system. This will require further refinement once FOB system is determined, with likely a refundable deposit for initial issue of FOB and a fee for a replacement FOB;
- Establishing booking and management systems for the complex;
- Finalising engagement of a security company to supply and install an unsupervised pool entry system; and
- Re-called EOI for the lease of the pool canteen. Again, at time of writing this report, there has been the one enquiry.

Staff are continuing to work on establishing its pool management systems and processes in readiness for the opening of the refurbished complex in mid-December 2025.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.1 Enhance public recreation areas and facilities 1.2.2 Placemaking with purpose 1.2.3 Deliver infrastructure that are responsive to the community's needs 1.2.4 Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive **Environmental** 2.1 Council is resilient and adaptive

	2.1.1 Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure. 2.1.2 Foster sustainable energy solutions and practices to reduce Council's footprint. 2.1.3 Climate change risks and opportunities are embedded in our decision making process. 2.3 Celebrate and Promote our unique natural environment 2.2.3 Implement sustainable and eco friendly tourism initiatives 2.4 Enhance the built environment 2.4.1 Maintain and beautify urban areas. 2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels. **Economic** 3.2 Our community values its history and tourism 3.2.1 Increase tourism and visitor spend 3.2.4 Showcase our open space, recreation and cultural facilities **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities 4.3 Our Council is inclusive and sustainable 4.3.1 Enable an engaged workforce with suitable skills, available in the right place at the right time 4.3.2 Build a strong, collaborative, and supportive team culture 4.3.3 Ensure a financially sound Council that is responsible and sustainable
FINANCIAL IMPLICATION	Moderate – Council's pool operations and maintenance budget for 2025/26 is $319,000, which includes Contractor budget of $60,000 for the upcoming season.
LEGISLATIVE IMPLICATION	Local Government Act 1993
POLICY IMPLICATION	Asset Management Policy and Strategy John Houston Memorial Swimming Pool Master Plan Risk Management Policy Signs as Remote Supervision Policy
ASSET IMPLICATION	Major – the new swimming pool complex will be one of Council's largest single assets
RISK IMPLICATION	Moderate – reputational and safety

RECOMMENDATION

That Council notes the information provided in the report and actions being undertaken.

C9 - Monthly Financial Report – August 2025

REPORTING OFFICER	General Manager
ATTACHMENTS	Nil

INTRODUCTION

This report provides Council with relevant monthly financial data.

COMMENTARY

1. STATEMENT OF BANK RECONCILIATION

I hereby certify that the various funds of Council have been reconciled with the respective Bank Statements as at 31st August 2025 and the Reconciliation Statement has been entered in the Cash Book.

2. STATEMENT OF CASH BOOK BALANCES

Listed hereunder is the Statement of Cash Book Balances for all funds and accounts for the period ending 31st August 2025.

Fund	May	June	July	August
General	4,418,064.14	7,154,545.56	4,282,816.93	4,413,237.77
Water	2,169,103.32	2,372,311.16	2,289,249.65	2,289,440.07
Sewer	1,426,606.38	1,324,395.48	1,060,711.54	1,400,276.50
Pool Community Funds	320,519.33	320,519.33	320,519.33	320,519.33
Dunera	54,801.86	55,645.21	56,048.01	56,434.41
Total	**8,389,095.03**	**11,227,416.74**	**8,009,345.46**	**8,479,908.08**

3 RATE COLLECTIONS

Net Rates levied on 31/8/2025 $4,781,383.61

4 RESERVES

Council's Reserve funds are listed below: -

	31/08/2025
GENERAL FUND	
Computer Replacement Reserve	31,919.75
Leave Reserve	670,474.44
Aerodrome Reserve	52,274.20
HACC	459,188.23
Financial Assistance Grant	2,402,202.00
Swimming Pool	6,000.00
Carry over Works	-
Capital Works	1,113,352.58
Land Development Reserve	61,168.49
Waste Services	100,000.00
Youth Services	3,014.29
Levee Bank Reserve	624,931.85
Library reserve	13,927.28
LEP reserve	3,677.22
Plant Reserve	284,147.07
Hay Gaol Museum	93,475.91
Bishops Lodge Museum	98,177.70
Long Paddock	7,260.00
Duval Scholarship	20,266.20
Total General Fund	6,045,457.21
WATER FUND	
Renewals Reserve	817,030.80
Total Water Fund	817,030.80
SEWER FUND	
Renewals Reserve	213,760.58
Future Requirements Reserve	1,628,750.64
Total Sewer Fund	1,842,511.22
TOTAL RESERVES	8,704,999.23
Funds Invested other than Reserves	
General Working Funds	1,651,197.64
TOTAL FUNDS INVESTED	10,356,196.87

5. RECORD OF INVESTMENTS

Council's Current Investments are listed below:-

Financial Institution	Date Invested	Date Due	Interest Rate per Annum	No. of Days	Amount of Interest $	Amount Invested $
CBA	29-07-2025	27-10-2025	4.21	90	18,519.92	1,784,051.15
CBA	25-08-2025	24-11-2025	4.07	91	28,436.67	2,802,436.97
NAB - 164525911	31-08-2025	29-11-2025	4.10	90	8,778.34	868,316.89
NAB - 171325926	31-08-2025	29-11-2025	4.10	90	3,446.76	340,938.71
NAB - 808501318	06-06-2025	04-09-2025	4.30	90	27,352.12	2,579,720.66
I.M.B. - 48169	10-07-2025	10-10-2025	4.20	92	8,263.61	780,594.79
Bendigo - 2619308	11-06-2025	11-09-2025	4.20	92	3,964.23	374,467.64
Westpac - 146449	13-06-2025	13-09-2025	4.12	92	8,574.30	825,670.06
Total Investments						**10,356,196.87**

CERTIFICATION

I hereby certify that all investments as of 31st August 2025 have been made in accordance with the Local Government Act 1993, the Local Government Regulations and Council's Investment Policy.

Mark Dowling
Deputy General Manager

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**D Governance and Organisational Performance** *D.1 Our community is supported by a strong and resilient Council that is responsive to its needs* 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.
FINANCIAL IMPLICATION	High Importance
LEGISLATIVE IMPLICATION	Local Government General Regulation 2005 Local Government Act 1993
POLICY IMPLICATION	Investment Policy
ASSET IMPLICATION	The level of cash reserves needs to be considered in Councils asset management activities
RISK IMPLICATION	The risk is insignificant in relation to reporting of Cash and Investments

RECOMMENDATION

That Council receives and notes the report provided.

C10 - Circulars and other Government Correspondence

REPORTING OFFICER	General Manager
ATTACHMENTS	*(i) OLG Circular 25-19 – Procurement Guidelines for NSW Local Government and Procurement Working Group – 27th August 2025* *(ii) OLG Circular 25-20 – 2025 Model Meeting Code – 29 August 2025* *(iii) OLG Circular 25-21 – Commencement of Mutual Recognition Scheme – 5th September 2025* *(iv) Letter from Minister Hoenig to LGNSW – Cost Shifting – 27th August 2025*

INTRODUCTION

Update on various Office of Local Government (OLG) Circulars and other NSW Government advice.

COMMENTARY

Various Office of Local Government (OLG) Circulars and other NSW Government advice have been recently provided to Council:

(i) OLG Circular 25-19 – Procurement Guidelines for NSW Local Government and Procurement Working Group – 27th August 2025

The OLG has released updated procurement guidelines, largely around best practice. There are no significant changes, and staff will update our Procurement Manual accordingly.

(ii) OLG Circular 25-20 – 2025 Model Meeting Code – 29 August 2025

The OLG has finally released the updated Code of Meeting Practice. While it has been watered down somewhat since the initial draft earlier this year, there are still some changes that need to be considered by Council. This is planned to be discussed at the next Councillor Development Workshop on the 25th September 2025. The new code is required to be publicly exhibited and adopted by 31 December 2025.

(iii) OLG Circular 25-21 – Commencement of Mutual Recognition Scheme – 5th September 2025

The OLG has advised the commencement of the mutual recognition scheme. The Mutual Recognition Scheme has been designed to simplify the approval process and reduce the administrative and cost burden on councils and mobile businesses. Instead of requiring a mobile business to obtain separate 'Section 68' approval from each council where they intend to operate, holders of eligible approvals may seek to have a current approval recognised by other councils. Council participation in mutual recognition is non-mandatory; however, councils are encouraged to recognise approvals to reduce the administrative burden associated and improve economic outcomes in their area. This has been informally happening in the industry for some time, and staff expect this will not change current industry practice.

(iv) Letter from Minister Hoenig to LGNSW – Cost Shifting – 27th August 2025

Minister Hoenig has responded to the release of the LGNSW Cost Shifting Report 2025 with a letter to LGNSW. The correspondence does not introduce any new information or substantive points.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities 4.3 Our Council is inclusive and sustainable 4.3.1 Enable an engaged workforce with suitable skills, available in the right place at the right time 4.3.2 Build a strong, collaborative, and supportive team culture 4.3.3 Ensure a financially sound Council that is responsible and sustainable
FINANCIAL IMPLICATION	Major – majority of risk identified Council is unable to have insurance cover.
LEGISLATIVE IMPLICATION	Local Government act 1993 Local Government (General) Regulation 2005 Environmental Planning & Assessment Act 1979 Companion Animals Act 1998
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Nil
RISK IMPLICATION	Minimal

RECOMMENDATION

That Council notes the information provided in the report.

Department of Planning, Housing and Infrastructure

Office of Local Government

Procurement Guidelines for NSW Local Government

Subject/title	Procurement Guidelines for NSW Local Government and Procurement Working Group
Circular Details	Circular No 25-19 / 27 August 2025 / A896222
Previous Circular	*Circular 22-40 Amendments to the tendering provisions of the Local Government (General) Regulation 2021 and consultation of the development of new procurement guidelines for councils*
Who should read this	Councillors / General Managers / Council procurement staff
Contact	Council Governance / (02) 4428 4100 / olg@olg.nsw.gov.au
Action required	Response to OLG

What's new or changing?

- The Office of Local Government (OLG) is seeking feedback on draft Procurement Guidelines for NSW Local Government (Guidelines) to replace the outdated Tendering Guidelines 2009.
- The draft Guidelines outline best practice procurement principles and processes to enable delivery of quality outcomes that provide value for money while effectively managing risks.
- The Guidelines provide clarification on the interpretation and application of the *Local Government Act 1993* (Act) and the *Local Government (General) Regulation 2021* (Regulation) as they apply to procurement activities.
- The Guidelines will also give effect to recommendations made by the NSW Auditor General, address identified procurement risks, and address corruption risks identified in recent NSW Independent Commission Against Corruption investigations.
- OLG is also inviting expressions of interest from procurement professionals to join a Procurement Working Group (Working Group).

T 02 4428 4100 TTY 02 4428 4209, E olg@olg.nsw.gov.au
Locked Bag 3015 NOWRA NSW 2541
www.olg.nsw.gov.au

- This group will provide input into the Guidelines and assist with the development of a range of comprehensive supplementary guidance materials and other procurement resources for councils. Information about the expression of interest process is provided in the attachment to this circular.

What will this mean for council?

- Councils are requested to provide feedback on the Guidelines which cover the legislative framework, overarching best-practice principles of procurement and includes links to current available resources
- Participation in the Working Group is an opportunity to directly contribute to the development of the Guidelines and development of supplementary guidance materials and other resources that will benefit all councils.
- When finalised, the Guidelines and supplementary guidance materials will be issued under section 23A of the Act, meaning that councils will be required to consider them when exercising their functions in relation to procurement.

Key points

- A consultation draft of the Guidelines is available on the Office of Local Government (OLG) website at: www.olg.nsw.gov.au/councils/council-finances/consultation-on-new-procurement-guidelines-for-nsw-local-government/
- Feedback can be emailed to olg@olg.nsw.gov.au and should be labelled 'Procurement Guidelines Feedback' and marked to the attention of OLG's Council Governance Team.
- Submissions on the draft Guidelines will be accepted until COB **10 October 2025.**
- Expressions of interest to join the Working Group can be emailed to olg@olg.nsw.gov.au and should be labelled 'Procurement Working Group Expression of Interest' and marked to the attention of OLG's Council Governance Team.
- Expressions of interest to join the Working Group will be accepted until COB **10 October 2025.**
- OLG will be consulting further with councils on the content of each of the supplementary guidance materials as and when they are developed.

Where to go for further information

- A consultation draft of the Guidelines is available on the OLG website.
- Information about the expression of interest process for membership of the Working Group is provided in the attachment to this circular.

- For further information, please contact OLG's Council Governance Team by telephone on 02 4428 4100 or by email at olg@olg.nsw.gov.au.



Brett Whitworth
Deputy Secretary, Office of Local Government

Department of Planning, Housing and Infrastructure

Office of Local Government

Attachment

Expressions of interest for membership of procurement working group

- Expressions of Interest are sought from council procurement professionals to join a procurement working group (the Working Group).
- OLG is also seeking EOI's from key stakeholders.
- The Working Group will provide technical input into the Procurement Guidelines for NSW Local Government (Guidelines) and the development of supplementary guidance materials.
- OLG will be seeking the advice of the Working Group on the topics to be addressed in the supplementary guidance materials. Possible topics include the following:
    - Plain English guide to tendering requirements under the Regulation
    - Using procurement to deliver Community Strategic Plan outcomes (e.g. by supporting indigenous businesses, local businesses and disability enterprises)
    - Tendering for domestic waste management services
    - Tendering for labour hire and consultancy services
    - Joint procurement
    - Establishment and use of supplier lists
    - Utilisation of State Government pre-qualification schemes and standing offers/panel contracts established by prescribed entities (i.e. Local Government Procurement/Procurement Australia)
    - Asset disposal
    - Managing cyber security risks in procurement
    - Managing corruption risks in procurement.
- The expected commitment schedule is:
    - an initial discussion session to consider the proposed structure and to identify topics to be covered in the supplementary guidance materials, and
    - an additional 5 meetings to discuss content of the supplementary guidance materials, review feedback on them and proposed refinements.

T 02 4428 4100 TTY 02 4428 4209, E olg@olg.nsw.gov.au
Locked Bag 3015 NOWRA NSW 2541
www.olg.nsw.gov.au

Please note: this schedule is provisional and subject to confirmation. There may also be a requirement for some actions to be undertaken outside of Working Group meetings.

Procurement professionals interested in joining the Working Group and who have the capacity and technical expertise to participate are encouraged to email a brief description of their procurement experience, knowledge and skills, and any specific

- area of interest to OLG's Council Governance Team at olg@olg.nsw.gov.au by COB **10 October 2025.**

Expressions of interest should be labelled 'Procurement Working Group EOI' and marked to the attention of OLG's Council Governance Team.

Final membership of the Working Group will be determined by OLG. Both successful and unsuccessful applicants will be advised of the outcome.

-

-

Department of Planning, Housing and Infrastructure

Office of Local Government

Circular to Councils

Subject/title	2025 Model Meeting Code
Circular Details	Circular No 25-20 / 29 August 2025 / A975455
Previous Circular	*Council Circular 24-23 Consultation on reforms to council meeting practices*
Who should read this	Mayors / Councillors / General Managers / Joint Organisation Executive Officers / Council governance staff
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Council to Implement

What's new or changing?

- Following extensive consultation, the new 2025 Model Code of Meeting Practice for Local Councils in NSW (2025 Model Meeting Code) has been finalised.
- The new 2025 Model Meeting Code has been published in the Government Gazette and is expected to be prescribed under the Local Government (General) Regulation 2021 (the Regulation) shortly.
- The new 2025 Model Meeting Code is available on the Model Code of Meeting Practice for Local Councils in NSW webpage on the Office of Local Government's (OLG) website at www.olg.nsw.gov.au.
- Among other changes, the mandatory provisions of the 2025 Model Meeting Code will prohibit pre-meeting briefings.
- Councils must also livestream meetings of the council and committees comprising wholly of councillors from 1 January 2026 using an audio-visual recording. Recordings of meetings must be published on the council's website for the balance of the council term or for 12 months, whichever is the later date.
- More detailed information about the changes to council meeting practices made by the 2025 Model Meeting Code is provided in the FAQ attached to this circular and available

on the Model Code of Meeting Practice for Local Councils in NSW webpage on OLG's website.

What will this mean for council?

- Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code no later than 31 December 2025.
- Transitional provisions in the Regulation will provide that if a council does not adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code by 31 December 2025, from 1 January 2026, any provision of the council's code of meeting practice that is inconsistent with a mandatory provision of the 2025 Model Meeting Code will be automatically overridden by the relevant mandatory provision of the 2025 Model Meeting Code.
- Under section 361 of the *Local Government Act 1993* (the Act), before adopting a new code of meeting practice, councils must first exhibit a draft of the code of meeting practice for at least 28 days and provide members of the community at least 42 days in which to comment on the draft code.

Key points

- The 2025 Model Meeting Code has two elements:
    - mandatory provisions (indicated in black font), and
    - non-mandatory provisions (indicated in red font) covering areas of meeting practice that are common to most councils but where there may be a need for some variation in practice between councils based on local circumstances. The non-mandatory provisions also operate to set a benchmark based on what OLG sees as best practice for the relevant area of practice.
- The 2025 Model Meeting Code also applies to meetings of the boards of joint organisations and county councils. The provisions that are specific to meetings of boards of joint organisations are indicated in blue font.
- In adopting the 2025 Model Meeting Code, joint organisations should adapt it to substitute the terms "board" for "council", "chairperson" for "mayor", "voting representative" for "councillor" and "executive officer" for "general manager".
- In adopting the 2025 Model Meeting Code, county councils should adapt it to substitute the term "chairperson" for "mayor" and "member" for "councillor".

Where to go for further information

- The 2025 Model Meeting Code is available on the Model Code of Meeting Practice for Local Councils in NSW webpage of OLG's website at www.olg.nsw.gov.au.
- More information about the 2025 Model Meeting Code and guidance on its adoption is provided in the FAQ attached to this circular and available on the Model Code of Meeting Practice for Local Councils in NSW webpage of OLG's website.
- A webinar will be held in October to support councils in adopting the new Model Code of Meeting Practice. Notice will be provided to enable councils to register.
- For more information, contact the Council Governance Team by telephone on 02 4428 4100 or by email at olg@olg.nsw.gov.au.



Brett Whitworth
Deputy Secretary
Office of Local Government

HAY SHIRE COUNCIL

2025 Model Meeting Code - FAQ

Implementation of the 2025 Model Meeting Code

When must the 2025 Model Meeting Code be adopted?

- Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code no later than 31 December 2025.

What happens if the 2025 Model Meeting Code is not adopted by 31 December 2025?

- Transitional provisions in the Local Government (General) Regulation 2021 (the Regulation) provide that if a council does not adopt a code of meeting practice that incorporates the mandatory provisions of the 2025 Model Meeting Code by 31 December 2025, then from 1 January 2026, any provision of the council's code of meeting practice that is inconsistent with a mandatory provision of the 2025 Model Meeting Code will be automatically overridden by the relevant mandatory provision of the 2025 Model Meeting Code.

Are councils required to adopt the non-mandatory provisions of the 2025 Model Meeting Code?

- No. The non-mandatory provisions of the 2025 Model Meeting Code cover areas of meeting practice that are common to most councils but where there may be a need for some variation in practice between councils based on local circumstances. The non-mandatory provisions also operate to set a benchmark based on what OLG sees as best practice for the relevant area of practice.
- Councils are free to omit the non-mandatory provisions or to adapt them to meet their needs.

Can councils include supplementary provisions in their adopted code of meeting practice?

- Yes. There is nothing to prevent councils from including supplementary provisions in their adopted code of meeting practice to meet their needs, provided the supplementary provisions are not inconsistent with the mandatory provisions of the 2025 Model Meeting Code.

© State of New South Wales through the Department of Planning, Housing and Infrastructure 2025. Information contained in this publication is based on knowledge and understanding at the time of writing, August 2025, and is subject to change. For more information, please visit nsw.gov.au/copyright

Are joint organisations and county councils required to adopt the 2025 Model Meeting Code?

- Yes. The 2025 Model Meeting Code also applies to meetings of the boards of joint organisations and county councils.
- The provisions of the 2025 Model Meeting Code that are specific to meetings of boards of joint organisations are indicated in blue font.
- In adopting the 2025 Model Meeting Code, joint organisations should adapt it to substitute the terms “board” for “council”, “chairperson” for “mayor”, “voting representative” for “councillor” and “executive officer” for “general manager”.
- In adopting the 2025 Model Meeting Code, county councils should adapt it to substitute the term “chairperson” for “mayor” and “member” for “councillor”.

What consultation must councils do before adopting a code of meeting practice?

- Under section 361 of the *Local Government Act 1993* (the Act), before adopting a new code of meeting practice, councils must first exhibit a draft of the code of meeting practice for at least 28 days and provide members of the community at least 42 days in which to comment on the draft code.
- This requirement does not apply to joint organisations.

What are the key changes?

A key focus of the changes made to the 2025 Model Meeting Code is to ensure meetings are conducted in a dignified and orderly way befitting to a chamber of democracy and to promote community confidence in councils and their decisions.

The following is a summary of the key changes. It is not an exhaustive list of all the changes that have been made.

Extraordinary meetings

- The mayor may now call an extraordinary meeting without the need to obtain the signature of two councillors.

Dealing with urgent business at meetings

- The process for dealing with urgent business at both ordinary and extraordinary meetings has been simplified.
- Business may be considered at a meeting at which all councillors are present, even though due notice has not been given of the business, if the council resolves

to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council. The resolution must state the reasons for the urgency.

- If all councillors are not present at the meeting, the chairperson must also rule that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

Prohibition on pre-meeting briefing sessions

- The 2025 Model Meeting Code prohibits briefing sessions being held to brief councillors on business listed on the agenda for meetings of the council or committees of the council.
- The prohibition on briefing sessions does not prevent a councillor from requesting information from the general manager about a matter to be considered at a meeting, provided the information is also available to the public. The information must be provided in a way that does not involve any discussion of the information.

Public forums

- The public forum provisions are now mandatory but leave it to councils to determine whether to hold public forums before council and committee meetings.
- Councils are also free to determine the rules under which public forums are to be conducted and when they are to be held. OLG will be issuing model best practice public forum rules that councils can use if they choose to.
- Public forums must be livestreamed.

Councillors' attendance at meetings by audio-visual link

- The provisions governing attendance by councillors at meetings by audio-visual link have been made mandatory and the option to attend meetings by audio-visual link has been restricted to where councillors are prevented from attending a meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.

Absences from council meetings

- Changes have been made to the provisions governing absences from meetings.
- Where councillors are unable to attend one or more meetings of the council or committees of the council, the new provisions encourage them to:
    - submit an apology for the meetings they are unable to attend,
    - state the reasons for their absence from the meetings, and

    - request that the council grant them a leave of absence from the relevant meetings.

- Where a councillor makes an apology, the council must determine by resolution whether to grant the councillor a leave of absence for the meeting. Councils are required to act reasonably when deciding whether to grant a leave of absence to a councillor. To ensure accountability, if the council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.

Livestreaming meetings

- As of 1 January 2026, councils are required to livestream their meetings using an audio-visual recording.
- Recordings of meetings must be published on the council's website for the balance of the council's term or for 12 months, whichever is the later date.
- OLG will be issuing updated guidance on the livestreaming of meetings.

New rules of etiquette at meetings

- Councils may determine standards of dress for councillors when attending meetings.
- Where physically able to, councillors and staff are encouraged to stand when the mayor enters the chamber and when addressing the meeting.
- The 2025 Model Meeting Code prescribes modes of address.

Mayoral minutes

- The restrictions on mayoral minutes under the previous code have been removed. A mayoral minute may be put to a meeting without notice on any matter or topic that the mayor determines should be considered at the meeting.

Rules of debate

- The rules of debate have been simplified and the rules governing the foreshadowing of motions and amendments have been removed. It remains open to councillors to foreshadow that they intend to move an amendment during the debate, but there are no longer formal rules governing this.
- An amendment has been made to clarify that there is nothing to prevent a further motion from being moved at a meeting on the same item of business where the original motion is lost, provided the motion is not substantially the same as the one that was lost.

- Councils will no longer have the option of reducing the duration of speeches to less than 5 minutes. However, councils continue to have other options to expedite business at meetings such as moving that a motion be put where the necessary conditions have been satisfied and to resolve to deal with items by exception.

Voting on planning decisions

- Consistent with the Independent Commission Against Corruption's (ICAC) recommendations, a council or a council committee must not make a final planning decision at a meeting without receiving a staff report containing an assessment and recommendation in relation to the matter put before the council for a decision.
- Where the council or a council committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.

Representations by the public on the closure of meetings

- In the interests of simplifying the code, the rules governing representations by the public on the closure of meetings have been removed. However, there is nothing to prevent councils from adopting their own rules on this. OLG will be issuing model best practice rules for public representations that councils can use if they choose to.

Making information considered at closed meetings public

- Consistent with ICAC's recommendation, the general manager must publish business papers for items of business considered during meetings that have been closed to public on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.
- Before publishing this information, the general manager must consult with the council and any other affected persons and provide reasons for why the information has ceased to be confidential.

Dealing with disorder

- Councils will be required to determine on the adoption of the new code and at the commencement of each council term, whether to authorise the person presiding at a meeting to exercise a power of expulsion.
- The definition of acts of disorder by councillors have changed. The following constitute acts of disorder under the Regulation and the 2025 Model Meeting Code:

  - contravening the Act, the Regulation, or the council's code of meeting practice,
  - assaulting, or threatening to assault, another councillor or person present at the meeting,
  - moving or attempting to move a motion or an amendment that has an unlawful purpose, or deals with a matter that is outside the jurisdiction of the council or committee or addressing or attempting to address the council or committee on or such a motion, amendment or matter,
  - using offensive or disorderly words,
  - making gestures or otherwise behaving in a way that is sexist, racist, homophobic or otherwise discriminatory, or if the behaviour occurred in the Legislative Assembly, would be considered disorderly,
  - imputing improper motives, or unfavourably personally reflecting, on another council official or a person present at the meeting, or
  - saying or doing anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

- Where a councillor fails to remedy an act of disorder at the meeting at which it occurs, they can be required to do so at each subsequent meeting until they remedy the act of disorder. On each occasion the councillor fails to comply with a direction by the chairperson to remedy an act of disorder, they can be expelled from the meeting and each subsequent meeting until they comply.
- Members of the public can be expelled from meetings for engaging in disorderly conduct. Disorderly conduct includes:
  - speaking at meetings without being invited to,
  - bringing flags, signs or protest symbols to meetings,
  - disrupting meetings,
  - making unauthorised recordings of meetings.
- The 2025 Model Meeting Code notes that failure by a councillor or members of the public to leave a meeting when expelled is an offence under section 660 of the Act. Section 660 provides that a person who wilfully obstructs a council, councillor, employee of a council or a duly authorised person in the exercise of any function under the Act, or Regulation is guilty of an offence. An offence under section 660 carries a maximum fine of $2,100.

Committees

- Meetings of committees of a council whose membership comprises only of councillors must be conducted in accordance with the council's adopted meeting code. Such committees will no longer have the option of determining that rules under the council's meeting code do not apply to them.

Circular to Councils

Subject	Commencement of Mutual Recognition Scheme
Circular Details	Council Circular 25-21 / 5 September 2025 / A952303
Previous Circular	*Council Circular 24-18 Mutual Recognition – Councils' Local Approvals for mobile businesses*
Who should read this	Councillors / General Managers / All council staff / Environmental Health teams / Local business approval teams
Contact	OLG Sector Policy and Frameworks Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Information / Council to Implement

What's new or changing?

- The Mutual Recognition Scheme is now available to all NSW councils, facilitated by amendments to the *Local Government Act 1993* and Local Government (General) Regulation 2021.
- The Mutual Recognition Scheme has been designed to simplify the approval process and reduce the administrative and cost burden on councils and mobile businesses.
- Instead of requiring a mobile business to obtain separate 'Section 68' approval from each council where they intend to operate, holders of eligible approvals may seek to have a current approval recognised by other councils.
- Council participation in mutual recognition is non-mandatory; however, councils are encouraged to recognise approvals to reduce the administrative burden associated and improve economic outcomes in their area.
- The Mutual Recognition Scheme contains the following provisions:
    - Authorise councils to recognise an approval issued by another council under Part D or Part F7 of Section 68 of the *Local Government Act 1993*
    - Prescribe particulars to be inserted by a council on a Recognition Certificate
    - Apply any enforcement powers for Section 68 approvals to recognition of approvals

- Establish an offence that can be applied against a person that has had an approval revoked and has not notified the councils who have recognised the approval.

- To support the new Mutual Recognition Scheme, the Office of Local Government (OLG) has developed Mutual Recognition Guidelines (Guidelines), FAQ's, explanatory videos, best practice forms and a model council policy template.
- The Guidelines and supplementary suite of resources can be accessed via the OLG website https://www.olg.nsw.gov.au/programs-and-initiatives/mutual-recognition/

What will this mean for council?

- The Mutual Recognition Scheme has commenced. All current and new approvals issued under Section 68 Part D or Part F7 of the *Local Government Act 1993* are eligible for mutual recognition requests.
- Councils are not required to formally opt-in to participate in the Mutual Recognition Scheme and have discretion to participate in the Mutual Recognition Scheme.
- Councils who participate in the Mutual Recognition Scheme may need to review suitability of existing forms, processes, policies and fees for managing mutual recognition requests.
- Guidelines and supporting material is available on the OLG website: https://www.olg.nsw.gov.au/programs-and-initiatives/mutual-recognition/.

Key points

- Mutual recognition is immediately available to all councils and holders of eligible approvals (Section 68 Part D or Part F7).
- OLG has developed Guidelines and a suite of resource materials to assist councils and businesses interpret, implement and use the Mutual Recognition Scheme.
- The development of the Mutual Recognition Scheme and the supporting Guidelines has been a collaborative effort, informed through engagement with various NSW Government agencies, local councils and the mobile business sector.

Where to go for further information

- For further information go to https://www.olg.nsw.gov.au/programs-and-initiatives/mutual-recognition, or contact the Sector Policy and Frameworks team on 02 4428 4100 or via email at olg@olg.nsw.gov.au



Brett Whitworth
Deputy Secretary, Office of Local Government

The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

NSW GOVERNMENT

Our Ref: A974346 / MO25-0403

Cr Phyllis Miller OAM
President
Local Government NSW
Level 8,
28 Margaret Street
SYDNEY NSW 2000

Via email: lgnsw@lgnsw.org.au

Dear Cr Miller,

Thank you for your letter of 8 July 2025 regarding the Local Government NSW (LGNSW) Cost Shifting Report 2025.

Addressing the financial sustainability of councils is a key priority of the NSW Government. Though the Government continues to fund billions of dollars of services and infrastructure for councils every year, it is irrefutable that councils are facing financial challenges. That is why I asked the Legislative Council's Standing Committee on State Development to report and inquire into the ability of local governments to fund infrastructure and services (the Inquiry).

The Government response to the Inquiry report and its recommendations was tabled in Parliament 6 May 2025, setting out the path to improve the financial sustainability of councils. The response outlines a suite of reforms aimed at strengthening the reputation of local government as a robust, independently elected third tier of government, empowered to address its financial challenges.

The Independent Pricing and Regulatory Tribunal (IPART) will have continued oversight of council rates to ensure councils' revenue keeps pace with cost changes while protecting ratepayers from excessive rate hikes. However, the introduction of a Comprehensive Expenditure Review (CER) process for councils seeking to permanently increase rates revenue above the rate peg will ensure they do so having thoroughly recognised the needs and service demands of their community.

The Inquiry identified the existing Special Rate Variation (SRV) application process to be excessively resource and time-intensive for councils. The Government will remove bureaucratic requirements from the SRV process that make the current system onerous for councils. The improved SRV process will ensure special variations are limited to specific, time-limited, community-backed projects where additional spending is necessary.

The Government is also committed to streamlining local government financial statements and reporting to increase transparency over council spending. These reforms will provide councillors and the public with more timely and accurate financial information, offering a clearer understanding of a council's cash flow and its overall performance.

Together, these reforms will improve transparency in decision making and provide councillors with the financial information they need to be visibly in control of their councils. An Expert Advisory Panel of experienced general managers, finance directors and other local government experts will be established to support the government to deliver these important reforms.

As part of the Inquiry response, the Government has reinforced its commitment to the Intergovernmental Agreement with Local Government NSW. The Agreement reflects a

commitment to ensure that any potential impacts of State Government decisions on local government are identified and appropriately considered. The intergovernmental agreement makes official the NSW Government's commitment to provide funding opportunities and mechanisms that enable councils to deliver for their communities.

As noted in your correspondence, the referral to the Inquiry was supported by the adoption of the revised rate peg methodology to ensure the general income of councils is more reflective of changes in costs incurred by the local government sector. These changes came into effect this financial year and use forward-looking measures to more accurately reflect cost changes and better capture the diversity of councils in NSW. The new rate peg methodology also includes a more direct reflection of the costs of the emergency services levy, to ensure there is no overall burden on a council's financial sustainability due to this expense.

The referral to the Inquiry was supported by the adoption of the revised Independent Pricing and Regulatory Tribunal rate peg methodology to ensure the income of councils is more reflective of changes in costs incurred by the local government sector. These changes commenced last financial year and included, for example a more direct reflection of the emergency services levy costs to Councils.

Similarly, after listening to concerns raised by LGNSW, I asked the Public Accounts Committee to conduct an inquiry on the 'Assets, premises and funding of the NSW Rural Fire Service'. On 27 May 2025, the Committee released its report recommending the rural fire fighting assets be moved to the State's accounts. The NSW Government is considering the Committee's findings and recommendations. A response to the Committee's report will be released by the 27 November 2025 due date.

Importantly, the 2025-2026 Budget shows the Government's continued acknowledgement of the critical role of councils and the Government's commitments to councils so they can deliver on key community outcomes.

The 2025-2026 Budget includes a commitment of $51.2 million as part of a broader $252 million investment to continue the great work of the Fresh Start Program, which has already funded the placement of over 1,000 apprentices, trainees and cadets in councils across NSW. The program enhances the capacity and resilience of the local government workforce by training up the next generation of plumbers, engineers, civil construction workers, mechanics, childcare workers and planning cadets that local governments rely on.

Recognising councils' crucial role in the housing crisis, the Budget includes a range of measures to promote housing development and to help councils deliver infrastructure including roads, open spaces, and community facilities to their local communities.

Collectively, these inquiries, initiatives, Budget commitments and the Intergovernmental Agreement provide clear evidence of the NSW Government's commitment to enabling councils to deliver for their communities, now and into the future.

I look forward to continuing to collaborate with LGNSW to develop constructive and practical responses to the many challenges faced by local government.

Yours sincerely,

27 AUG 2025

The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

C11 - Tourism & Economic Development August September 2025

REPORTING OFFICER	Executive Manager Economic Development and Tourism
ATTACHMENTS	-Hay Region Economic Transition Roadmap - Early Insights Paper - August 2025

INTRODUCTION
Monthly update on the activities of Economic Development and Tourism

COMMENTARY

Visitor Information Centre (VIC)

The Visitor Information Centre assisted 1228 visitors during August 2025.
There has been an increase in the Ageing Comfortably Segment (defined as metro and regional older singles and couples with medium to high income) The Mundi Mundi Festival in the Broken Hill area has also seen an increase in visitors through Hay
Also noted, an increase in bus visitation with 4 buses visiting the Centre and attractions over the past month.

Statistics below reflect the percentage of Hay VIC visitors who attended Hay attractions:

- Shear Outback attracted 841 visitors in August.
- 16% visited Dunera Museum with 192 visitors.
- 36% visited Hay Gaol with 440 visitors
- 9% visited Bishop's Lodge with 109 visitors
- 42% of visitors were from NSW
- 29% of visitors from Victoria
- 11% of visitors from SA

Tap and Go

The Tap and Go (payWave) option at our museums accounted for 65% of all transactions at the Hay Gaol, Bishop's Lodge and Dunera Museum in August.

Cycle Hay

The Cycle Hay experience attracted 18 bike hires for the month of August.

Dunera Day

TED team assisted the Dunera Association with their annual Dunera Day held at the Railway station which featured a reenactment of the arrival of the Dunera boys at the internment camp in Hay and symbolic walk to the camp site.
The Dunera Museum was presented with a model of the Dunera ship which will be part of the exhibition housed in the carriages.





LOVE Hay Program
The LOVE Hay Gift Card program continues to deliver with every purchase helps support a local business. The total number of cards loaded to date is 9,930 for a total value of $664,587.

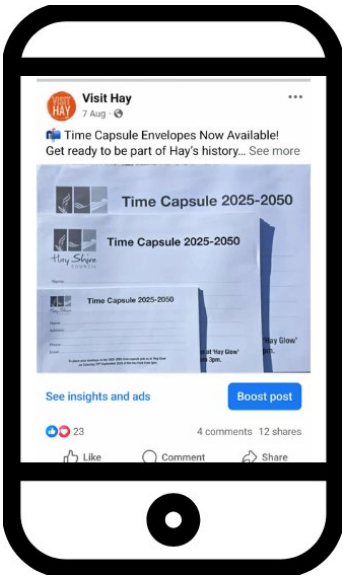
Love Hay cards for August 2025

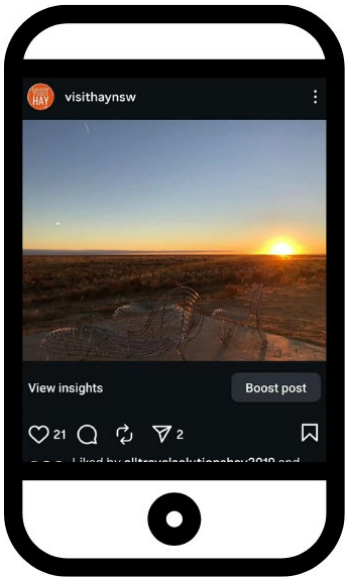
- Number of cards sold: 105
- Total loaded on cards: $6,620
- Total redemptions: 207 cards for a total of $8,219.00

TED Team providing assistance/or delivery to the following events:

Upcoming Events

- 20 September HayGlow (including opening of St Pauls Time Capsule)
- 4 October Booligal Sheep Races
- 11 October Mick Huntly Memorial Masters
- 19 October NAIDOC Celebrations

Digital Channel	Reach	Top Content
Website	• 11 328 views to the Visithay website • 4450 new visits to the website with 1147 returning users • 986 referrals to website from Visit Hay facebook. • Landing page is most visited page on the visithay website for August	
Facebook	• 4813 followers of the visithay facebook page. • 53 325 Impressions for the month of August, this indicates how many times our facebook page was seen in the month of August. • Time Capsule, Get your envelopes post was top post with 270 interactions, 12 shares reaching 1742 people. • 36 354 impressions as a result of digital marketing.	

Digital Channel	Reach	Top Content
Instagram	• 1617 followers in August, showing a steady increase. • Top city for visithay Instagram followers are from Sydney 304ppl. • Sunset Golden Hours was the top post for August with 2 shares, 555 views with 290 accounts reached.	

Destination Management Plan

The Destination Management Plan was endorsed by the Council in 2021. The TED team have started to work on the Prioritised Action Plan including:

Item Number	Outcome/Indicator	Action this month
Action 4.3	Continue to implement and promote existing events program and consider new events to expand visitor economy	Targeted digital marketing campaign goal of increasing Top 5 landing page on website by 10%. Currently exceeding goal of 861 visits to 6745 visits.
Action 6.2	Strengthen collaboration across LGA boundaries as well as with the important stakeholders such as DNRM, DNSW and other Regional Tourism organisations	3 Local businesses featured in Pandemonium publication as part of the Visit Riverina membership.
Action 6.4	Allocate resources to measure and interpret visitor data on an annual basis, including on numbers of visitors, spend and market segments	Year to date (August 24 – August 25) visitor spend up 2% from $29m to $32M

Economic Analysis - Monthly Analysis

Local economic activity for the quarter

Category	April	May	June	July	August
Total Spend	$4.76M	$4.39M	$4.2M	$4.33M	$4.45M
Resident Local Spend	$1.85M	$1.99M	$1.84M	$1.82M	$1.82M
Visitor Local Spend	$2.91M	$2.39M	$2.37M	$2.51M	$2.62M
Resident Escape Spend	$2.71M	$2.67M	$2.44M	$2.99M	$2.32M
Resident online spend	$2.54M	$2.77M	$3.07M	$3.10M	$3.00M

- Resident Local Spend was $1.82M. This is a 13% decrease from the same time last year.

- Visitor Local Spend was $2.62M. This is a 7.9% increase from the same time last year.
- Total Local Spend was $4.3M. This is a 1.78% decrease from the same time last year.
- Resident Escape Spend was $2.32M. This is a 19.8% decrease from the same time last year.
- Resident Online Spend was $3.00M. This is a 7.56% increase from the same time last year.

South West Renewable Energy Zone

Staff are currently working through a policy framework, including a Community Benefit Framework that will address the establishment and delivery of Community Benefits funds through the planning agreements.

In addition, staff are working on a series of position statements which will help to inform Council discussion around the planning agreements and additional legacy benefits and projects that the community have identified through the Regional Drought Resilience Plan and the Hay Economic Transition Roadmap – Early Insights Paper.

The position statements will provide clear expectations and assist developers with the preparation of strategies and plans required as a Condition of Consent as well as meet community expectations.

These position statements and framework along with a REZ updated will be provided at the September Councillor Development Session.

Staff have been working closing with the other SW REZ councils to ensure consistency in approach across the region, while recognising the unique characteristics of the community and economy of Hay.

In early September, staff co convened the bimonthly EnergyCo South West REZ Regional Coordination Forum. EnergyCo provided a comprehensive update on the studies currently underway that will also help to inform the plans and strategies as required under the Conditions of Consent, identify opportunities for collaboration between councils and developers and further inform negotiations of planning agreements. The information from the studies will also be used to inform the next stage of the Hay Economic Transition Roadmap.

The studies include:

Supply Chain Gap Analysis delivered by external consultant

This will identify local content gaps and opportunities.
Staff have asked for the study to identify opportunities for clusters – where smaller businesses can partner to supply greater quantity of services/goods.
Staff have also requested that the document identify opportunities to attract new businesses to the area to support the construction phase and embed them into local industry sector.

Workforce and Skills gap analysis delivered by external consultant

This study aims to identify opportunities for workforce and skills development. This is primarily for EnergyCo to provide a baseline from which to develop programs that will be funded under the access scheme funding (CBEF). This will be useful for informing programs that may be developed as part of the business/skills uplift.

Cumulative Impacts delivered by DPHI

The study provides information on projected workforce numbers and the impact on housing and services in both construction and operational phases, as well as will be of particular importance in informing housing and accommodation response and infrastructure requirements.

Waste Study being delivered by EPA

Study will identify quantum and types of waste expected from the construction phase as well as an outline of local facilities and waste capacities.
The study will seek to identify future recycling and re use opportunities.

Water Study delivered by DECEEW

Capacity and ability to deliver raw and potable water across the REZ. Study will also identify opportunities for further investment to support construction phase and community and industry growth.

Transport

TfNSW are currently reviewing a preferred route for OSOM movements for turbines. TfNSW will not be mandating one Port to REZ route, with developers making the commercial decision about the preferred route for their projects. The cost of upgrades to any transport route likely to be fully born by the developers. Currently the four projects, granted access, have identified the ports of Newcastle, Geelong and Adelaide, with routes along both the Sturt and Cobb Highways.

Councils continue to advocate for legacy outcomes, strategic collaboration and minimum impact on communities.

Proponent	Project Title	Turbine no. *	Generation	Type	No Jobs @ peak construction	Operational workforce	Status
Someva Renewables (Hay, Edward River)	Pottinger Energy Park	115	831.2 MW	Wind BESS	550	35 jobs	APPROVED PA discussion
Bay-We (Hay, Edward River)	Bullawah Wind Farm	46-48	262.3 MW	Wind	180	35 jobs	Assessment PA discussion
Non REZ Access Developments							
Goldwind (Hay, Edward and Murray)	Baldon Wind Farm	162	1000MW	Wind BESS	-	-	Assessment
Neoen	Tchelery Wind Farm	74	577MW	Wind BESS	-	-	Response to Submission

* Final turbine numbers will be determined by during Detailed Design

Regional University Study Hub Funding
The CUC Hay Centre Manager has commenced, and planning is underway for the official launch. It is expected that student enrolments will commence at the end of October.

Hay Legacy Housing - Design, Construct and Investment Pathway
Council has appointed ARUP to deliver the Business Case for the Hay Health Precinct Legacy Housing project. Stakeholder engagement will begin shortly with the business case delivered by end of November 2025.

Hay Economic Transition Roadmap (implementation phase of RDRP)

Regional Drought Resilience Plan – Hay Region Economic Transition Roadmap

The Early Insights Paper (refer to attached) considers what makes Hay's community and economy unique, and how we can build on that for a more resilient and prosperous future. This was discussed at the July Councillor Development Session, and it has now been finalised and is presented to Council for adoption.

Based on local workshops and interviews, and examination of spending patterns, resource flows and economic strengths and vulnerabilities, the Early Insights Paper has identified four strategic levers for Council and the community to focus action on in order to manage change well over the next 10 years.

- Housing Hay's Future
- Primary production transformation
- Future-ready businesses and industry diversification
- Local leadership and community capacity

The next phase of Roadmap will identify and further develop specific and practical actions for Council and the community aligned to the four strategic levers, in partnership with key stakeholders. Informed by the Roadmap Working Group, a series of information sharing and consultation workshops for business and community stakeholders are planned for the week commencing 20 October 2025.

Youth Development

Life Ready
Driving lessons have commenced with Deni Driver Training and will continue weekly until 20 November 2025.



An essential services day will be held at Intereach in the upcoming school holidays in conjunction with Services Australia, to assist young people to be ready for independent living. This includes accessing essential government services such as available youth support payments, obtaining a medicare card or tax file number, and establishing a MyGov account and linking services.

Community

Taskforce members assisted the Hay Show Committee by manning the entry gate.
Council, in partnership with the Youth Taskforce, was successful in obtaining a Spring Holiday Break grant of $4,902. The grant will be used to fund a youth social trip to Fun Planet Amusement Centre in Shepparton.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.1 Our community is skilled and supported 1.1.1 Our community has access to a range of employment opportunities 1.1.2 Increase housing options within the community 1.1.3 Improve access to health services 1.1.4 Support local health initiatives and programs 1.4 Our youth and aged are supported 1.4.1 Advocate for greater capacity for local based child care services 1.4.2 Support youth and aged services and initiatives 1.5 Our community is inclusive and sustainable 1.5.1 Residents of all abilities and cultures have access to public facilities 1.5.2 Inclusive and Empowered Communities 1.5.3 Enhance educational pathways and opportunities

	1.5.4 Promote inclusion and education of all abilities workers in community and business sector 1.5.5 Facilitate access public spaces for cultural and community events 1.5.6 Support cultural programs and initiatives, including First Nations **Environmental** 2.2 Our Community is resilient and adaptive 2.2.1 Support business with climate risk adaptation and best practice **Economic** 3.1 Our community welcomes new and innovative industry to support our future 3.1.1 Future Ready Businesses 3.1.2 Strengthen Business Support Services 3.1.3 Business Attraction and Investment Growth 3.1.4 Facilitate growth industries including workforce development and skills 3.1.5 Identify opportunities to grow the agricultural sector 3.1.6 Identify opportunities to grow the renewable energy sector 3.2 Our community values its history and tourism 3.2.1 Increase tourism and visitor spend 3.2.2 Promote events and activities 3.2.3 Actively identify, promote and enhance tourism initiatives 3.2.4 Showcase our open space, recreation and cultural facilities 3.3 Our community is resilient and adaptive 3.3.1 To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy 3.3.2 Coordinated action for Climate Resilient Economic Development 3.3.3 Reimagined Care Economy
FINANCIAL IMPLICATION	Low
LEGISLATIVE IMPLICATION	Nil
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Nil
RISK IMPLICATION	Low

RECOMMENDATION

That Council:

(a) Notes the information in the report; and

(b) Adopts the Hay Region Economic Transition Roadmap - Early Insights Paper - August 2025.



Hay Region Economic Transition Roadmap

Early Insights Paper

August 2025

Hay Shire COUNCIL

The Next Economy

Acknowledgement of Country

In the spirit of reconciliation, the Hay Shire Council and The Next Economy acknowledges the Wiradjuri, Nari Nari, and Yitha Yitha people, and the Traditional Custodians of the lands on which we live, meet and work.

We recognise our communities are made up of many Aboriginal and Torres Strait Islander peoples descended from additional mobs and clans who call the Hay Plains and Riverina region their home. We wish to pay our respects to Elders past and present, and recognise the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples in our region and across Australia.

About The Next Economy

The Next Economy (TNE) works with regions, government, industry and civil society leaders to build climate-safe, regenerative and socially just economies.

We are a not-for-profit company limited by guarantee and a registered charity with ACNC. We have Deductible Gift Recipient status through the auspices of The Foundation for Rural and Regional Renewal. To support us, visit www.nexteconomy.com.au/donate

Find out more at: www.nexteconomy.com.au

Document Information

Report Authors: Jacqui Bell, Lisa Lumsden, Doug Ruuska and Reanna Willis

Citation: The Next Economy (2025) The Hay Region Economic Transition Roadmap - Early Insights Paper, The Next Economy, Brisbane, August 2025

Front cover image: Artwork on side of shop in main street of Hay township. Source: The Next Economy

© The Next Economy 2025. This work is copyright of The Next Economy. All material contained in this work is copyright of The Next Economy except where a third-party source is indicated. While every care has been taken to prepare this publication, The Next Economy accepts no responsibility for decisions or actions taken as a result of any data, information, statement or advice, expressed or implied, contained within. To the best of our knowledge the data and knowledge available at the time of publication and content is reflective of the contributions provided by different stakeholders and reports.

Introduction

As Hay navigates rising costs, climate pressures and the energy transition, there's an opportunity to rethink economic development in ways that are inclusive, place-based and future-focused. As part of this process, in parallel with real-time action already taking shape, this Early Insights Paper asks: *What makes our place, community and economy unique – and how can we build on that for a more resilient and prosperous future?* It is grounded in insights captured from engagement with over 240 local community members over the last 18 months.

The economy and economic development	**Section 1** outlines why the economy matters, and outlines the relationship between the Hay and Carrathool Regional Drought Resilience Plan (The Plan, which lays the foundation for this work), the Hay Region Economic Transition Roadmap (The Roadmap, which will turn The Plan's vision into real-time action), and this Insights Paper (The Paper) – which bridges the two by showing how Hay's economy works today, where change is needed and how it can evolve into a resilient economy.
A snapshot of the Hay region	**Section 2** provides a broad overview of the Hay region in terms of landscapes, livelihoods and lifestyle alongside the external forces that also play a role in shaping the future of the region. Importantly, it begins to explore the proud history of agriculture in the regions and how both internal and external factors may influence its' future alongside newer, emerging industries such as in large-scale renewable energy development.
Insights into the Hay economy	**Section 3** challenges us to rethink Hay's economy, a complex system of components, parts and actors that interact, evolve and adapt over time, in a way that navigates what's shaping the regions and how the economy might unlock better benefits for the community and local environment. Here we also share early insights in Housing Hay's Future, with housing being an important enabler for the future success of the region.
Where to from here?	**Section 4** outlines next steps - focusing on activating priority strategic levers such as housing, primary production innovation, workforce development, and business diversification to drive immediate, high-impact action across the regional economy. These initiatives will be progressed through regional forums and action groups, where local participants will work alongside external stakeholders including industry leaders, government representatives and community organisations. This collaborative approach supports real-time learning, aligns efforts, builds momentum and fosters partnerships that deliver meaningful, locally led change.

Table of contents

1. The economy and economic development 5
Why focus on the economy? 5
A different way to think about the economy 5
The role of regional economic development 6
The Hay and Carrathool Regional Drought Resilience Plan 7
Planning to action: the Hay Region Economic Transition Roadmap 10
Early Insights: Bridging The Plan and The Roadmap 11
2. A snapshot of the Hay region 13
Landscape 13
Livelihoods 14
Lifestyles 18
External forces shaping our region 20
3. Insights into the Hay economy 22
A series of interconnected clusters 22
Key dynamics across our regional economy 30
4. Where to from here? 35
Driving local economic development 35
A future economy of Hay, by Hay, for Hay 36
Appendix A: Housing Hay's Future 39
Appendix B: Concepts and approaches to help us 44

1. The economy and economic development

Why focus on the economy?

"The economy is more than just markets and businesses and paid jobs. A broader view of the economy sees it as how a society provides for each other." – ***Katherine Trebeck, Economic Change Lead at The Next Economy and international wellbeing economy expert***

Many of the challenges individuals, organisations and governments face stem from how the economy operates and its impacts on people and the environment. To move beyond treating symptoms and reacting to crises, while important, the economy must be seen as a critical focus. After all, the economy is essentially how communities provide for each other – through markets, jobs, services through to unpaid work in homes, neighbourhoods and government support.

Looking at the market side, nearly every part of daily life – food, shelter, work and so on – has economic roots. The way the economy operates shapes how different resources are created and shared, and how livelihoods are secured. Income and wealth distribution matters. Evidence shows that unequal societies experience more mistrust, crime and poor health. A clear trend is evident: the more unequal the society the worse health and social problems are. Even how much time people have to participate in community activities, sport and helping neighbours is impacted by the economy because pressures to afford food, housing and so on can compel people to work longer hours and seek ways to attain additional income.

A different way to think about the economy

The economy is often treated as an end in itself, with growth indicators like GDP assumed to benefit everyone. However, this mindset tends to concentrate wealth in the hands of a few, while many continue to struggle. It allows environmentally harmful activities to persist as if their impact on ecosystems, public health and communities – and even the economy itself – doesn't matter. The good news is alternatives exist that aim to distribute value more fairly and address the root causes of social and ecological issues. **In other words, the economy can be designed to support people and the environment, built around entities that do good. And, measured with metrics that reflect real needs.**

This is not a new concept. In Australia and abroad, there's a growing movement of economists and experts exploring how the economy as a system can be shaped for collective wellbeing. This is especially important at the regional level, where global and national forces are felt most acutely. The following section explores how regional economic development can respond to these challenges and opportunities.

The role of regional economic development

Regional communities across Australia are undergoing major socioeconomic change and uncertainty, driven by a myriad of forces including rising living costs, climate impacts, global market shifts and new national policies. These forces are reshaping regional economies — some regions may experience growth, while others may decline. Yet, they also open opportunities to build a resilient and prosperous future.

Without intervention, transitions tend to reinforce existing economic patterns, concentrating benefits along current pathways. Changing this requires deliberate work to understand and manage disruptions, and to create mechanisms that ensure new opportunities benefit all and help regions thrive.

How change is managed locally will shape the future of the Hay region.

The Hay region and community is a vibrant, resilient hub already taking measures to strengthen the region's economy and overall resilience. Critically, community perspectives have been, and will continue to be, central to this approach. They have largely shaped this Insights Paper and are shaping the Hay Region Economic Transition Roadmap (and the Resilience Plan before it).

Regions across Australia navigating change well are working with local public, private and community stakeholders to take direct action that improves economic opportunities, livelihoods and quality of life. They are broadening who is involved in and benefits from economic development - using **participatory processes** that support place-based planning, coordination and community leadership.

"Left to its own devices any transition in a regional economy will tend to concentrate the benefits within the existing pathways, flow patterns and structures of the current economy and social system; shifting that requires the creation of new mechanisms to change flows of benefits locally."
– Paul Ryan, Australian Resilience Centre

Local governments and institutions play a key role in shaping regional economies and influencing decisions by investors, businesses, workers and governments. A **localised, ground-up and strength-based** approach to regional development allows communities to define what matters, build on strengths and identify what's needed to make their region a better place to live. These approaches shift power to local stakeholders and support adaptation that is effective, fair and grounded in local realities.

The Roadmap development process is working to strengthen the enabling conditions and local collective capacity to manage change and drive development of a local economy that serves the future the community wants for the region. More specifically, this approach incorporates:

- **Ground-up development:** identify existing economic activities, skills and behaviours that already contribute to wellbeing
- **Local strengths as building blocks:** help shape an economic roadmap that builds on what's already working and addresses what's not
- **Connecting inside and out:** link local assets and ideas with external partners and resources to explore new opportunities and co-create change
- **Navigating the transition:** deepen understanding of real economy to better accept and manage transition and pursue new directions that support wellbeing

The Hay and Carrathool Regional Drought Resilience Plan

Released in October 2024, the **Hay and Carrathool Regional Drought Resilience Plan** (The Plan), is a community-driven blueprint to guide the region toward a stronger, more adaptable future. Shaped by more than **300 stakeholders**, the Plan outlines **26 Priority Actions** across **five Strategic Pillars**, including community empowerment, climate-resilient economic development and systems coordination.

Rooted in the lived experience of the region, The Plan provides a framework for **direction-setting as well as informing and influencing** decisions across sectors including energy, agriculture and government. It defines what resilience looks like, where to focus, and how to get there – supporting action at local, LGA and regional levels to achieve the region's 2035 vision.

Already, The Plan is influencing regional planning, investment and renewable energy negotiations including the development of the Hay Region Economic Transition Roadmap. Read The Plan in full via Hay Shire Council's website: *www.hay.nsw.gov.au/Inside-Hay-Shire-Council/Economic-Development*.

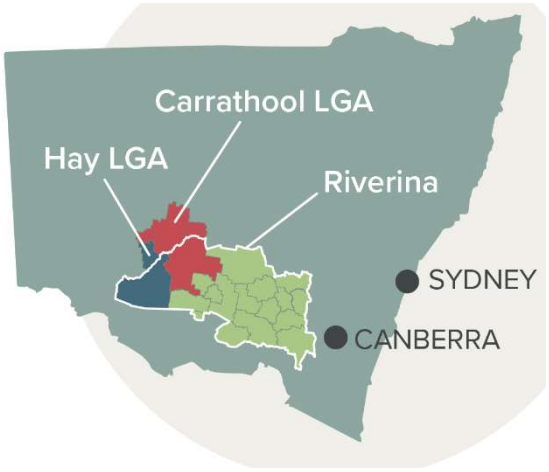


Figure 1. On next page - the 2035 vision, shared aspirations, strategies and actions emerging from The Hay and Carrathool Resilience Plan.

The Hay and Carrathool Regional Drought Resilience Plan

Theory of CHANGE

Our 2035 Vision

In 2035, our communities, including our local governments, institutions, businesses, industries and households, will have greater capacity to adapt to climate, environmental, social, and economic challenges and opportunities while remaining healthy and vibrant, with safe places to live, work, and raise future generations.



Strategies & Actions

Inclusive and Empowered communities

Our communities look out for each other. We celebrate our unique strengths and contributions, support each other through hard times, and welcome diverse perspectives and experiences.

Actions:
- Community Impact Fund
- The Community Taskforce
- Community Hubs
- Community Passenger Network
- Inclusive Communities
- Community Welcome Committee

Future Ready Businesses

Our region's workforce development ecosystem, local businesses and workers are thriving before, during and after drought and other disruptions.

Actions:
- Future Ready Businesses
- Workforce Development Ecosystem
- Training and Employment Pathways Hub
- Building Social Innovation Capacity
- Doing Business – Our Way

Reimagined Care Economy

Our region has a sustainable care economy that improves people's lives, strengthens community capacity to adapt to stresses and drives the region's economic growth.

Actions:
- The Care Economy – Strategy & Coordination
- Growing Together – New Regional Childcare System
- Innovative Models of Care

Placemaking with purpose

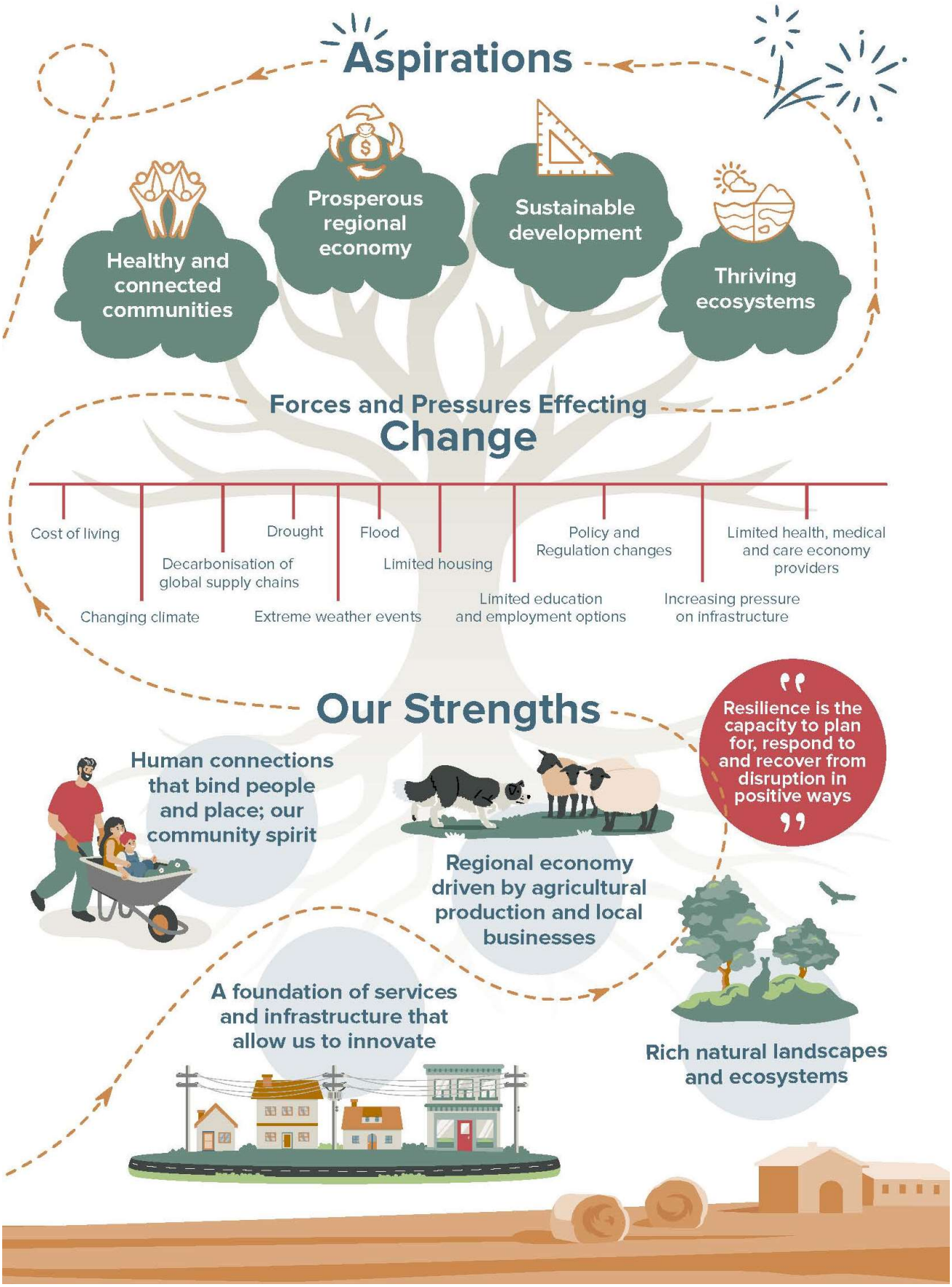
Our communities have liveable, resilient, and lively public spaces that contribute to people's health, happiness and wellbeing.

Actions:
- Housing Our Future
- Shaping Our Places
- Reimagining Our Visitor Economy
- Enabling Community Placemaking

Coordinated Action for Climate Resilient Economic Development

Our region is an innovative economic hub looking at the whole picture: building resilience to the impacts of climate change whilst driving a rapid transition to net zero emissions for a sustainable regional economic system that works for the benefit of people, the planet and our local places.

Actions:
- Our Community Changemakers
- Climate Resilient Councils
- Primary Production Innovation Network
- Regional Economic Transition Roadmap
- Every Drop Counts
- Climate Resilient Lifelines
- Regional Environmental – Economic Account
- Promoting Net Zero Regional Transport


Aspirations
Healthy and connected communities
Prosperous regional economy
Sustainable development
Thriving ecosystems
Forces and Pressures Effecting Change
Cost of living
Changing climate
Decarbonisation of global supply chains
Drought
Extreme weather events
Flood
Limited housing
Limited education and employment options
Policy and Regulation changes
Increasing pressure on infrastructure
Limited health, medical and care economy providers
Our Strengths
Resilience is the capacity to plan for, respond to and recover from disruption in positive ways
Human connections that bind people and place; our community spirit
Regional economy driven by agricultural production and local businesses
A foundation of services and infrastructure that allow us to innovate
Rich natural landscapes and ecosystems

Planning to action: the Hay Region Economic Transition Roadmap

The **Hay Region Economic Transition Roadmap** (The Roadmap) is a key Priority Action from The Plan. Led by Hay Shire Council in collaboration with community, business, industry and government, The Roadmap builds on insights from The Plan and will guide the region over the next decade by:

- focusing on the regional economic system, and
- identifying strategic levers and immediate actions across the system to align efforts, build momentum and drive change.

Grounded in local strengths and wisdom, and designed to make new connections and support practical, strategic action - The Roadmap helps drive economic diversification, climate adaptation and long-term sustainability in a shifting global and national context.

Real-time development, real-time impact

While The Roadmap is not expected to be finalised until the end of 2025, the process and outputs are evolving in real-time and already informing planning, shaping negotiations and unlocking shared value as the region navigates energy transition and infrastructure growth. For example:

- **Workforce development:** early insights are helping to identify workforce impacts and development opportunities across sectors with different stakeholders.
- **Housing solutions:** To address local needs and market gaps, Council is working with renewable energy developers, Engineering Procurement and Construction Contractors and housing providers to design and develop temporary worker accommodation for transition into long-term housing.

How can we mobilise diverse community capacities, knowledge, assets and resources to address local priorities and contribute to an equitable, low-emissions wellbeing economy?
*– **Guiding question** for The Roadmap*



Residents demonstrate strong leadership and work tirelessly to drive positive outcomes through development in their region. Image source: The Next Economy.

Early Insights: Bridging The Plan and The Roadmap

The **Early Insights Paper** (The Paper) is a bridge between the Plan and the Roadmap. It builds on the rich picture of the region outlined in the Plan and explores how Hay's economy functions – what we're working with, what's working well and where action is needed in a transitioning global context. It is an important tool to help take stock of what has been learnt so far and highlight what is needed to manage change well to inform development of The Roadmap ongoing.

Building on engagement with over 200 people from Hay in 2024, it adds fresh input from over 40 local stakeholders, including landholders, producers, educators, care workers, service providers, small business owners and young people. These conversations explored people's roles in the economy, current dynamics, challenges and emerging opportunities.

The Paper aims to:

- Map Hay's provisioning systems and operating environment.
- Highlight key issues, gaps and strengths in the regional economic system.
- Revisit The Plan's strategies through an economic lens.
- Identify the most strategic levers for action in the current context to inform the next phase of Roadmap development.



Figure 2. The Early Insights paper is a bridge between the Plan and Roadmap to explore Hay's economic context.

The changing face of rural towns with economic roots in Agriculture

The Hay township was established as a point to cross the Murrumbidgee River along a well-travelled stock route, and by the late 1800s had become an essential hub for the surrounding pastoral district. The relationship between the Hay township and the agriculture sector was a symbiotic one, initially they relied on and served one another. The township enabled production of wool, sheep meat, cattle and horticultural crops to reach Victorian markets and provided goods and services, which in turn grew Hay's economy. Over time, this relationship has changed, reflecting changes in development, access, competition and mobility.

The development of the railway line connected Hay directly to Sydney in 1882, shifting transport of goods such as wool from river-steamer to train, and the economic focus from Melbourne to Sydney. As towns became interconnected, business activities could be conducted at a larger scale outside traditional regions and local economies became part of larger regional markets. This paved the way for centralisation and a weakening relationship between the agricultural industry and the Hay township, as industry was able to seek inputs and markets further afield.

This story is not uncommon in regional Australia, with many small rural towns now needing industry much more than those industries need their towns. Local industries do not necessarily drive local economies, and towns and regions increasingly need to be competitive providers of goods and services to retain economic benefits locally.

In recent years, amenity factors such as access to essential services, social infrastructure, proximity to work, affordability and lifestyle preferences (that change with age and across cultural demographics) have become key shapers of settlement patterns, further shifting the relationship between towns and their industries. This has been driven by increased personal mobility, wealth and the ability to work remotely. As the world continues to change, centralisation of activities, technology, and competition will provide both challenges and opportunities to towns like Hay and the region's local industries.

To find out more about Hay's history visit www.hay.nsw.gov.au/About-Our-Region

To learn more about the evolution of Australian towns visit Bureau of Infrastructure, Transport and Regional Economics (BITRE), The evolution of Australian towns, Report 136, 2014, Canberra ACT www.bitre.gov.au/publications/2014/report_136



Hay streetscape from the Gavin A. Johnston collection.
Source: Hay Historical Society via the Hay Shire Council

2. A snapshot of the Hay region

Community members across the Hay region's main communities (Hay, Maude and Booligal) have demonstrated resilience and adaptability in the face of change and disruptions. Local leaders are actively exploring ways to diversify the economy, and embrace opportunities in climate smart agriculture, energy, manufacturing, construction, professional services and transport. With the right tools and partnerships, the region is well-placed to thrive. The following section provides an overview of the region's unique landscape, how people generate the resources they need to live in the region, and the range of external pressures driving change across the region. For further information, refer pages 19-27 of the Plan.

Landscape

The Hay Shire is in the western Riverina region of south-west New South Wales. While the LGA's land area is relatively large – 11,326km^2, nearly five times the size of the ACT, its population is more modest at just shy of 3,000 residents with 76% of people living in the township. A rural area with fertile land, rich biodiversity, and a strategic location, the region boasts a proud agricultural legacy and deep connection to the unique landscapes and wildlife from the lower Murrumbidgee River and across the Hay Plains (the flattest region in the Southern hemisphere).

The region is predominantly dry grassland[1] of low and variable rainfall[2] between the temperate climates to the South-East and desert climates to the North-West.

Hay is centrally located between Adelaide and Sydney yet closer to Melbourne geographically. Despite Hay's central location to these population centres, the region is classified as being remote.

The Hay region is located on the traditional lands of the Wiradjuri, Nari Nari and Yitha Yitha people.

- **Wiradjuri land** extends over a large part of central NSW. Known as the land of three rivers, the territory covers hills in the east, the river floodplains, grasslands and mallee country in the west of the state.
- **Nari Nari lands** are situated across parts of the Riverina and lower Murrumbidgee regions. Nari Nari territory extends from the junction of the Murumbidgee and Lachlan rivers to where the Hay township now rests, south across the lower Bidgee area near Booroorban. Home to one of Australia's most unique wetlands, Nari Nari country includes former pasture lands, wetlands, waterways and floodplains.
- **Yitha Yitha country** is in an area north-east of Balranald and south of Ivanhoe, incorporating the Lachlan and Murrumbidgee rivers.

[1] *Bureau of Meteorology, Climate classification maps, 2005, http://www.bom.gov.au/climate/maps/averages/climate-classification/*

[2] *Bureau of Meteorology, Climate statistics for Australian locations, 2015, http://www.bom.gov.au/climate/averages/tables/cw_075031.shtml*

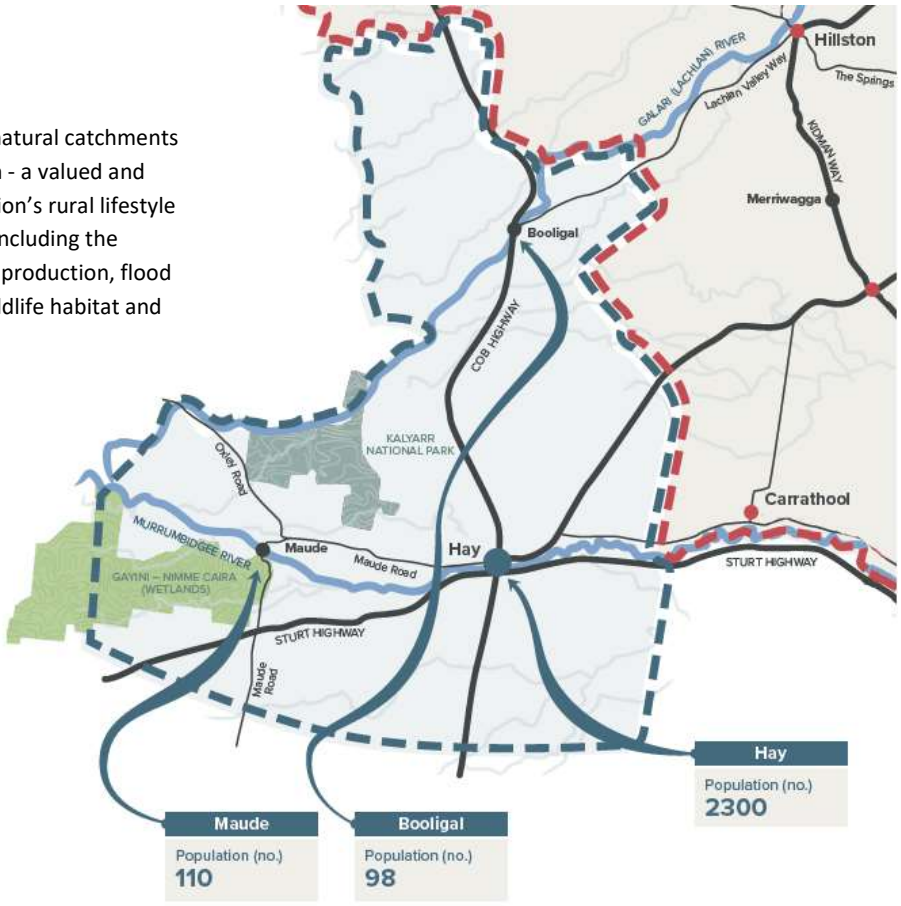


Figure 3. The Hay region lies across two natural catchments within the Southern Murray Darling Basin - a valued and precious resource that underpins the region's rural lifestyle and provides critical ecosystem services including the provision of water for irrigation and crop production, flood regulation, visual amenity, recreation, wildlife habitat and cultural connection.

Livelihoods

In Hay, the landscape, local environment and lifestyle is fundamental to how people in the region generate the resources they need to survive, thrive and support their wellbeing.

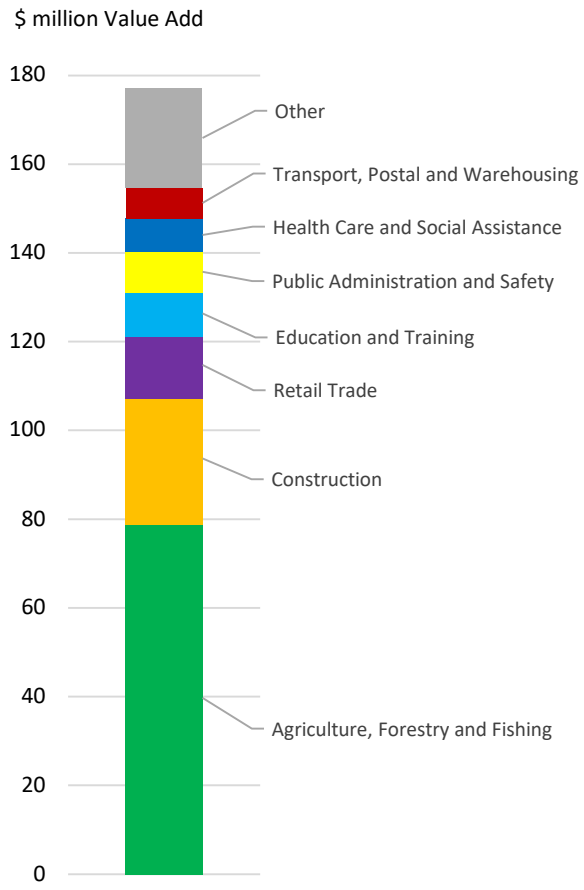
The region is known as one of the best wool growing merino regions in Australia and dominates much of the economic activity on the plains. Other key agricultural industries include; cotton (including one of the world's largest cotton gins), rice, corn, wheat; slaughtering and livestock production such as meat cattle, sheep and lamb; and horticulture including lettuce, rockmelon, broccoli, grapes and garlic.[3] Availability of, and access to, water is a key factor in the productivity of these industries from year to year.

Hay has a growing construction sector and upward trends in economic activity in retail trade, health care services, manufacturing and transport since 2018/19. This is likely to continue to change over the next 5 years as the abundance of high-quality wind and solar resources are captured through the development of private initiatives and projects as part of the South-West Renewable Energy Zone[4].

[3] *Hay Shire Council, Economic Profile, 2025, https://www.hay.nsw.gov.au/Search/Economic-Profile*

[4] *EnergyCo, South West Renewable Energy Zone, 2025, https://www.energyco.nsw.gov.au/sw-rez*

Figure 4. Gross Regional Product by industry 2023/24



- Transport support services have shown significant growth in value-added, being relatively small in 2018/19 ($0.6m) and increasing over five-fold to $3.7m in 2023/24.
- Hay is at the centre of the South-West Renewable Energy Zone, setting the region up to be a significant partner to major renewable and storage projects. The REZ is expected to drive more than $17 billion in private investment into projects and infrastructure.
- The ratio of headline GRP to local industry GRP has decreased over the last 2 decades, indicating that the share staying with local industries has increased.

Hay Shire Council's Gross Regional Product (GRP) was $212 million in the year ending June 2024, growing 4.5% since the previous year.[5]

Gross Regional Product (GRP) is typically used to illustrate the scale, structure and contribution of economic activity in a region to the national economy and productivity. While important, it does not show the full picture of how economic activity is working for the people living and working in a region, how wealth is distributed, or the outcomes that are being achieved locally. And while GRP is a preeminent measure (orientated towards growth and productivity), other indicators that focus on outcomes and outputs can tell a much more sophisticated story about the health and wealth of the region's economy and people, to support more strategic and deliberate decisions to be made about development and growth. Development of these indicators of success is a potential task for the region in the next phase of Roadmap development.

Residents and businesses in Hay are asking: how can economic development in the region support what the community needs more of, and at the same time take care of people, local businesses and local environment for generations to come?

The table on the following page highlights a range of indicators that provide some insight into the type and scale of resources flowing through and supporting the regional economy.

[5] *Informed decisions (.id), Hay Shire Council Gross Regional Product, 2024, https://economy.id.com.au/hay/gross-regional-product*

Table 1. Trends between the township and rural areas making up the Hay Shire differ across components such as population, household income, sources of income and employment. These differences help to illustrate the dynamics emerging in the region's economic system and will be explored in more detail through Roadmap development.

Labour and employment across the Hay Shire Council area (2023/24)

2861
Population
(↓ 2.5% since 2018/19)

1421
Local jobs
(↓ 2.6% since 2018/19)

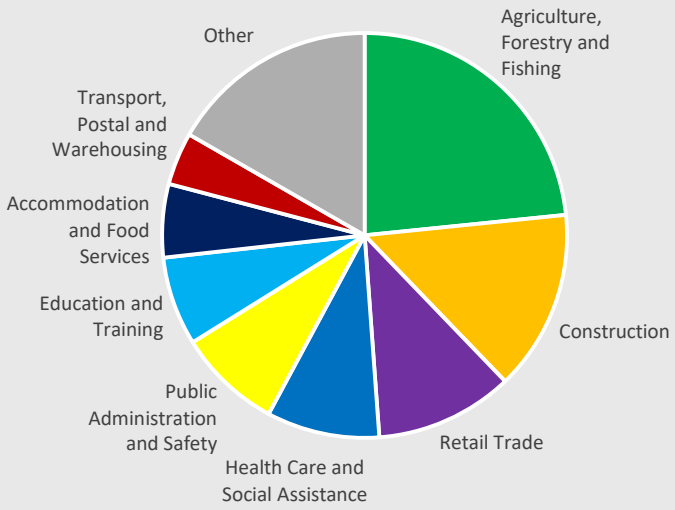
71%
Jobs in township

434
Local businesses
(↑ 14% since 2020)

1,286 people employed

62% full-time **32%** part-time

Industry of employment



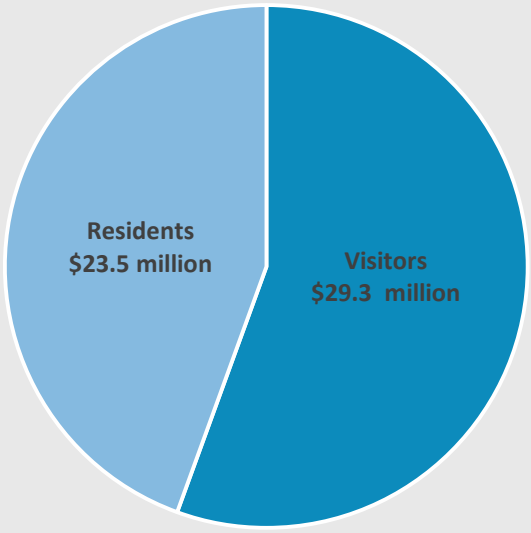
- A higher full time equivalent (FTE) ratio in agriculture suggests a story of longer hours worked by agriculture workers where there are not enough workers.
- 1 in every 5 workers are in managerial occupations, well above the state average. This figure is likely influenced by the large amount of farm owners in the region.
- 6.3% of the working age population are JobSeeker and Youth Allowance recipients (compared to 7.3% across Regional NSW).
- Unemployment rate (3.1%) is lower than the state average, indicating a tight labour market and potential scarcity of skilled labour.

Household budgets and income

- The proportion of high household income ($1-3k/week) is similar across the township and rural areas. However, 41% of households in town earn less than $1,000/week, compared to 18% out of town.
- Sources of household income are primarily related to wages, business income and cash benefits, which represented 43%, 26% and 13% respectively in 2023/24.
- Housing costs have risen dramatically, increasing from 11.6% of total household expenditure in 2018/19 to 18.9% in 2023/24. This represents a difference of $9,600 per household per year, resulting in reduced expenditure across other areas.

Economic flows - spend

Spend in the Hay economy 2024/25

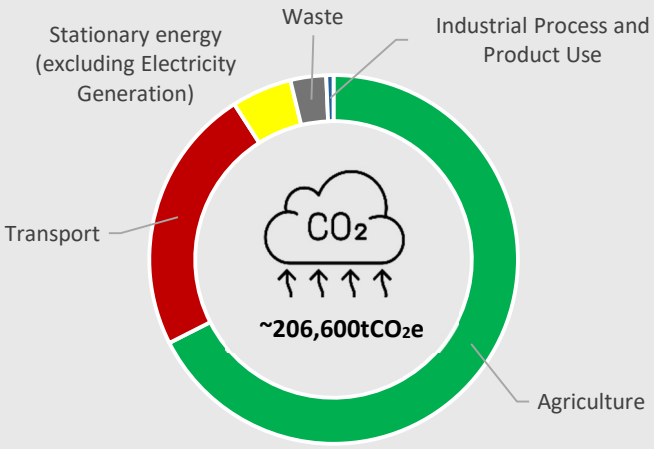


Resident spend 2024/25



- Resident escape spend refers to the amount spent by residents and local businesses on goods and services outside of the Hay Shire Council LGA
- Visitors spent more money in Hay than residents in 2024/25, including $18m on consumer staples (including transport and freight), $10m on discretionary spend (like dining out and non-essentials) and $831K for services and other expenses. This includes approximately $1m on fuel each month.
- There is high economic self-sufficiency in Hay (in 2021, 88.3% of resident workers were employed locally), however the economy is leaky (meaning that a high proportion of money flows out of the local economy via 'escape' and online spending rather than circulating locally).

Emissions



- 206,600t of carbon equivalent emissions were emitted across the Hay LGA in 2021.
- Agriculture contributed 68% of emissions followed by transport (23%), stationary energy (5%) and waste (3%).
- Land use, land use change and forestry emissions are not displayed in total municipal emissions.

Sources: Australian Bureau of Statistics (2021 census), economy.id (Economic Profile, data from National Economics (NEIR) Modelled Series 2023/24 and 2018/19), Spendmapp (2024/25 data), NSW Net Zero Emissions Dashboard (Local GHG Emissions 2021).

Lifestyles

Hay is valued as a great place to live, work and raise families. Surrounded by beautiful landscapes, fresh air, the Murrumbidgee River and wide-open spaces, Hay offers opportunities for fishing, camping and exploring. The vast plains around the township create a natural border that informs local identity. Most residents across the LGA access services in town and consider themselves 'from Hay'.

People consistently describe the community as 'close-knit.' Long-term residents know most people and how they connect into the Hay community fabric, often growing up together, marrying in, and knowing each other's stories across generations. Newer residents are typically drawn by marriage, employment or entrepreneurial opportunities. Young adults often enter local industries via family experience or connections, or leave for tertiary education, sometimes returning to raise families in the relaxed, safe and affordable lifestyle. Children and young people are afforded a relatively high level of freedom and independence, as parents find comfort knowing that the community will look out for them.

Local sporting clubs, especially footy and netball, are key focal points for building and maintaining social connections. They offer space to meet, share challenges, offer solutions and support. Meanwhile, commuting long distances for goods and services is part of life. Despite economic shifts, the seasonal nature of agriculture continues to shape the rhythm of life. Hay residents work longer hours than city counterparts, but many describe 'the Hay life' as comfortable, community-oriented and relaxed.

Hay residents pride themselves on their social connectedness, 'sense of community' and strong 'community spirit.' They want to see their families and others succeed, and support is often given knowing that what's good for the community is good for them too. These sentiments provide a common purpose and deep foundation for quality of life and the local economy.



The unique characteristics and strengths of the Hay region can be leveraged to support economic wellbeing and build a resilient economy. Image source: The Next Economy

The culture of 'helping out' is a big part of the Hay lifestyle – and underpins the regional economy.

- **Making life colourful:** Hay's remote location means limited access to big-city attractions – so residents 'make their own fun.' People voluntarily create, run and support homegrown activities like the Hay Rodeo, Booligal Sheep Races and Rainbow on the Plains Festival, and actively participate in sport, school and work-related initiatives. These efforts – and 'helping out' – contribute to everyone's quality of life.
- **What goes around comes around:** Often described as the 'beer economy' – people help each other knowing it'll be their turn another day. For example, a local business provided pro-bono livestock transport for the football club, which helped retain players. Months later, those players supported the business owner in return.
- **Hard times and across fences:** The community rallies in difficult times – like fundraising for a young father who suffered a serious injury. Farmers regularly communicate across fences to share knowledge, machinery and ideas – knowing changes on one property can affect others.
- **Developing capability:** Beyond institutions, capability is built peer-to-peer – through business advice, website design and hospitality skills – driven by a desire to help others succeed.

'The Hay lifestyle' is shaped by landscape, agriculture and remoteness – and underpinned by a strong 'sense of community' and culture of 'helping out.' Nurturing these will be critical to ensuring both the community and regional economy thrives into the future.

"You just help knowing it will pay for itself in time." –
business owner and community member

External forces shaping our region

A range of external forces, outlined in the table below, are reshaping regional economies across Australia. In Hay, the local economy continues to diversify in response to these evolving pressures. Some changes, such as shifts in the economic profile, labour force and demographics, are part of a slower, longer-term transition affecting much of regional Australia. Alongside these gradual changes, faster moving forces such as decarbonisation policies, extreme weather events, pandemics and geopolitical tensions have triggered more sudden and visible challenges.

These include housing shortages, rising cost-of-living pressures, post-COVID migration patterns, the shift to remote work and childcare shortages across the region.

Individually each of these changes create challenges and opportunities. However, it is the interactions between these changes and the unique dynamics that exist across Hay's regional economy that require particular attention to manage change well and act towards the future our region wants.

Table 2: External forces driving change across the region as identified by regional stakeholders

Shifts in global markets and trade

Rising tariffs and geopolitical tensions are increasing uncertainty and volatility in global commodity markets and disrupting trade relationships. From increasing the cost of inputs to market access concerns, these dynamics are making the conditions for agricultural export industries more precarious.

Transition to net zero and decarbonisation

Mandatory climate-related disclosures, alignment with science-based targets across supply chains, consumer demand, and regulatory pressures are reshaping national economies, sectors and industries. These pressures are driving the development of new national policies and regulations that (alongside clear market signals) have the potential to transform Australia's key economic sectors - as seen in the energy system and increasingly in the agriculture and land sector.

Climate Policy – adaptation, nature positivity and biodiversity loss

National and global efforts on climate adaptation, nature-positive initiatives and reversing biodiversity loss are driving land use change and increasingly influencing regional economies like Hay. These shifts are intensifying scrutiny on agricultural practices, accelerating the adoption of climate-smart technologies, and opening new opportunities for farm diversification, local value chains, and landscape-scale natural capital projects. They are also fostering more collaborative land management approaches, including partnerships with Indigenous groups.

Impacts of a changing climate and extreme weather events

As seasonal trends become increasingly variable and extreme weather events (such as heatwaves, droughts, and floods) grow in frequency and intensity, rural communities and industries are facing mounting challenges. These include impacts on production, efficiency, business viability, supply chain stability, worker health, labour availability, and the overall liveability of some regional areas.

Shifting Australian political context and policy objectives

New national policies and frameworks, such as the Powering Australia plan and the Future Made In Australia industrial policy initiative are driving new industry development in many regions and shifting the landscape of economic opportunity. In some regions and sectors, a lack of bi-partisan support and policy clarity is creating uncertainty. Consistent political signals, clear information and strategic planning at all levels of government are critical to enable informed decision making and investment.

Technological development

Ongoing shifts in technology are already affecting the region and will continue to do so. Examples include the phase-out of 3G telecommunications (explored further in Section 3), increasing machinery digitisation, reliance on digital systems for supply chain management and the growing use of artificial intelligence and geospatial data for automated production. These developments are reshaping how rural industries operate, demanding new skills, infrastructure and approaches to remain competitive and connected.

Social and cultural trends

Social and cultural trends are increasingly changing ways of living and working in Australia, presenting both challenges and opportunities for Hay. These include: online shopping expanding market access, remote work enabling young professionals to stay on family farms, cost-of-living pressures driving dual-income households and reducing time for community and extra-curricular activities, longer life expectancies, and shifting cultural demographics in regional areas.

Workforce

Australia's regional workforces and rural industries are undergoing a transformation. Factors such as rural population age, cultural demographics, local service needs, mobility and connectivity are shifting. At the same time, industry development and sector transitions increasingly require highly skilled, and technology-proficient workers. Nationally, training and workforce development efforts, policies and programs struggle to keep up with the scale and pace of this changing demand.

Regional development trends

Regional areas across Australia face challenges stemming from remoteness, low population density and the ongoing need to provide essential infrastructure and services including housing, medical and care services, well-maintained roads, as well as reliable water, energy, telecommunications and transport. These critical 'lifelines' sustain regional communities, reduce vulnerability to climate impacts and other disruptions, enhance regional attractiveness for new industries and workers, and are essential to ensuring quality of life and sustainable livelihoods.

Systemic change across agriculture

Australia's agriculture sector has a long history of leading research, development and innovation to support food and fibre production, establish new standards and adapt to changing climates and markets. However, increasing pressures require broader, more systemic changes and interconnected solutions across sectors. Local dynamics such as land use change, property aggregation, declining on-farm employment and shifting skill demands require careful management.

3. Insights into the Hay economy

Regional economies can be thought about as socio-ecological systems. That is, they are a series of components, parts and actors that interact, co-evolve and adapt over time to generate a range of benefits and outputs at multiple scales. The following section summarises early insights into the exploration of Hay's regional economic system through local discussions and engagement.

A series of interconnected clusters

In mapping Hay's economic system, including how the local economy functions, the flow of resources, and the dynamics, dependencies, tensions and relationships at play - a series of interconnected networks emerge (see Figure 5). These networks, or economic clusters, comprise of elements such as companies, organisations, resource flows and activities.

They form the foundation of the region's economy, existing because they derive advantages from their location, environment and the mutual proximity of various actors. They are dynamic and shift over time due to both internal (local) and external forces, as well as choices made in response to specific opportunities, challenges, constraints and the evolving spatial and socioeconomic context.

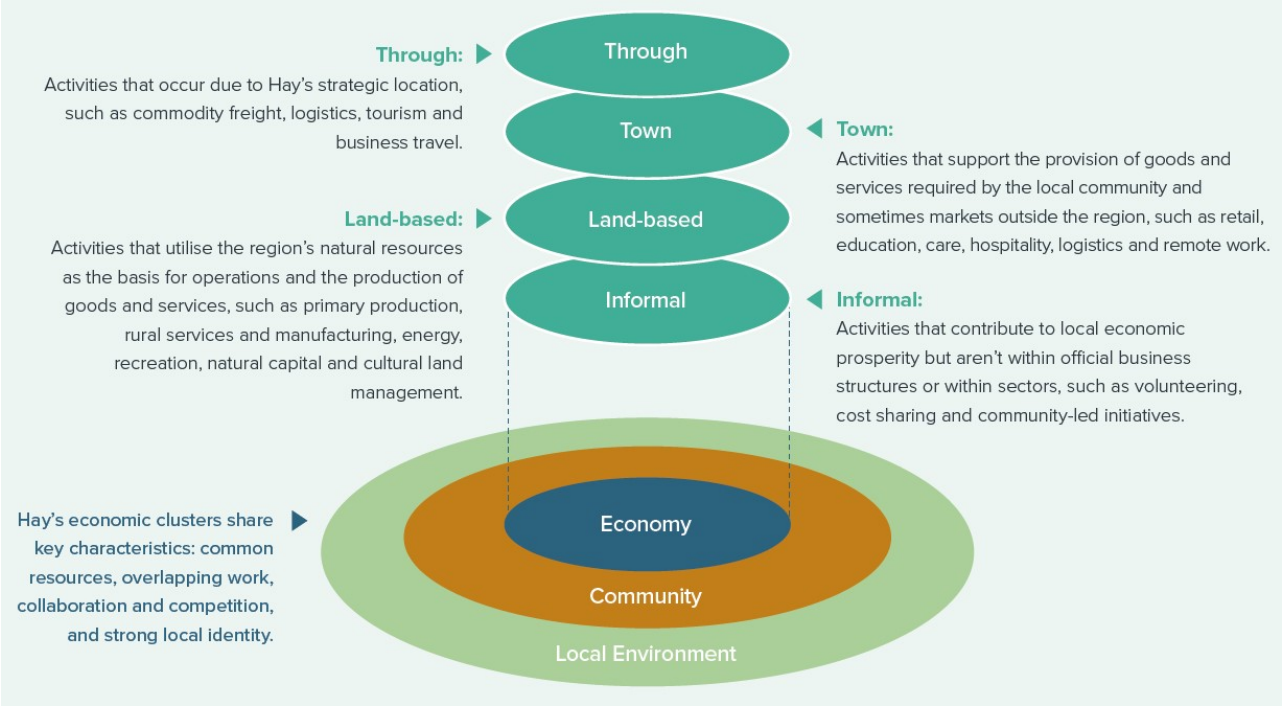
These economic clusters provide an organisational framework for exploring and understanding the flow of goods, services and people within Hay's economy. They help diagnose the region's strengths and challenges, and, crucially, identify realistic ways to create greater synergies and unlock new advantages and opportunities to shape Hay's economic future.

Adopting a cluster perspective shifts economic development efforts towards supporting the broader network of businesses and organisations, rather than focusing on individual enterprises. This approach views the enabling ecosystem as the primary unit of change, offering the opportunity to build on the region's unique strengths (rather than emulating other regions) and to develop tailored strategies.

Clusters share several key characteristics including:

- **Access to common resources:** Leveraging local conditions and context, as well as sharing resources such as skilled labour, knowledge, infrastructure, logistics and technological expertise.
- **Similar fields of work:** Specialisation in related sectors or production stages creates demand and supply for goods, services and labour within Hay and to other markets. This can lead to economies of scale, attract investment, and encourage other businesses in similar sectors to establish operations in the region. For example, the predominance of agriculture and intensive production across the region facilitates transport efficiencies, manufacturing opportunities and local specialisation in rural engineering, mechanical and irrigation.
- **Collaboration, complementarity and competition:** While competition between companies and organisations exists, their proximity, and the region's remoteness, facilitates both formal and informal interactions and collaborations. These relationships help achieve common goals, drive innovation and leverage mutually beneficial activities. This results in greater market efficiency and productivity gains.
- **Culture and regional identity:** Fostering a sense of community and shared identity, contributing to the region's culture, attractiveness and uniqueness.

Figure 5. Hay's economic clusters share key characteristics: common resources, overlapping work, collaboration and competition and strong local identity.



Repositioning the economy as a provisioning system

Unlike traditional economic discourse, repositioning the economy as a sub-set of the community and the local environment offers a vital shift in perspective. It moves away from focusing on the economy as a goal in its own right and instead sees it as a *provisioning system* that enables social and environmental outcomes.

This reorientation recognises that the economy functions within society, and the natural world - challenging the notion that these domains operate independently or that the community and environment exist to serve economic goals.

This perspective invites a more meaningful conversation about the kind of economic activity needed to support people in the Hay region and doing so in a way that meets local needs while protecting and enhancing nature.

The 'informal' economic cluster

The informal economy comprises a cluster of actors, relationships and activities not found within official business structures, formal sectors or regulated industries. Yet, the cluster contributes significantly to the region's economic prosperity with the elements that keep the community vibrant and liveable. Community members are key actors here. Examples of 'informal' cluster activities include:

- Volunteering for community organisations.
- Supporting neighbours and making phone calls to check-in or connect people and resources.
- Rallying around people during community events or times of hardship, such as drought.
- Sharing business costs, such as trucking logistics for livestock.
- Exchanging information and knowledge at local and family events, both within the region and with neighbouring areas.
- Establishing community-led organisations and initiatives to support young people in town.
- Community groups leading initiatives that address gaps in public services.

Local people continually find ways to make things work, often without contracts or formal agreements, with the contribution to economic outcomes of elements often unseen. However, it is these informal components that do much of the heavy lifting for the region's economy.

*"We often do a call around: 'Is anyone in Griffith today? Can someone pick up a small part for me?' Ringing neighbours and seeing whether you can get a full truck of livestock on because you've got a couple of spare decks… all of those conversations happen all the time. There's no way to actually measure the monetary value of those, but we know that if it stopped the place would kind of grind to a halt." – **Community member and producer***

While Australia's accounting systems do not place a financial value on these types of activities and contributions, without this local capital and capacity, a significant portion of the region's formal businesses and actors would find it much harder to operate.



Flyers at the local supermarket demonstrate a lot of community led activities are occurring.
Image source: The Next Economy

Broadly, the ties and connections underpinning these informal networks and activities in the region are strong, resourceful and highly functional. This may be partly due to the region's remoteness, the size and characteristics of the community, and the close relationships among residents. The need for self-sufficiency and self-reliance likely drives the effectiveness of this constellation of actors and activities at any given time. How much attention is paid to the changing demographics and social fabric that make up this cluster, and what needs to be done to strengthen and adapt it over time, will be critical in ensuring the informal economy continues to serve the region in the future.

*"Cost sharing benefits we can sometimes do because we know other people around us are doing the same kind of work." – **Producer***

The 'land-based' economic cluster

The next nested cluster, Hay's land-based economy, is a collection of formal businesses, organisations, actors and activities that rely on the land and the region's natural resources for their operations. These entities use local ecosystem services and functions as inputs for producing economic resources, products and other outputs. The intensity and extensivity of these activities vary based on access to land resources (especially water) as well as markets and local conditions.

The region has a long, strong and proud history of agricultural activity. This sector often draws significant attention in discussions about regional economic development due to its formal and recognised role in the local, state and national economies as well as in global supply chains. While agriculture in the region will continue to be a key focus, this economic cluster is intentionally framed more broadly (with agriculture as a sub-cluster) to encompass other land uses that are emerging as important economic functions for the region.

Potential for new and diverse opportunities will emerge as markets develop and Australian policy evolves. Emerging land-based activities include renewable energy production (harnessing solar and wind resources), natural capital and natural resource management (enhancing local ecosystem services) and tourism and recreational activities. Additionally, there is both existing activity and growing opportunity for contemporary Indigenous cultural land management and land-based economic activities supporting economic sovereignty, livelihood development and the regeneration of the natural environment.

Businesses within Hay's land-based economic cluster are geographically dispersed across the region and diverse in terms of activity (on-farm production to manufacturing to rural services), business size, operational footprint, ownership (local versus external), business structure (family versus commercial) and scale of financial outputs.

In the Hay region, land-based economic activities and networks face a range of pressures that differ from those affecting the informal economy and other economic clusters –many of which are beyond the control of any single business, group of businesses or even the region. Businesses and actors typically look outside the region for services and production inputs, often due to their limited local availability and the design of and pressures from broader systems and value chains.

Decision-making and the potential scale of land based economic activities are influenced by a range of factors driven from both within and outside of the region. These include:

- **Regional factors:** proximity and access to water, weather patterns, soil and vegetation conditions, local knowledge sharing, intergenerational practices, neighbour activities, and access to local human and infrastructure resources.
- **External factors:** climate and production conditions in other regions, input availability, market forces, consumer preferences, geopolitical developments, national policy, and competition for common resources.

For this cluster, location matters. It benefits from the concentration of businesses and activities in similar industries, which has, to date, often facilitated increased productivity and efficiencies – such as reduced transport costs, shared labour costs, easier access to skills, economies of scale, and opportunities for sustainability, circularity and efficient resource use. Existing social networks (formal and informal) support decision-making, local knowledge sharing and provide avenues for collaboration, cooperation and crisis support.

There is an opportunity to build on these organic networks, Hay's unique location, and the ever-evolving group of businesses and activities in this cluster to foster business resilience, regional innovation, cluster diversification and broader regional economic prosperity.





Evidence of land-based economic activity are common across the region. Image source: The Next Economy

The 'town' economic cluster

The town economy refers to the network of local businesses and actors that supply goods and services in Hay, outside of the land-based economy. These businesses are vital to the ongoing sustainability of the Hay township and the broader region. The town economy includes, but is not limited to, retail shops, engineering and mechanical services, professional services, service providers, care and healthcare providers, education providers, remote workers, recreational and wellbeing businesses, and tourism enterprises. While these businesses may not always be in the township or on the main street, they generally share several attributes that bind them together as a cluster, such as:

- A focus on servicing local and regional needs, with operations that are often more personal and community-driven.
- Providing support to other local economic clusters through goods and services.
- Supporting local causes and community organisations.
- Local or community ownership.
- Playing a role in local events and contributing to the overall vibrancy of the region.

Some businesses in the town economy operate in a hybrid manner, serving local needs while also leveraging their unique location and specialisation to provide goods and services outside the region. This hybridisation appears to help build business resilience, allowing them to weather local disruptions or downturns.

The town economy in Hay is a significant employer for the region and is crucial for local job creation. It also plays an important role in household income diversification, especially for many farming families. The town economy shapes the community's identity, with changes in local services, main street activity and appearance, spending levels and access to goods directly influencing people's wellbeing, sense of place and perceptions of the region's economic health.

The town economy plays a critical role in stimulating the regional economy. For example, a local logistics and transport company owned and operated by a young, up-and-coming local business owner helps connect local businesses and community members with the goods they need from outside the region in real-time so they can minimise disruptions or avoid unnecessary travel. Or a well-established engineering business continues to grow and adapt its services to ensure it can meet the changing needs of the region as well as industries across Australia. When local businesses like these thrive, they keep money circulating within the community, help other businesses continue operating, and have the potential to attract and inspire new enterprises to establish themselves in the region.

"I've come from a community, not unsimilar to Hay, but I always found Hay's been really good in sharing each other's success and I think even with the wind farm announcements, you know, obviously some people missed out on ones and other farms got ones, but I feel like in Hay we all appreciate each other's success. Everyone's successes are all our success. It's not so much rivalry like in other towns, and I think that really contributes to our informal economy. And yeah, that we all kind of stick together and want to see everyone succeed."

– Community member and producer

Harnessing the potential of remote workers in Hay

Over the past five years, the Hay region has seen a significant influx of various types of remote workers. These include:

- **Individuals in Hay who benefit from lower living costs**, allowing them to make the most of their wages and enjoy more disposable income for personal use or community contributions.
- **Those who value the landscape**, local environment and lifestyle that the Hay region offers.
- **People with new or pre-existing connections**, often through friends or family ties that draw them back for a new phase of life. For example, those who move to the region after 'marrying a farmer' and continue professional careers remotely while also contributing to the farming business.

Hay also has a growing pipeline of FIFO (fly-in fly-out) workers who, while not remote from Hay, do work remotely from their home base and share traits with relocated remote workers. Their presence introduces new dynamics and challenges, but given the time they spend in the region, it's worth exploring how their skills, networks and spending can be better engaged locally.

Understanding what motivates remote workers to move to and stay in the region offers a chance to rethink their role in Hay's economy. These workers bring external income into the community over time, helping counter brain drain. Their labour is a locally produced service exported elsewhere, positioning remote work as a potential job-creating industry – with the right strategies, incentives, and infrastructure.

The 'through' economic cluster

Important enough to be distinguished as a stand-alone cluster, the 'through economy' is characterised by economic activities and actors that exist because of Hay's unique location in relation to other producing and destination regions. Situated on a major road freight route, Hay often serves as a midway point between several major cities and ports, both in east-west and north-south directions.

Affectionately known as the 'middle of everywhere', Hay is a valuable node for commodity freight (such as cotton, livestock, and grain), supply chain logistics (including viticulture and renewable energy components), transportation for business and personal travel, as well as regional tourism within NSW and beyond. These activities all bring outside dollars into the Hay region. By providing the goods and services required during stopovers in the region, businesses and actors in Hay's through economy facilitate the efficient movement of people, businesses and products and capture spend.

More than half of the region's economic activity, in terms of transactions, comes from visitors to the area. This includes not only tourists, but also those passing through for various reasons, such as local business, supply chain logistics, commodity freight and personal or business travel.

The focus of the through economy differs from that of the local tourism sector and the typical definitions of a region's visitor economy. While tourism plays a role, Hay's through economy is primarily driven by the activity of travellers, goods and supply chains passing through – not because Hay is a destination, but due to its strategic location on key trade, transport and tourism routes.

This distinction is important as it helps build an understanding of the needs this cluster serves and guides efforts to protect the corridors of movement across the region, positioning Hay as a significant and critical part of the value chains moving through the area.



Freight supply chains moving through Hay are dominated by the movement of several high-volume commodities – this trend is forecast to grow. Image Source: The Next Economy

Key dynamics across our regional economy

Regional economic development is about managing change and making informed choices. Adopting an economic systems thinking approach helps to build an understanding of how elements of the system are interconnected, and how interventions made (through unexpected changes or intentional choices) in one part will impact or influence change in another.

Understanding Hay's regional economic systems and the recurring patterns of behaviour that exist within it is important. This gives insight into the range of interrelated components such as agency, relationships, structures, power and processes that drives the region's economy. Understanding these dynamics can provide an opportunity to create positive shifts that support beneficial positive social, economic and environmental outcomes, as opposed to intervening in ways that exacerbate components that aren't functioning well. Dysfunctional dynamics reduce the ability or capacity for the economy to change, effectively holding the system back, hindering any efforts to address an issue within the problem area.

The Hay Region Economic Transition Roadmap approach facilitates exploration of participants' experiences of systems through identifying trends shaping the region and their probable drivers, depicting connections and highlighting relationships to develop strategies that work 'upstream' within the region's sphere of influence and control.

The following are a set of stories that describe key dynamics in the local economy to help stakeholders work with the complexity and identify strategic points to intervene and act.



Figure 6. There are dynamics within the local economy that can be leveraged to shape the region's future.

Middle of everywhere/nowhere

Hay benefits from its central location between major markets and services in Sydney, Adelaide, and Melbourne. This 'place-luck' brings particular advantages and opportunities for economic activity, as outlined earlier. These benefits depend on the continual development of critical infrastructure and lifelines such as telecommunications, roads, technology, and essential services, to ensure the region remains 'in the middle of everywhere'. Maintaining these systems is vital for keeping Hay connected to the supply chains, sectors and networks it relies on to do business. If attention is not paid to these enabling elements, or to broader system shifts at the state or national level that may impact the region, Hay's dynamic position could shift from being in 'the middle of everywhere' to 'in the middle of nowhere', risking decline in areas of the economic system.

Being 'in the middle of nowhere' is not always a disadvantage. Many locals see remoteness as both a strength and a weakness, fostering a tight-knit community. This sense of isolation has also driven innovation and collaboration in the informal economy, exemplified by initiatives like Hay Inc, a local organisation that provides opportunities for young people to gain agricultural skills, education and experiences. The initiative has cultivated a spirit of self-reliance and collectivism within the community.

The region risks reaching critical tipping points in its economic system if careful attention is not given to:

- maintaining population, essential infrastructure and lifelines,
- ongoing investment in the enabling ecosystem that supports economic activities and value chains, and
- adapting to broader system shifts at the state and national levels.

Crossing these thresholds could trigger sudden changes, moving parts of the regional economy from 'the middle of everywhere' to 'the middle of nowhere' – no longer an active part of vital supply chains, with negative ripple effects throughout the community and economy.

The 'middle of everywhere/nowhere' dynamic is best illustrated by the following examples:

- **Hay Airport:** Once an important stopover for domestic air travel when planes could not cover long distances, airport services declined as flight technology improved, and stopovers became unnecessary. With impacts on the local economy, this example demonstrates how external changes in the transport and aviation sectors can move a region from being a hub to disconnected from the system.
- **End of 3G telecommunications:** The abrupt end of 3G services has shifted the region from being hyper-connected to struggling with basic mobile phone access across vast areas. This has significantly affected regional serviceability, business efficiency and on-farm safety. For example, a local transport company reported that, whereas they previously managed client communications and business planning on the road, the loss of 3G means clients can no longer easily connect, timely call-backs are challenging, and opportunities to coordinate loads with neighbours are lost. As a result, both business owners and clients must spend more time off the road or in the evenings to manage transport operations.

Limits to development

'Limits to development' is one of the most recognisable dynamics, where elements and relationships within the regional economy constrain capacity to change – and, in some cases, lead to decline. This may be because they are 'dysfunctional' or limited by the 'carrying capacity' of the region's natural resources.

These 'sticking points' can hinder efforts to address issues within a problem area, hold back progress, and create ripple effects across economic and social systems, limiting the potential for positive change.

Examples in Hay include the current housing context, limited access to childcare, capacity constraints of existing built infrastructure such as bridges and transmission lines, water access and limits, the semi-arid landscape and local ecosystem services and biodiversity.

Shifting the capacity of these key components and/or areas within the economy can have significant positive flow-on effects and serve as a key enabler for resilience.

*The **carrying capacity** of a region can be considered as the maximum level of economic activity and population size that a region can sustainably support with available natural resources such as water, land, natural assets, and energy without causing environmental and social harm.*



Residents have diverse perspectives and unique insights into housing solutions for the region.
Image source: The Next Economy

Housing Hay's Future

Hay Shire Council, together with the local community and regional stakeholders, is exploring strategies to support appropriate housing development across our region. **Housing Hay's Future** was identified as a key action in The Plan. As part of The Roadmap, Council is building the business case for new housing development models as well as exploring opportunities to leverage temporary worker accommodation needs for legacy housing in the region. Council is also working to build the capacity of the local private sector to drive an innovative, flexible, and adaptable local housing system that supports liveable, healthy, and resilient communities.

This work is time-critical to ensure the region is ready to leverage shared value partnerships with energy and infrastructure developers over the next five years. Over the past year, Council has conducted surveys and convened a series of focused discussions with various stakeholders to best inform this work. Early insights from this work are captured in Appendix A.

Fragmentation

The region has a diverse mix of community groups and businesses, and strong connections among people with shared identities or circumstances. However, fragmentation remains within the business community and weaker ties between groups with differing interests. When networks, connections and communication platforms among these groups are limited, key opportunities can be missed. These include collaboration and resource sharing, cross-promotion, attracting external investment, fostering strategic partnerships, increased buying and negotiating power, and coordinated responses to demand fluctuations and shared challenges.

To address these challenges, key actions in The Plan include the establishment of a local business-to-business network, a community action group, and a regional producer network. These actions highlight a shared understanding of the need to build stronger social capital and greater ties (see explainer, below) across businesses and community organisations to leverage synergies and create new opportunities for economic development, community wealth building and increased regional resilience.

Bonding ties** are the connections among individuals who are emotionally close, such as friends or family, which result in tight bonds to a particular group. **Bridging ties** are acquaintances of demographic diversity, such as class or race. These often come from involvement in organizations including civic and political institutions, parent-teacher associations, sports clubs, and religious groups. – Source: **Aldrich and Meyer, Social Capital and Community Resilience, American Behavioral Scientist, 2015.

Capacity for local capture

Hay's regional economy has experienced a series of short-term surges in activity from external projects and major events, such as film productions like Mad Max and transmission line developments. 'Sugar hit' periods such as these have seen temporary increases in demand for local accommodation and services with external workers and suppliers brought in and often limited procurement from local providers. Limited local business collaboration, constrained capacity for value-adding and challenges in rapid scaling-up to service large contracts have played a role in the region's capacity to capture and sustain broader economic gains from these periods. This highlights both a vulnerability and potential opportunity for Hay's economy.

Through targeted efforts, such as improving business to business collaboration and investing in strategic services and infrastructure, the region can improve economic integration and **strengthen the foundations for long-term for local capture** that can better leverage future opportunities.

While there was scope for further benefit capture, many local property and business owners benefited from the 2022 in-region production of Mad Max. While direct benefits were mostly limited to these individuals, broader indirect and long-term gains were also felt. Income from housing rentals to production staff allowed property owners to renovate rundown properties faster than usual; these then became legacy housing for the wider market after production. Community groups and clubs saw increased membership, with the extra income supporting their long-term viability. Production staff supported local events, residents gained new skills and experience, and Hay's profile was boosted through production promotions and media. The Mad Max production team also experienced and benefited from Hay's informal economy, through the willingness of local businesses to do what was needed to ensure production ran smoothly.

Supporting business uplift to participate in the renewable energy sector

Many local businesses in Hay are interested in tendering and contracting into the large-scale renewable projects planned for the region. However, often there is limited existing capacity and resources to adapt operations to do so. The uncertainty surrounding the pipeline of work, contracting arrangements, timing and support available to obtain qualifications for tenders, coupled with the cost to prepare businesses to be ready to tender, limit the capacity of local businesses to scale and adapt operations or bring on new workers.

Hay Shire Council is proactively facilitating early engagement with local businesses and renewable energy developers to support business readiness - critical to scale regional workforce development. Up-to-date and accessible place-based data on the pipeline of activities and timing is required to enhance transparency and visibility of workforce and business needs over time, and, to support the capacity for businesses to mobilise.

The 'small giant'

The small giant dynamic describes the capacity of local actors, organisations and networks in Hay to achieve significant economic and social impact despite its small population size.

In this context, substantial economic activity and essential social and community services are provided by a network of dedicated individuals, businesses and community groups through informal networks and volunteerism. Collectively they act as a 'small giant' demonstrating remarkable self-sufficiency and resilience, supporting youth, running festivals and maintaining valued community networks in areas like sport and education. However, this strength also brings vulnerability: increasingly the burden is falling on a limited number of people and activities, creating risks of burnout and over-reliance. While this dynamic is a testament to the region's capacity and determination, it highlights the need to balance self-sufficiency with broader and inclusive participation to ensure long-term sustainability.

"We're really punching above our weight in terms of what we do in the economy, but by the same token, we're pretty exposed because of our population size and taking the impact of changes and development."
– Local producer

The small giant dynamic also plays out in how the region manages periods of rapid activity and development, as well as sudden shocks caused by events such as drought or business closures. While the region punches above its weight relative to its population base, it lacks the same buffer to absorb shocks as a region or town with a larger population and more resources.

"They're going to be huge construction projects – the same sort of infrastructure projects that are seen in places like Dubbo, which has got, what, over 40,000 people? The impact of that will be the same for us in Hay, but we're a really small community. They've got a bit more room to take those sorts of hits." ***– Community member speaking about energy developments***

4. Where to from here?

The communities of Hay, like many regions across Australia, face a range of cumulative and cascading pressures. In parallel, they are increasingly being asked to take significant risks as well as efforts to tackle climate change and address biodiversity loss. At the same time, Hay is unique. And the way economic change is supported and managed locally through the decisions and actions of its local government, businesses and residents will shape Hay's future.

Driving local economic development

While the health of Hay's economy is vital for the future of the region and its communities, it is also a critical part of value chains and sectors across Australia who depend on the goods and services the region produces.

"We get really focused on a supply chain and product going one way. We've also got to point out that it's a value chain and if they {all stakeholders} don't back up and invest in the value chain, there's going to be a limit to development and negative impacts along the line. This is a huge area of exploration and opportunity for our region." – ***local beef producer***

Traditional economic development policy has typically focused on attracting businesses from outside of a region to create positive cycles of development. However, local economic wellbeing and development more often comes from:

- expanding existing businesses or increasing current productivity,
- import substitution through new businesses moving into the region to provide goods and services for local consumption that were previously imported from outside,
- the creation of new businesses and initiatives that produce goods and services for 'export',
- supporting local entrepreneurs to put their capital into new ventures, and,
- building capacity for local and coordinated decision making.

Moving forward, the degree of change possible - and who benefits from it - will depend on how effectively transitioning sectors and regional development efforts engage with the region's unique strengths and comparative advantages. Success will also rely on how well these efforts build on the region's established identity and respond to evolving local conditions.

There is a rich array of ideas and concepts for designing and delivering regional economies that deliberately serve the needs of communities and the local environment. These include, but are not limited to, circular economy principles, community wealth building, place-based capital concepts, economic democracy, and doughnut economics.

Around the world, these approaches are being tested, and many examples offer potential lessons for Hay. These concepts and their relevance to the region will be explored further as part of the ongoing Roadmap development process. Refer to Appendix B for more detail.

A local 'stay longer' mindset

Local businesses and community members across Hay recognise the need to keep people, resources, skills, networks and local wealth in the region (circulating through the economy). They understand that once these assets leave, they are hard to get back. This 'stay longer' mindset is a key enabler of regional economic development and will remain critical going forward.

"Trying to attract outsiders to Hay is very hard. Hay is a long way away. It's a particular lifestyle. Hay people should spend more time focussed on keeping the people they already have here, instead of focussing on attracting new people." - ***local resident and migrant***

A future economy of Hay, by Hay, for Hay

Hay may be small, but the region holds more local levers for economic resilience and prosperity than many realise. Its unique strengths can be harnessed to shape tailored, context-specific approaches. These approaches can:

- Broaden the economic base, reduce dependency on external forces and minimise vulnerability to decisions and changes made outside the region.
- Build diversity and redundancy into the economic system, helping to reduce the impact of change and disruptions.
- Expand the boundaries of local agency and influence over decisions affecting the region.
- Manage trade-offs.
- Maximise local benefits.

The **Roadmap** is facilitating and mobilising this work. Building on the region's strengths and identity, it provides an opportunity to broaden the number of local people involved in decisions about the economy and is helping give clearer direction on where to be more focused in planning and efforts to manage change well over the next decade as the Hay region navigates a range of complex transitions.

Understanding the local and external context, the range of unique strategic levers to focus on in the current context - and how to adapt focus and attention over time - the region can mobilise its' unique and diverse community resources for high-impact outcomes.

The Roadmap is not just a plan – it's a mechanism for real-time action.

Council is already activating several strategic levers to support a resilient and future-ready economy (see Table 3). They invite collaboration on these initiatives, and importantly practical actions that sit beyond Council's remit - galvanising and supporting businesses, community members and external stakeholders to co-invest in Hay's future and activate action across key levers.

As the Roadmap progresses, regional forums and action groups will continue to bring local, regional and industry stakeholders together to co-create actions and partnerships that drive positive change around the strategic levers identified already and others that may emerge.

By embracing a collaborative model that reflects Hay's unique strengths and priorities, the region is ensuring its future economy is shaped **by Hay, for Hay** - positioning itself to thrive through change, not just survive it.

Table 3. Strategic levers identified through the Roadmap process to date and next steps

Housing Hay's Future Building an innovative, flexible and adaptable local housing system to promote liveability, wellbeing and resilience across communities.	Council is now proactively facilitating community involvement in local housing development and positioning itself to engage in strategic partnerships to increase housing availability in Hay. This includes exploring approaches that align with Hay's future growth and aspirations for liveability, affordability and lifestyle. These include: activating existing underutilised stock and new builds through new housing development models, unlocking local and external private sector investment, alternative housing typologies and construction, identifying opportunities for legacy housing through short-term worker accommodation, and 'fit-for-purpose' local planning, infrastructure and services (such as telecommunications, roads, waste and water). Early insights from this work are in Appendix A.
Primary production transformation Fostering a resilient and future ready regional production hub.	Local producers have emphasised the potential value of regional collaboration and landscape-level approaches to tackle pressures that cannot be managed at the farm scale alone. And to create opportunities for innovation and diversification that positions the region as a future-ready hub for primary production that supports community wellbeing, protects local resources, and sustains key value chains. This work will explore new models of collaboration, moving beyond traditional grower and production groups to build a regional network that creates shared local value and fosters innovation with strategic partners, value chains, and agricultural sectors across Australia. Priority areas include: natural capital management, on-farm emissions reduction and electrification, climate adaptation, industry and business diversification, workforce transformation, local value chain development and circularity, community energy, critical regional infrastructure (such as telecommunications, roads and industrial areas), efficient water use and expanding regional research and development.
Future-ready businesses and industry diversification Enabling a thriving and connected ecosystem of local businesses, industries and workers.	Local businesses across the region are looking to take proactive steps to strengthen their readiness and capacity – enabling them to make confident decisions, maintain operational continuity during disruptions, reduce economic leakage, and, importantly, respond to and capitalise on emerging opportunities and attract new investment. This work will focus on local content uplift, fostering cross-sector innovation and business collaboration, and supporting the development of new industries that create or leverage economic multipliers in the region. Priority areas include: circular systems, net zero transport, remote worker economies, new specialisations, local value chain development and integrated workforce development.

Local leadership and community capacity Supporting our diverse community to lead and steward positive change.	Community members across Hay recognise the importance of investing in local leadership to support, guide, and manage positive change. Their individual and collective efforts are what makes Hay's economy work and are critical to the future of regional economic development in the region. Building on the success of the Hay Youth Taskforce, The Roadmap will pursue initiatives and partnerships to equip community members, young people and businesses with the mindsets and capabilities to drive innovation, strengthen the local economy and build social capital. Already, through the Roadmap process, Council is piloting a community working group and fostering opportunities for broader and more diverse participation in economic development. This includes testing new models of ownership, decision-making, and community wealth building. Focus areas may include decentralised community energy, childcare access, First Nations leadership, health workforce shortages, aged care support and community hubs.

Appendix A: Housing Hay's Future

The Hay region is facing a range of housing challenges. Some achievable opportunities exist that could support an increase in housing supply, quality and diversity, to meet social and business needs as well as underpin the resilience aspirations of the region. This section explores Hay's current housing context, including insights and opportunities identified in the Housing Hay's Future community workshop in June 2025.

Housing Hay's Future is a strategic priority within the Hay Region Economic Transition Roadmap. Given the rapid pace of renewable energy developments in the region and Council's commitment to secure lasting housing outcomes for Hay this work has been fast-tracked in real-time. The following offers a snapshot of the housing insights gathered as part of the ground-up strengths-based approach with the community.

- **Hay currently has unmet housing needs across almost all areas of the population**, constraining the community both socially and economically. These unmet housing needs are impacting a wide range of residents, including low and very low-income households, young people, businesses employing local and seasonal workers, essential workers (e.g. teachers, health providers, the police, vets, etc.), professionals and local government, people in housing emergency, marginalised groups and older people looking to retire in Hay or needing supported living.
- **Over the next five years, housing demand is expected to surge due to the influx of construction workers** involved in renewable energy and energy related road and transmission infrastructure projects in the region. The cumulative impact of this workforce is yet to be fully determined. Most of the peak workers on renewable energy development sites will be housed on site in temporary worker camps, however it is expected there will be quite a number of supply chain, management and ancillary workers who will seek access to the local housing stock.
- **Hay is on a population growth trajectory**. In the next five years the demand for long-term housing is projected to increase considerably due to the number of long-term workers required to operate the renewables energy projects (over 70 workers) as well as other existing industries expanding and new ones establishing in the region.

Figure 7. Key facts regarding the housing context in Hay Shire Council LGA. Sources: Australian Bureau of Statistics (2021 census), reaslestate.com (June 2025) and NSW Government- Department of Communities and Justice (rent and sales data, April 2025)

1,373 Private dwellings within the LGA	**91%** 'Separate house' typology	**12** 'Flat/apartment' typology	**76%** Dwellings with 3+ bedrooms
133% Rise in median house prices since 2020	**$245, 000** Median house price	**43%** Owned outright with no mortgage (*32% av. NSW*)	**34%** Single person households (*25% av. NSW*)
223 Dwellings rented in the private rental market	**45** Dwellings sold in the past 12 months	**< 1%** Rental vacancy rate since January 2022	**9.7%** rental yield (competitive)

Housing: A catalyst for Hay's future

Attendees of the Housing Hay's Future Workshop held in June 2025 described housing as a key enabler of economic development and community wellbeing, if managed well. They highlighted the following potential benefits:

Health and happiness	Improved wellbeing and quality of life through safer, more secure housing
Greater community spirit	Enhanced sense of belonging, social connection and community cohesion
Economic growth	Boosted levels of jobs and employment that can be filled, increasing local business capacity and productivity. Businesses will see opportunities for business expansion and the establishment of new industries. The population will grow, driving demand for local goods and services
Support for key sectors	Improved capacity to recruit and retain workers for essential services such as healthcare, education and police that provide sustained and expanded access to critical community services
Population growth and community vitality	Greater capacity to attract investment into public resources and services (education, health, transport), and more opportunities to expand community sports and leisure options

Factors influencing housing availability in Hay

Broad factors impacting current housing availability in Hay and influencing the region's capacity to meet anticipated future demand include:

- Insufficient housing stock, with few new builds underway.
- A large number of existing dwellings remain unoccupied.
- Existing housing typologies do not align with the shifting demographics and needs of the community.
- Quality is variable, with poor standards often linked to limited access to trades and the cost of refurbishment.
- Mismatch between the number of dwelling occupants to the size of houses.
- Rental properties make up a very low percentage of the overall housing mix.
- Limited attraction of commercial investment in new housing development.
- Housing demand and how the local community and landholders might participate in the housing ecosystem is not well understood.

What does 'good' look like?

For local community members, 'affordability' is the foundation of 'what good looks like' for Hay's housing ecosystem, alongside the following key elements:

- **Locally affordable:** people can find suitable housing at a price they can afford.
- **Diverse housing typologies:** to suit all stages of life as well as community and business needs.
- **Varied tenure options:** from short-term stays, rent-to-own models and long-term rentals.
- **A range of ownership models:** including those that distribute wealth and empower local decision making, such as community-owned and co-operative housing.
- **Appropriate location:** located around the township and region with consideration of accessibility and amenity.
- **Maintainability:** a range of options to suit different abilities and interests.
- **Construction:** homes are high quality construction and efficient (water and energy).
- **Technologically connected:** providing easy access to internet and telecommunications.
- **Efficient and effective:** Land and existing buildings are developed effectively and creatively.
- **Neighbourhood fabric:** Streetscapes and green spaces are prioritised with tree planting and community meeting places.

Managing the impact of temporary high housing demand on local affordability

Evidence indicates that large infrastructure development and construction projects carried out in regional areas can temporarily impact the local housing market, driving up costs for hotels, residential property, rentals, sales and related accommodation management services. While this short-term rise in demand can benefit local hoteliers, landlords, and property managers, for residents that are economically vulnerable with low incomes or receiving government support, it can become increasingly difficult to stay in existing leases or access affordable housing - sometimes meaning people are forced to move out of town.

The Hay population consists of a high percentage of low-income households compared with the state average (26% earn less than $650/ week, compared with 16% across NSW[6]). In efforts to manage the demand for temporary worker accommodation during the life of renewable energy projects and other significant infrastructure construction, it is critical to consider the impacts on housing affordability and how this can be managed well, so that local people can continue to afford to live, work and thrive in Hay.

"If we manage the housing situation well, there will be increased community and social connection, because we've supported oldies and youngies." ***– Hay resident***

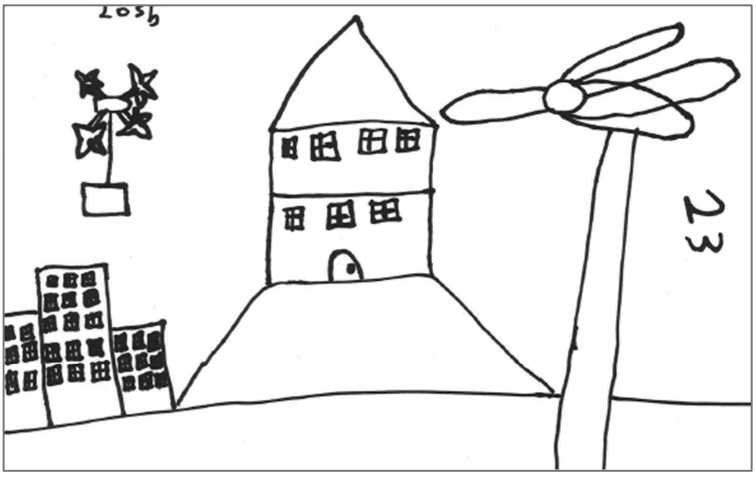
[6] *Hay 2021 Census All persons QuickStats, Australian Bureau of Statistics, https://abs.gov.au/census/find-census-data/quickstats/2021/LGA13850*

Local stakeholders – 'doing development differently'

Local landowners and residents in Hay are well positioned to play an active part of the housing solution in Hay as well as directly benefit from the growing demand for housing. Data highlights several existing and unique characteristics about Hay's housing context providing tangible opportunities to 'do development differently'. For example:

- **The Hay township has approximately 46 unoccupied and abandoned dwellings** including deceased estates. With appropriate upgrades and redevelopment these dwellings could enter the market (for lease or sale) and go some way to meet current and long-term housing needs, as well as enabling a range of local social and economic benefits.
- **Over 31 large vacant residential blocks** are potentially suitable for subdivision and development. Given the scale of demand, there is an opportunity to explore:
  - collaboration and coordination to progress development and achieve procurement efficiencies,
  - different ownership models that have the potential to generate local wealth and provide greater security to tenants, and,
  - new local businesses that could be part of the supply chain for housing development, construction and property management.
- **There are a range of vacant commercial premises on the main street** that could be developed into medium-higher density housing such as apartments and townhouses. These types of dwellings would increase housing diversity in the township, and may be more desirable to young people, short term/seasonal workers, people seeking low maintenance housing solutions and those attracted to living near shops and local businesses. In addition to providing opportunities for new housing stock, adaptive reuse of commercial buildings for housing can activate main streets and central business precincts. This is an approach that has been widely adopted in cities and regional centres across Australia.

Through local ownership models and strategic collaboration, local stakeholders have an opportunity to 'leverage' the spike in demand for housing that will be created through renewable energy development in the region to create long-term, high-quality housing for the future of Hay.



Aspirations for a 'home' and 'housing' featured in many of the reflections by members of the Hay Youth Taskforce - when asked what they would see, feel, hear and be doing in Hay in 2035. Image source: Contributed.

Emerging ideas and approaches

Existing development models have played an important role in Hay, with new approaches and strategic partnerships now required to drive development that will meet the scale of housing need. Hay Shire Council is building the business case for new housing development models in the region, exploring opportunities to leverage temporary worker accommodation needs for legacy housing in the region and taking steps to remove regulatory and planning challenges in the local planning and development system. The Council is also working to build the capacity of the community and local private sector to drive an innovative, flexible, and adaptable local housing system that supports liveable, healthy, and resilient communities.

A range of ideas and approaches that address the factors impacting housing development are emerging through discussions. These ideas build on the existing strengths and assets of the region and include:

- **Subdivision** of large blocks to increase infill housing and create more manageable lot sizes, with clear guidelines on permitted housing types and construction.
- Rezoning the main street to **allow adaptive reuse** of vacant shops and shop-tops.
- Supporting property owners to come together to **learn about subdivision and infill development**. Interested parties could form part of a consortia which engages consultants to streamline the subdivision process and potentially procure housing together for faster, cost-effective outcomes.
- Convening a forum of landholders with unoccupied dwellings to explore options for **collectively engaging services** for repairs and upgrades.
- Different stakeholders **pooling finances to develop and co-own worker accommodation**. Where vacancy periods emerge, other cohorts could utilise the facilities, such as construction workers, schools or university groups, thereby generating an income stream.
- Establishing a **local property management** business that leases housing, provides turnover management for worker accommodation as well as fully-serviced accommodation to businesses who require multiple housing units for their workers.
- Developing a **'spare room' initiative** like a digital platform and social enterprise to facilitate safe and comfortable spare room letting across the region.
- Establishing a **community housing co-operative** as an affordable housing model that is resident-run, and offers affordability, long-term security and community involvement. Residents take part in democratic decision-making to ensure the housing meets their needs.
- Developing **a caravan park** as a social enterprise that is run by organisations in the community.
- Establishing partnerships and agreements that **leverage the skills, machinery and building supply chain** that renewable energy development will have access to for local housing repair initiatives or headworks for new developments.
- Provide **incentives** (cash grants or guaranteed multi-year leases) to promote currently unoccupied homes being brought onto the rental market.
- Promoting projects that employ a **rent-to-own** approach – providing the opportunity for tenants to accumulate equity in property through higher rent payments, with the option to buy at a set price later.

Appendix B: Concepts and approaches to help us

There is a rich array of ideas for designing and delivering the economy so that it deliberately serves the needs of people and the planet. Around the world, and in Australia, these ideas and concepts are being experimented with, developed, supported (to varying degrees) by policy and funding, and implemented in ways that have potential lessons for the Hay regional economy. Here are some examples, all of which offer an approach to align economic activities with what people and the planet need, but which emphasise different routes and mechanisms to do this:

- **The circular economy**: A circular economy is a counter to production and consumption that simply takes resources from the natural world, turns them into goods which eventually get thrown away as waste. Instead, the circular economy designs goods in a way that keeps materials in use longer, via reuse, repair, recycling, and so on. It has potential to be a source of local job creation, craft, and creative employment, as well as reducing negative environmental impacts. An example is the Canberra-based firm Thor's Hammer, which salvages wood from demolition sites, cleans the wood and then sells it on for use in kitchens, decking and furniture. For more information visit www.thors.com.au.
- **Community wealth building (CWB)**: CWB is, in a way, an alternative to trickle-down economics. CWB aims to build economies from the community up by keeping money circulating locally. Levers to do this are via local employment, local procurement, harnessing local 'anchor organisations', and local ownership of firms. In the town of Preston, Northern England, where the local authority government has been proactive in CWB, research shows that positive impacts have included more economic resilience, higher local wages and lower mental health challenges amongst the population.
- **Economic democracy**: Economic democracy is about structures in firms that put employees or communities in the driving seat. There are different mechanisms to do this, such as ownership (such as worker owned cooperatives), community input to decision making, or publicly owned businesses. The benefit is that control and economic resources flow to a wider suite of interests. Examples include:
  - In Victoria, Total Renewable Yackandandah (TRY) illustrates communities shaping their local economy by installing batteries and solar panels on community buildings. TRY is run by volunteers and aims to get to 100% renewable energy in the town to deliver savings, resilience and lower emissions. They have installed one battery and are working on the installation of a second and have positioned solar panels on various community buildings. For more information visit www.totallyrenewableyack.org.au
  - In the Latrobe Valley, the Earthworker cooperative is Australia's first worker-owned factory. It now operates a number of enterprises, including Earthworker Energy Manufacturing Co-op,which produces heat pump and solar hot water systems, and Earthworker Construction, which provides construction, landscaping and maintenance services. For more information visit www.earthworker.coop
- **Doughnut economics (DE)**: DE is a framework that explicitly positions success as meeting social needs while keeping within ecological limits – in other words, where it is just and safe for the economy to operate. Cities around the world, including projects in Melbourne and Sydney (led by Regen Melbourne and Regen Sydney), are using this model to map current impacts and design new projects that deliver on both goals.

C12 – Library Report August 2025

REPORTING OFFICER	Library Team Leader
ATTACHMENTS	- Nil

INTRODUCTION

Update on Library news and use for the month of August 2025.

COMMENTARY

LIBRARY STATISTICS – MEMBERSHIPS, LIBRARY USE AND LOANS

Membership

17 new members were welcomed to the Hay Shire Library and 3 members were re-registered in the month of August. As of 31st August, the library has 1,740 registered members.

Total Library Visitors

In August 2025, the library recorded a total of 2,757 onsite visitors, as measured by the door counter. 27,947 people have utilised the library in the 12-month period from August 2024 – August 2025. As per the figure below, library visitation increased by 15.21% in August 2025 compared to the same month in 2024, rising from 2,393 to 2,757.

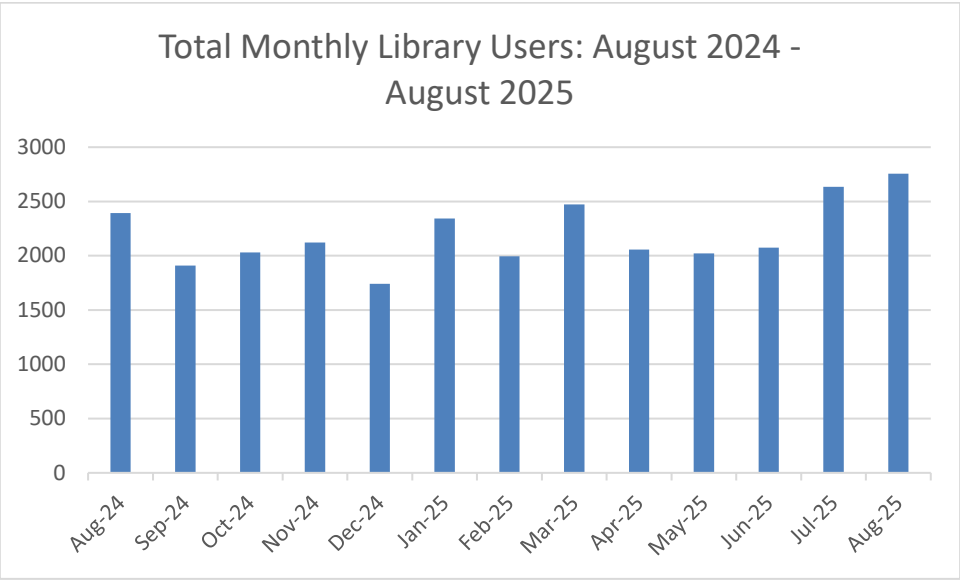


Figure 1: Total Library Users data (August 2024 – August 2025)

Breakdown of Library Use

Library usage increased from July to August 2025, with total event attendance rising from 449 to 559 participants, representing a significant boost in community engagement, largely to the celebration of Book Week this month. Computer use increased from 211 users in July to 239 in August, while Wi-Fi assistance decreased, with 30 people supported in August and 32 in July.

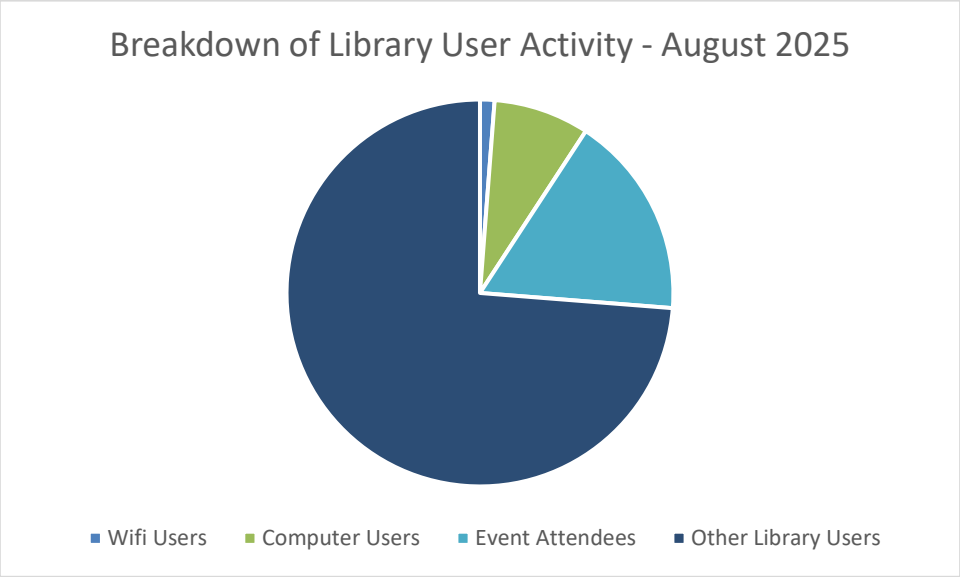


Figure 2: Breakdown of Library Users (August 2025)

Attendance was distributed across key events and regular programs as follows:

- Book Week celebrations attracted 243 children from Hay Public School, St Mary's and the Hay Children's Service. Activities included an interactive pirate-themed treasure hunt designed to encourage exploration and engagement with the library's collections.
- Knitting and Scrabble groups continued to foster social connection and lifelong learning, drawing 56 regular participants.
- Regular Story Time sessions, offered to both the general public and children from the Hay Children's Service, engaged 126 children and their educators in early-literacy and language activities.
- The monthly "Cuppa and a Chat" gathering welcomed 23 participants, supporting community connection and intergenerational storytelling.
- Hay Public School borrowing visits brought 87 students, nurturing a culture of reading and lifelong learning.
- A Transport for NSW community research session held at the Hay Shire Library as it was identified as a 'safe place' for community and family discussion engaged 16 participants to

assess and gather feedback on local public transport options, including access to bus services for families living both in town and on surrounding properties.

These figures highlight the library's strong role as a hub for literacy development, community engagement and civic participation, demonstrating Council's ongoing commitment to providing inclusive, high-quality public programs and supporting broader community initiatives.

Loans

A total of 1,336 items were loaned, including renewals from the Hay library for the month of August compared to 1,244 last month. Members returned 1,138 and 97 items were reserved and allocated from our collection to both our local members and other members in other localities for the Western Riverina Libraries region.

Total Items Count – Library Collection

- 78 new items were added based on library user interest and popularity; 155 outdated, lost or damaged items were discarded and donated to the community from both the Hay Library and Haystack collections.
- Total collection size as of August 2025: 22,436 physical items. These include fiction and non-fiction books, Children's 'Easy' picture books, Readers classified by reading level, DVD's, Audio Books, Magazines and Local History Resources.

EVENT OF THE MONTH – Book Week 2025 – 'Book an Adventure'

This year marked 80 years of Children's Book Week, a nationally cherished celebration of reading and imagination first held in 1945. The 2025 theme, "Book an Adventure," reminded the community that every story is a journey and every page turned opens new horizons of knowledge and discovery.

Book Week is a highlight on the national literacy calendar and an opportunity for communities to nurture children's love of reading through themed activities and shared experiences. At Hay Shire

Library, this year's celebrations became one of our biggest events of the year, with more than 280 children from Hay Children's Services, Hay Public School and St Mary's visiting across the week.



Figure 3: Book Week Best Dressed at Tuesday Story Time

A special Story Time opened the festivities, where many young visitors arrived dressed as their favourite storybook characters and three Best Dressed winners received book-prize packs. Throughout the week, children joined in craft activities, singing, dancing and team challenges, culminating in differentiated pirate-themed treasure hunts. These treasure hunts were carefully designed to help children explore the library, practise borrowing books, build early literacy skills and learn to use compasses—all while racing to find Captain Giggles' treasure before he sailed away. Every child left with a Book Week/Hay Shire Library bookmark, pirate treasure and a glow stick, along with a stronger connection to the library as a place of stories, discovery and community.



Figure 4: Hay Girl Guides after setting up for Book Week

The success and vibrancy of the week were made possible through an outstanding partnership with the Hay Guides Association. The Guides generously volunteered their time and creative talents to design and install the majority of the adventure-themed decorations that transformed the library: vintage suitcases, globes, child-made book covers, search-and-find rice tubs and themed signage brought the space to life. In a wonderful display of autonomy and



Figure 4: Hay Girl Guides setting up for Book Week

creativity, the Guides came to the library after hours to install the decorations themselves, taking full ownership of the project and embracing their own creative vision. Their contribution not only created a magical, interactive environment for children and families but also significantly reduced costs for the library, enabling us to stage a major community event responsibly and sustainably while delivering maximum enjoyment and creative stimulation.

This collaborative approach aligns strongly with the Hay Shire Community Strategic Plan, particularly the goals to enhance public recreation areas and facilities, create safe and inclusive community spaces, and support youth services and educational opportunities. It also reflects the plan's emphasis on environmentally responsible decision making by reducing waste and reusing materials, while strengthening community connections through volunteer partnerships.

Hay Shire Library is deeply grateful for the partnership with the Hay Guides Association, whose efforts exemplify how community collaboration can enhance environmental responsibility and creative impact. Their work ensured that Book Week 2025 was not only a celebration of literacy and imagination, but also a demonstration of the strength of local relationships and the shared commitment to making the library a welcoming, safe and inspiring space for all.

This year's 80th anniversary of Book Week reinforced the enduring value of stories and the power of libraries to spark curiosity and connection. It showcased the innovative thinking of staff and volunteers and highlighted our ongoing mission to foster lifelong learning, creativity and community engagement in the Hay Shire.

Book Week Photographs from Educational Centres

Hay Children's Services







Hay Public School













St Mary's Parish School Hay





The staff at the Hay Shire Library would like to say a big thank you to all children and educators who visited the library our Book Week celebrations. Your energy and enthusiasm brought the library to life and made the day extra special. We loved sharing stories, creativity and laughter with you, and we look forward to welcoming you back for more adventures soon.

Upcoming School Holiday Activities – Literacy and Community Focus

Planning is well underway for the upcoming school holiday program, designed to strengthen early literacy skills, creativity and community connection. Building on the success of previous school holidays, the program will feature a mix of literacy-based and community-oriented activities that invite families to engage with the library as a vibrant hub of learning and imagination.

The centrepiece of the program is a Build-a-Book Character Workshop, a new initiative that combines art, storytelling and early literacy development. Children will design and build original

story characters using clay, playdough, LEGO, natural materials, loose parts and drawing supplies—and are encouraged to bring additional items from home to personalise their creations. Once their characters are complete, children will create backstories—giving their characters names, personalities and adventures—before turning these into a small book or zine to take home. This activity highlights the importance of creativity and expression in developing literacy, reinforcing that every story counts and that children's ideas deserve to be celebrated and documented.

To complement this workshop, the holiday program will also include the ever-popular rock-painting sessions and a family movie screening (film and time to be advised), both of which support social connection and community participation while encouraging families to spend time together in a safe and welcoming environment.

To manage the high demand experienced during previous school holiday periods and to ensure a safe, age-appropriate and enjoyable experience, the library is introducing a new parent/carer registration system, which will be available to patrons in the coming weeks. This system will allow families to register children online or in person, enabling staff to monitor numbers, group activities by age and tailor literacy experiences to the developmental needs of each group.

These initiatives align strongly with the Hay Shire Community Strategic Plan, particularly the goals to enhance educational pathways and opportunities, create safe and inclusive community spaces and foster empowered and connected communities.

By offering programs that combine literacy development with community-based creativity, Hay Shire Library continues to demonstrate its role as an integral environment for exploring stories, building skills and strengthening the bonds between children, families and the wider community.

Cuppa & a Chat – This Month at the Library

Our Cuppa & a Chat mornings continue to grow in popularity as mentioned above, with attendance doubling since the program began two months ago. The third gathering will be held on Monday 22 September, 10.30 am–12.00 pm.

This month we will reflect on how the Hay community has celebrated events and milestones over the years—from parades and the Hay Show to balls and other gatherings. Articles, photographs and memorabilia will be on display, and participants are invited to bring along old costumes, photos or keepsakes that spark a memory. Free morning tea will be provided, and guests are welcome to drop in at any time.

Cuppa & a Chat is more than a social morning—it is an opportunity to share living stories, celebrate our past and consider our future. These informal gatherings keep minds active,

strengthen social connections and help reduce isolation, while capturing the spontaneity and authenticity of local memories that no written record can match.

Importantly, the program brings together people of all ages, allowing younger and older generations to learn from one another. By understanding how our community has grown and changed, participants gain a clearer perspective on where we are heading and how we can shape the future together.

The Hay Shire Library values these conversations from the heart of the community, recognising that each story contributes to the shared history of Hay and reinforces the library's role as a welcoming space for connection, intergenerational learning and community engagement.

Ongoing Programming and Events Continue

All regular library programs are running well and continue to attract growing numbers across a wide range of age groups. The weekly Knitters for Can Assist, Scrabble sessions, Tuesday Story Time, fortnightly school visits, and regular Hay Children's Services Story Time remain well attended and lively. These activities provide early-literacy experiences, opportunities for social interaction and chances to share skills, highlighting the library's role in supporting community learning and participation.

Council Resolution and Next Steps – Ending of Dolly Parton Imagination Library Funding and Investment in Community-Driven Literacy Programs

At its Ordinary Meeting held on 26 August 2025, Council resolved to transition from the Imagination Library program to a suite of locally delivered early-literacy initiatives. This decision recognises the approaching conclusion of NSW Government funding for the Imagination Library in 2026 and the opportunity to reinvest resources into programs that are more responsive to the needs of the Hay community.

Following the adoption of this recommendation, initial planning meetings have already been held with the Education Supervisor of Hay Children's Services (HCS) to begin shaping Phase Two of the initiative. These discussions focus on how Council and its partners can best support children, parents, caregivers and guardians—both those in formal care and those on the current childcare waitlist—to build early literacy, confidence and lifelong learning habits, while strengthening community engagement with the library.

To ensure this work reflects recognised best practice, Hay Shire Library will meet regularly with staff at HCS to formulate a detailed plan. These ongoing meetings will allow both organisations to

co-design programs and resources that meet the needs of families across the community and provide consistent, high-quality early-literacy experiences. The library team is grateful for the time, insight and expertise being generously shared by HCS staff and looks forward to further strengthening this valued partnership as planning progresses.

Phase Two planning will continue over the coming months to identify approximate costings, funding opportunities and program structures. Already, a range of positive and innovative ideas has emerged—such as enhanced parent–child literacy workshops, outreach storytimes, introducing "baby bounce" sessions, interactive resources and expanded family programs. These initiatives strongly align with the Hay Shire Community Strategic Plan, particularly the goals to enhance educational pathways and opportunities, create inclusive and empowered communities, and support youth and aged services.

This decision affirms the commitment to fostering a child-safe, inclusive and literate community, and highlights the library's role as an integral environment for exploring literacy, collaboration and connectedness. By working in close partnership with Hay Children's Services, Council will ensure the next stage of this initiative delivers sustainable, high-quality literacy opportunities for all families, both now and in the years to come.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.1 Enhance public recreation areas and facilities 1.2.2 Placemaking with purpose 1.2.3 Deliver infrastructure that are responsive to the community's needs 1.2.4 Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive 1.4 Our youth and aged are supported 1.4.1 Advocate for greater capacity for local based child care services 1.4.2 Support youth and aged services and initiatives 1.5 Our community is inclusive and sustainable 1.5.1 Residents of all abilities and cultures have access to public facilities 1.5.2 Inclusive and Empowered Communities 1.5.3 Enhance educational pathways and opportunities

	1.5.4 Promote inclusion and education of all abilities workers in community and business sector 1.5.5 Facilitate access public spaces for cultural and community events 1.5.6 Support cultural programs and initiatives, including First Nations **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities 4.3 Our Council is inclusive and sustainable 4.3.1 Enable an engaged workforce with suitable skills, available in the right place at the right time 4.3.2 Build a strong, collaborative, and supportive team culture 4.3.3 Ensure a financially sound Council that is responsible and sustainable
FINANCIAL IMPLICATION	Minor
LEGISLATIVE IMPLICATION	Library Act 1939 Local Government Act 1993
POLICY IMPLICATION	N/A
ASSET IMPLICATION	Minor
RISK IMPLICATION	Minor

RECOMMENDATION

That Council notes the information provided in the report.

C13 - Major Projects Update

REPORTING OFFICER	General Manager
ATTACHMENTS	Nil

INTRODUCTION

Council has been successful in attracting a variety of funding over the last several years.

COMMENTARY

Find below a summary of the projects, and actions currently being undertaken.

STRONGER COUNTRY COMMUNITY – ROUND 2 PROJECTS

Project	Progress
Hay Park Female & Officials Amenities	• Complete.
Lachlan Street Civic Space Project (Witcombe Place)	• Complete.
Booligal Community Project – New toilet block and installation of Public Art	• Complete.
Maude Community Projects - New toilet block, Re-stumping and re-roofing of hall and installation of Public Art	• Complete.
Upgrade and extension to the Hay Park number 1 oval canteen	• Complete.

STRONGER COUNTRY COMMUNITY – ROUND 3 PROJECTS – COMPLETION BY END OF 2022

Water Play	• Complete.

DROUGHT PROJECTS ROUND 1 – ALL PROJECTS EXTENDED TO JULY 2021

Dunera Museum	• Complete.
Hay Gaol	• Complete.
Recalibrate Hay	• Complete.
Water Tower Art	• Complete.
War Memorial Hall Upgrades	• Complete.

DROUGHT PROJECTS ROUND 2 –ALL PROJECTS EXTENDED TILL JULY 2021

Pocock Park	• Complete.
No 3 and 4 Oval Toilets	• Complete.
VIC Expansion	• Complete.
Bike Paths	• Complete.
Gaol Toilets Refurbishment	• Complete.
Shire Entrance Signs	• Complete.
Recalibrate Hay Phase 2	• Complete
Adverse Event Plan	• Complete.
Showgrounds	• Complete.

SHOWGROUNDS STIMILUS FUNDING ROUNDS 1 AND 2 – AND CROWN LANDS GRANT

Phase 1	• Complete.
Phase 2c	• Complete
Phase 3	• Complete

STATUS OF OTHER PROJECTS

Federal Government's 'Local Roads & Community Infrastructure Funding' Phase 1	• Complete
Federal Government's 'Local Roads & Community Infrastructure Funding' Phase 2	• Complete
COAG19(2) Funding	• Complete.
Regional Aerodrome funding (Round 1)	• Complete
NSW Boating Now Round 3	• Complete.
Heavy Vehicle Access Program	• Complete.
Maude Bridge	• Complete.
Community Resilience Grant	• Complete.
Integrated Water Cycle Management Plan (IWCM)	• Complete.
Developer Servicing Plan (DSP)	• Complete.
Scoping Study – Water Treatment Plant	• Complete.

RFS Shed - Booligal	• Complete.
Streetlighting Upgrade	• Complete.
Flood Risk Management Grant	• Complete.
Lachlan Street Civic Space Project (Witcombe Place) – Phase 2	• Complete.
Fixing Country Roads & Fixing Local Roads	• FLR R1 – complete. • FLR R2 - complete. • FLR R3 – complete.
Bridge Renewal Program (Round 5)	• Complete
Fixing Country Bridges Program	• Complete
NSW Heritage Grants 2021-23	• Complete.
NSW Heritage Grants 2025-27	• Council has been successful in its application for funding for the next two years. Funding agreement signed. • Next visit by the heritage advisor is scheduled for late September 2025.
Murray Darling Basin Economic Development Program – Round 3	• Complete.
NSW Regional Sports Facility Fund (Round 1)	• Complete.
Regional Airports Program (Round 2)	• Complete.
Stronger Country Communities Fund - Round 4	• Complete.
2021-22 Crown Reserves Improvement Fund	• Complete.
Local Roads and Community Infrastructure – Phase 3	• Complete.
NSW EPA – FOGO Infrastructure and Collection Grants	• Complete
NSW EPA – Remanufacture NSW Grant Round 2	• Complete
Open Spaces Program – Places to Play	• Complete.
Recreational Fishing and Camping Program	• Complete.
Murray Street Entrance Park	• Complete.
Swimming Pool Refurbishment	• The final masterplan adopted by Council.

	• The NSW Government has released a new program "Multi-Sport Community Facility Fund" in which the swimming pool replacement fits nicely. Staff to make application for $3M under this program, with application submitted. Grant application successful. Storage shed to be moved with this funding to "commence" the project in accordance with funding agreement. Works have commenced in moving the storage shed. Discussing with funding body regarding carrying funds to 2023/24 year. Funds not able to be moved beyond 23/24 year. First payment has been made to Council. • Major contracts have been let. Detailed design in complete and works are well progressed on site. See separate report to Council.
Growing Regions Program – Round 2	• Application successful - $4.191M. Waiting on funding deeds. • Department approval received to commence expenditure while waiting on funding deed. Deed is now fully executed. • See separate report to Council.
Bridges Renewal Program (Round 6)	• The Federal Government has released the next round of the Bridges Renewal Program, with no apparent closing date. • Staff recommend making application for widening of Budgee Creek Bridge as it restricts HPV access on MR319 north of Maude. Project cost estimate is $875,000, with proposed funding to be 80% ($700,000) Bridges Renewal Program and 20% ($175,000) from Council Regional Road budget. • Staff have also re-submitted MR319 Bridges Replacement Package - $3.6M with 80% ($2.88M) funding from Bridges Renewal Program and 20% ($0.72M) from Council. • The mix of funding able to be 80% BRP and 20% Council. • Applications successful. • Budgee Creek Bridge – Complete. • Nimmie Creek Bridge. – Complete • Major culverts on MR319 to Sturt Highway- Delivery of culverts completed. Contractor has commenced on site and is progressing well.
Fixing Local Roads Potholes Program – Rounds 1 and 2.	• The NSW Government released a $50M & $500M programs for funding to repair potholes in each LGA. • Round 1 application successful - $323,242.97– Complete. • Round 2 application successful - $1.716M. Heavy – Complete. • Council received a further $2.4M under the Regional Roads emergency Relief Program. This one has been held over until 24-25 year and Council has three years to

	spend the monies. Works moved to 25/26 and 26/27 years.
Strategic Business Case Fund	• Complete.
Fixing Local Roads – R4	• Complete.
Stronger Country Communities Fund – R5	• Complete.
Regional Housing Strategic Planning Fund	• Complete
Fixing Country Roads Program	• Complete.
Saluting Their Service Commemorative Grants Program	• Complete
Integrated Water Cycle Management Plan (IWCM)	• Completed.
Heavy Vehicle Safety & Productivity Program	• Cobb Highway intersection into aerodrome - $1.4M, with 80% ($1.120M) from HVSPP and 20% ($0.28M) from Council. Application successful. • Start up meeting held with the funding body. • Fully executed funding agreement received and start up meeting held. • Initial design sent to TfNSW for comment/approval. Initial comments received; design being finalised. TfNSW concurrence has been received for the final design. 'For Construction' drawings now finalised and REF completed. Tender for the works on receival of WAD from TfNSW. Fencing and watermain protection works to be undertaken shortly.
Local Government Recovery Grant	• Complete. Final acquittal to be undertaken.
Heavy Vehicle Safety & Productivity Program	• The mix of funding able to be 80% BRP and 20% Council, as there is no planned next round of Fixing Country Roads at this stage. • HVRA application for truck stop in Hay - $3.389M, with grant funding request of $2.711M. • Grant successful and funding agreement signed. • Part 5 Environmental Assessment (REF) has been completed. • Design finalised 'For Construction'. Received s138 Approval from TfNSW. Fencing works completed, and services protection works to be undertaken shortly.
Local Roads Community Infrastructure (LRCI) – Phase 4	• Complete.

Crown Reserves Improvement Fund (CRIF) 23-24	• Applications closed 17th November and Council submitted two applications: - Swimming Pool Replacement early works package - $152,128 - Maude Hall – Stage 3 refurbishment - $153,800 • No co-contribution was required by Council. • Council has been successful with both applications and funding agreements signed. • Maude Hall - completed. • Swimming Pool – This will form part of the pool replacement project. Obtaining updated quotes and in discussion with PCG. Quotes obtained and materials to be ordered, with most now delivered. Extension of Time request approved by the funding body.
Boating Now – Asset Maintenance Program	• Complete.

OTHER FUNDING APPLIED FOR AND PENDING

Regional Precinct & Partnerships Program	• Significant grant funding for major regional precinct projects. There is no closing date for applications. • Projects can be 100% funded. • Staff looking at opportunities for applications: - Stream 1: Hay Aerodrome – Planning - Stream 2: Hay RREP – Stage 2 • Nil progress to-date.
Regional Microgrids Program (ARENA)	• Significant funding for developing a renewable energy microgrid in Hay. There is no closing date for applications. • Projects are 50/50 funded, therefore a financial partner is required. • Staff working on developing a partnership of a project at the Hay RREP. • Nil further progress to-date.
Community Energy Upgrades Fund Program (CEUF)	• The Federal Government has opened a new funding program which is 50/50 funding for (see attached program guidelines): A targeted, competitive grant program that provides co-funding for energy upgrades at existing local government facilities.

	Grants between $25,000 and $2.5 million will be awarded on a merit basis. The program aims to help local governments to: - make their facilities more energy efficient - lower their greenhouse emissions and energy bills. Council unsuccessful with Round 1 application. Round 2 is now open and staff seeking feedback on Round 1 application to reapply for the same project and to also include solar/battery for the Leonard Street pump station as our largest energy use site. Application submitted – total project of $154,000
Regional Economic Development & Community Infrastructure Program	• Council resolved at the January 2025 meeting to submit an application for the full roll out of digital meters to the town water supply network. • Council resolved to a 25% cash co-contribution. • Application submitted. Total project cost was $1,999,444.
Floodplain Management Program 2024/25	• Staff are working on application as reported to the March meeting for: - North and South Hay Levee Upgrade Feasibility Study - The total cost is $160K (ex GST) which requires a Council contribution of $22,857; and - Hay and Maude Flood Warning System Review - The total cost is $110K (ex GST) which requires a Council contribution of $15,714. Applications close 28th May 2025. Application has been submitted.
Saluting Their Service – War Memorials Grant	• Application submitted for interpretative displays and memorial works at the Showground, as per draft Master Plan. • Total project cost $20,000.

Other projects that are in the project formulation phase or that staff are looking for funding include:

Project	Shovel Ready	Estimated Cost	Comment
Stage 2 – John Houston Memorial Swimming Pool – All-inclusive playground	Yes	$948,849	Been unsuccessful with grant applications to-date.
Lions Park upgrade	Yes	$750,000	Create interactive and high visitor experience, tying into Hay's history

Halse Park upgrade	No	$50,000	Low priority
Dal Wright Park	Yes	$100,000	• The concept of redevelopment of the park was a result of the Murrumbidgee River Master Plan, where the redevelopment of the park was included as a "Arboretum / botanical garden which showcases local vegetation communities and associations. Includes plant identification and interpretive signage, public art and installations, gathering spaces and connections to existing path networks." • The proposed park reflects the natural areas in the LGA, with suitable artworks, seating and viewing platforms.
Gaol frontage and surrounds – landscaping and heritage walking trail	Yes	$252,000	Includes gravel footpaths, landscaping, irrigation, signage, disabled access, another exhibition shed.
Refurbishment of Hay Grandstand	Yes	$80,000	Received Heritage Advice, will need to go on quote to get estimate
Refurbishment of Hay Park Water Tower	No		Received Heritage Advice, will need to go on quote to get estimate
Administration Building – Council Chambers and EOC refurbishment	Yes	$350,000 (excluding IT)	High priority and could attract EOC funding for the IT component
Lachlan Street Upgrade	Yes	$3M	Upgrade of Lachlan Streetscape as determined in the Lachlan Street Masterplan.
Marking of un-marked graves at Hay Cemetery.	No	$450,000	The Marking of the un-marked graves, including Servicemen at the Hay Cemetery.
Community Building	No	$1M	The community building is in need of a facelift. As part of the Youth Funding, the building upgrade is currently being designed and consulted.
Museums	Yes	Unlimited	The museums will need continued expenditure to keep up with required maintenance and renewal.
Hay War Memorial Hall	Yes	$200,000 (phase 3&4) $150,000 (phase 5)	Phases 3&4 of the refurbishment of the Hall including supper room, storage areas and stage area. Phase 5 – stage area including sound, lighting & curtains.
Refurbishment of RSL/CWA Room – Kay Hull Centre	No	$250,000	Draft design plans completed. Currently in consultation with user groups.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.1 Enhance public recreation areas and facilities 1.2.2 Placemaking with purpose 1.2.3 Deliver infrastructure that are responsive to the community's needs 1.2.4 Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive 1.5 Our community is inclusive and sustainable 1.5.1 Residents of all abilities and cultures have access to public facilities 1.5.5 Facilitate access public spaces for cultural and community events 1.5.6 Support cultural programs and initiatives, including First Nations **Environmental** 2.3 Celebrate and Promote our unique natural environment 2.2.2 Support local community groups, first nations groups, and other agencies working with the natural environment 2.4 Enhance the built environment 2.4.1 Maintain and beautify urban areas. 2.4.2 Support and promote public art initiatives 2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels. 2.5 Our community is inclusive and sustainable 2.5.1 People of all abilities have access to natural environments, cycleways and passive areas. 2.5.2 Support cultural environmental initiatives 2.5.3 Advocate for water security and practices 2.5.4 Develop and implement a sustainable waste management strategy 2.5.5 Facilitate and support sustainable practices across our community **Economic** 3.2 Our community values its history and tourism 3.2.4 Showcase our open space, recreation and cultural facilities **Civic Leadership** 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	Minimal. Some grant programs require co-contribution, which would be funded through current budget or other grant funded programs.

LEGISLATIVE IMPLICATION	Nil
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Any new assets must be operated and maintained by Council into the future.
RISK IMPLICATION	Minimal.

RECOMMENDATION

That Council notes the information provided in the report and the actions being undertaken.

C14 – Operations Monthly Update Report

REPORTING OFFICER	Executive Manager Engineering & Operations
ATTACHMENTS	Nil

INTRODUCTION

This report is an operations progress update.

COMMENTARY

This report outlines the operational activities of the Engineering and Operations sector over the last reporting period.

Roads

- Monthly road hazard inspections.
- Maintenance grading Old Thelangerin Road.
- Maintenance grading Mutherumbung Road.
- Maintenance grading Glencoe Road.
- Council carpark EV line marking.
- MR319 Culverts replacements.



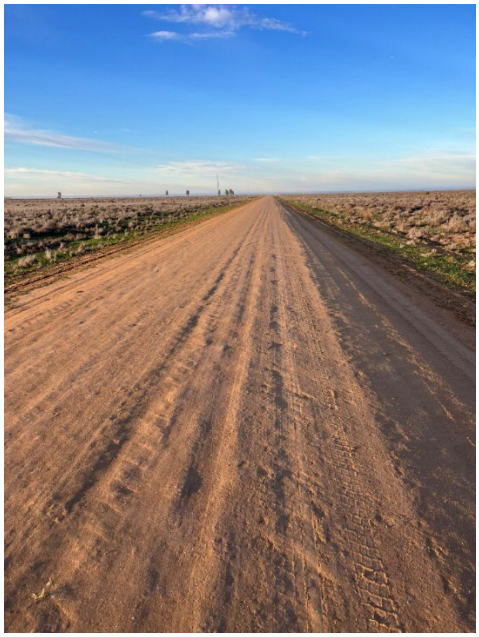








Maude Road MR319 Culverts replacement



Glencoe Road maintenance grade

Upcoming Roadworks

- Road approach works to the first 4 major culverts on MR319 culvert widening project.
- Shoulder grading MR319
- Alma Road maintenance grading

Plant Purchases

- Nissan SL Navara Dual Cab
- 290KVA generator

Plant Disposal

- Nil

Major Plant repairs/breakdowns

- Nil

Aerodrome

- Weekly inspections.
- Grounds maintenance.
- Hazard reduction slashing.
- Heavy vehicle access planning

Parks and Gardens

- Regular mowing and whipper snipping of all parks.
- Tree planting and maintenance
- Lachlan Street maintenance including leaf removal.
- Gutter cleaning
- Cemetery Maintenance
- Regular mowing on sports ovals
- Irrigation maintenance
- Irrigation repairs at Bishops Lodge
- Sporting final events preparation
- Mulched around toilet block at cemetery.
- Rejuvenated garden bed at Whitcomb Place.






NEWSAGENCY
NEWSAGENCY




NEWSAGENCY
NEWSAGENCY











Pool

- Outside ground maintenance.
- New pool construction continuing.









Cemetery

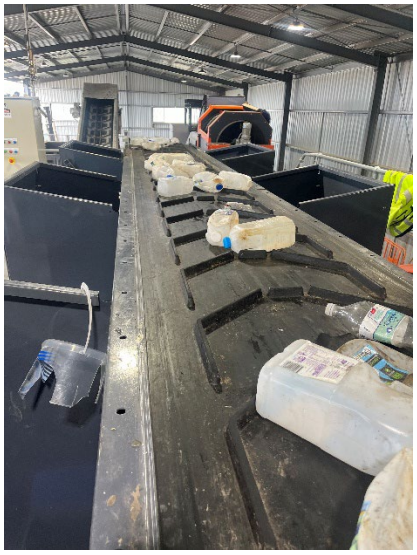
- Maintenance of the Lawn and traditional cemeteries.
- Grave digging lawn and general cemetery.

Waste

- Normal operating duties at Hay Waster Transfer Station.
- Operating the Material Recycling Facility
- Replaced trailers at Booligal and Maude with skip bins and will monitor and empty as required.
- Transfer of waste from Waste Transfer Station site to tip site.
- Pressing cardboard and plastic.
- FOGO processing













Town Construction

- Town Streets pothole maintenance.
- Road shoulder repairs
- Local sealed road pothole repairs
- Assisting the Water and Sewer Department.
- Tip maintenance.
- Grave digging.
- Installation of plaques in the Hay Lawn Cemetery.
- Rural signs maintenance.




Madman's boat ramp – install ballast rock at the end of the boat ramp to mitigate erosion

Utilities

- Water meter reads complete.
- Various water meter replacements.
- Water Treatment Plant daily operations and maintenance.
- Sewer Treatment Plant daily operations and maintenance.
- Various water leak repairs.
- Stormwater pit maintenance.
- Various fire hydrant replacements.
- Fire hydrant flushing.



Raw water meter repairs Lachlan Street

Staff Training

- Asbestos non friable class B
- Safe dog handling







Biosecurity

- Roadside inspections 536 kms completed.
- Roadside spraying continuing as weather allows. Romani Rd completed and Corrong half done.
- Cemetery spraying continues.

- Rear lanes west of Lachlan Street sprayed.
- Hay Gaol exhibits area sprayed.
- Weed samples collected and potted for display at Henty later this month.
- Private property inspections to commence in coming weeks including residential properties.


Road spraying

Compliance Officer
This report informs Council of the monthly activities undertaken by the Ranger over the reporting period.

Pound activities

- 7 dog/s have been placed in the pound having been picked up by the Ranger, surrendered by their owners or dumped at the pound.
- 0 Dog/s returned to their owners, after fees paid.
- 4 dogs in pound released into the re-homing program.

Callouts attended for: Stray animals, Illegal Camping, Stock, Barking Dogs, Air Ambulance

Abandoned Vehicles: 0

Issued Orders:
Order 18: 0
Nuisance dog order/s: 0
Dangerous dog order/s: 0
Menacing dog order/s: 0
Non-Compliance Orders: 0
Fines: 1
Caution Letters: 2

Others:

0 dogs destroyed over the month as dangerous.
1 injured dog humanely euthanised.
0 cats destroyed deemed to be feral animals.
0 cats currently impounded due to be destroyed no owner identified unable to rehome.
0 cat picked up.
6 cats Surrendered.
0 cats rehomed.
0 cats dumped in cage.
0 Sick/injured cat euthanised.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.1 Enhance public recreation areas and facilities 1.2.2 Placemaking with purpose 1.2.3 Deliver infrastructure that are responsive to the community's needs 1.5 Our community is inclusive and sustainable 1.5.5 Facilitate access public spaces for cultural and community events **Environmental** 2.1 Council is resilient and adaptive 2.1.1 Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure. 2.1.2 Foster sustainable energy solutions and practices to reduce Council's footprint. 2.4 Enhance the built environment 2.4.1 Maintain and beautify urban areas. 2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels. 2.5 Our community is inclusive and sustainable 2.5.1 People of all abilities have access to natural environments, cycleways and passive areas. 2.5.4 Develop and implement a sustainable waste management strategy **Economic** 3.2 Our community values its history and tourism 3.2.4 Showcase our open space, recreation and cultural facilities **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve

FINANCIAL IMPLICATION	Works undertaken in accordance with adopted Operational Plan.
LEGISLATIVE IMPLICATION	Nil
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Assets maintain and replaced as they fall due.
RISK IMPLICATION	Minimal

RECOMMENDATION

That Council:

a) Notes the information provided in the report; and

b) Allocates $29,000 towards hazard reduction from the current roads budget, as successful funding to be received from RFS being only $21,000 for the 2025/26 year.

MINUTES INDEX

- Hay Showground Management Committee 18/08/2025
- Audit Risk and Improvement Committee 11/09/2025

HAY SHOWGROUND MANAGEMENT COMMITTEE

General Meeting Minutes

Meeting Date and Time: 18th August 2025 **Meeting Opened:** 6.00pm

Meeting Location: Council Chambers **Meeting Chair:** David Webb

Attendance:

Secretary/BNS	Serena Wall
Treasurer/Canassist	Jane Griffiths
Hay Gun Club	Jason Wall
Hay Jockey Club	Mike Cannon
Hay Rodeo	
Hay Show Society	Jill Chapman
Hay Sheep Show	Stacey Lugsdin
Ground Supervisor	
Council	David Webb
Caretaker	
Visitors	Lionel Garner

	Agenda Items	Proposed Motions
1	**INTRODUCTION / WELCOME** 1.1 Attendance & Apologies	**1.1** Attendance noted & apologies accepted ***Apologies:***
2	**CONSENT AGENDA – FOR DECISION** 2.1 Approval of Previous Minutes 2.2 Business Arising previous minutes 2.3 Correspondence 2.4 Financial Report	***2.1 Motion: That the minutes from the meeting held 21st July 2025, are a true and correct record of that meeting.*** ***Moved J Chapman Second M Cannon*** **2.2 Business Arising** • Tree work has been completed • Painting of the pavilion still in progress • Still working with Russel Turner to have the old barrier stall shed demolished • Showground Master Plan goes to Council this month for adoption • Grant application for the heritage project to be submitted this month • Still looking at the idea of converting the pony club rooms to accommodation • Reworking of fencing to western side of grandstand is in progress • No update on the camping sign to be reinstated the bar building • The LLS annual return has been completed and requested future returns to be sent direct to Council • Thank you to the Management committee for removing trees – the Gun Club looks great • Some rubbish has been removed as discussed. Did arrange to meet with Council, didn't arrive for the meeting. • Only found an old version of the caretaker position description. Will continue to look for the latest version and update from there.

HAY SHOWGROUND MANAGEMENT COMMITTEE

General Meeting Minutes

		2.3 Correspondence **In** Invoice from Fraser Dywer $586.30 Hay Shire Council Invoice rates $920.00 Antonakas Home Hardware $29.10 **Out** **2.4 Financial Report** Prepared by Jane ***Moved J Griffiths Second M Cannon*** ***Increase the limit to 20k for the bank transfers.*** ***Moved S Wall Second S Lugsdin*** ***Approval for accounts to be paid.*** ***Moved J Griffiths Second M Cannon***
3	**MATTERS FOR DISCUSION** **3.1** Pothole repairs around the ground **3.2** Closure of showground during show **3.3** HJRL Booking of the grounds for presentation evening	**3.1** Potholes have been taken care of already. **3.2** Showground will be closed the week of the Show – will advert on facebook and on wikicamps. **3.3** Discussed the HJRL hiring the showground for their presentation. Would like to use the grandstand area for a couple of hours from approx. 5.30pm. Happy for the HJLR to use the grounds free of charge.
4	**OTHER GENERAL BUSINESS** 4.1 Secretary 4.2 Hay Show 4.3 Rodeo Club 4.4 Hay Jockey Club 4.5 BNS 4.6 Ground Supervisor 4.7 CanAssist 4.8 Sheep Show 4.9 Hay Gun Club 4.10 Council 4.11 Caretaker	**4.1** Nil **4.2** Working towards the show – everything going well. **4.3** Nil **4.4** Grounds will be closed during the week before the show and during, so no need for signs for stable closure. Safety concerns for show patron from posts. Mike & Jill will meet to discuss. Maybe able to use bunting or flagging to close off the posts/track **4.5** Nil **4.6** Nil **4.7** Nil **4.8** Nil

		4.9 Thank you for the trees, Council will provide new trees for us do the planting. **4.10** Updated as above **4.11** Nil
5	**MEETING FINALISATION** 5.1 Next meeting: 6pm	**5.1 15th September 2025**, 6pm at Council Chambers

Meeting Closed: 6.26pm

Minutes of the meeting of the Hay Shire Audit Risk and Improvement Committee Meeting held 11th September 2025 at 10.00am.

Present at Hay: David Webb (HSC General Manager), Cr John Perry (HSC Councillor), Mark Dowling (HSC Deputy GM), Kirstyn Thronder (ARIC Coordinator & HSC Exec. Mgr. - People & Governance).

Present Virtually: John Batchelor (Chair), Leanne Austin, Sarah Donnelly, Rick Warren; Keith Coates (Internal Auditor), Steph Waterhouse, Josh Porker (RSD Audit), Tyson Holt (RSD Audit) Michael Kharzoo (NSW Audit Office),

Apology: Jasen Crighton, Derek Francis.

Sarah/Leanne

1. Confirmation of Minutes

Resolved *that the minutes of the Audit Risk and Improvement Committee held 13th May 2025 as circulated be confirmed.*

Leanne/Sarah

2. Interim Management Letter

Josh Porker of RSD Audit provided an overview of the Interim Management Letter dated 20th June 2025 and advised the end of year audit will commence 22nd September 2025.

Resolved that the report be noted.

Leanne/Sarah

3. Draft 2024/25 Annual Financial Statements

Deputy General Manager Mark Dowling provided an overview of the Annual Financial Statements. Chairman John Batchelor sought clarification on several matters.

The Committee complimented Council's finance team on the completion of the Financial Statements in a timely manner, noting the resourcing issues required to complete these key financial reports by the required timeline.

The General Manager informed the Committee of a current issue being pursued by Council in relation to defects identified at the Sewage Treatment Plant.

Resolved that Audit, Risk and Improvement Committee notes the 2024/25 Draft Financial Statements as presented and endorse their presentation to Council and the NSW Audit Office.

Sarah/Leanne

4. Data Management Governance Policy

Resolved that the report be noted.

Sarah/Leanne

5. Chairman's Report

a. 2025-29 Strategic Work Plan

Resolved that the report be noted.

b. 2024-2025 Internal Audit and Risk Management Attestation

Resolved that the 2024/25 Internal Audit Risk and Risk Management Attestation signed by the General Manager and received by the Chairman be endorsed by the ARIC.

c. Audit Risk and Improvement Committee Annual Report to Council 2024-2025

Resolved that the verbal report be received and comments noted including the timeframe of report presentation to 23 October 2025 meeting of ARIC.

Leanne/Sarah

6. Review of Risk Register and Emerging Risks

Resolved that the report be noted.

Leanne/Sarah

5. Other Business

Nil

4. Next Meeting: 23rd October 2025

Meeting Closed 10.50am

Hay Shire Council
Audit Risk and Improvement Committee

Chairperson's Report – ARIC Meeting 11th September 2025

The Chairperson welcomed ARIC members together with non voting members, Council's Internal auditor, and staff who were in attendance.

Matters discussed included –

Interim Management Letter

Josh Porker of RSD Audit provided an overview of the Interim Management Letter dated 20th June 2025 and advised the end of year audit will commence 22nd September 2025. Matters listed would be followed up as part of the year end audit.

Draft 2024/25 Annual Financial Statements

The Committee was provided with an overview of the Financial Statements by Council's Deputy General Manager and focused on a number of key areas as listed below –

- *Income Statement – net operating result)*
- *Statement of Financial Position*
- *Assets and Depreciation*
- *Capital Grants and Contributions*
- *Material Budget variations*
- *External and Internal Restrictions*
- *Level of Unrestricted Cash*
- *Infrastructure Property Plant and Equipment*
- *Asset revaluations*
- *Real estate held for sale*
- *Sale of Assets*

.

As a result of discussions the following Recommendation was passed by the Committee –

- That the ARIC notes the 2024/25 Draft Financial Statements as presented and endorses their presentation to Council and the NSW Audit Office for audit'

The Committee complimented Council's finance team on the completion of the Financial Statements in a timely manner, noting the resourcing issues required to complete these key financial reports by the required timeline.

The General Manager informed the Committee of a current issue being pursued by Council in relation to defects identified at the Sewage Treatment Plant.

Data Management Governance Policy

The report was received and noted.

Chairperson's Report

A verbal report was provided in relation to the following -

a 2025-29 Strategic Work Plan

A four year draft Strategic Work Plan will be presented to the October meeting of ARIC for the Committee's endorsement.

b 2024-2025 Internal Audit and Risk Management Attestation

The Committee recommended that the 2024/25 Internal Audit Risk and Risk Management Attestation signed by the General Manager and received by the Chairman be endorsed by the ARIC.

c Audit Risk and Improvement Committee Annual Report to Council 2024-2025

Recommended that the verbal report be received and comments noted including the timeframe of report presentation to 23 October 2025 meeting of ARIC.

Review of Risk Register and Emerging Risks

The report was received and noted by the Committee.

Next Meeting:

23rd October 2025

In closing the meeting the Chair thanked everyone for their attendance and input.

John Batchelor
Chairperson

16th September 2025

CLOSED COMMITTEE NOTIFICATION

HAY SHIRE COUNCIL
ORDINARY MEETING OF COUNCIL
23RD SEPTEMBER 2025

List of items entitled to be dealt with in a Closed Meeting

Section 10A of the Local Government Act 1993 provides that all matters shall be discussed in open other than matters that relate to the following: -

(a) personnel matters concerning particular individuals (other than councillors);
(b) the personal hardship of any resident or ratepayer;
(c) information that would, if disclosed, confer a commercial advantage on the person with whom the council is conducting, or proposing to conduct, business;
(d) commercial information of a confidential nature that would, if disclosed:
  (i) prejudice the commercial position of the person who supplied it, or
  (ii) confer a commercial advantage on a competitor of the council, or
  (iii) reveal a trade secret;
(e) information that would, if disclosed, prejudice the maintenance of law;
(f) matter affecting the security of the council, councillors, council staff or property;
(g) advice concerning litigation, or advice that otherwise would be privileged from production in legal proceedings on the ground of legal professional privilege, and
(h) information concerning the nature and location of a place or item of Aboriginal significance on community land.

Council or a council committee may close part of a meeting only for such portion of the debate on an item as is necessary to preserve confidentiality, privilege or security. The resolution closing the meeting must specify:

- the provision of section 10A (2) of the Act under which part of the meeting is being closed,
- the matter to be discussed during the closed part of the meeting, and
- the reasons why it is being closed, including an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to public interest.

Section 11
In accordance with Section 11(2)(a)(b) of the Local Government Act 1993, access to the correspondence and reports relating to the items considered during the course of the Closed Session will be withheld.

Reason for Confidentiality:

IC.1 Aerodrome Licences

(d**)** commercial information of a confidential nature that would, if disclosed:
  (i) prejudice the commercial position of the person who supplied it, or
  (ii) confer a commercial advantage on a competitor of the council, or
  (iii) reveal a trade secret;

Further that in accordance with Section 10D it is considered that if the matter were discussed in an open Council meeting, it would on balance, be contrary to the public interest as its information that would if disclosed, confer a commercial advantage on person with whom the Council is conducting (or proposes to conduct) business. As such, the matter is appropriately considered in closed session under Section 10A(2)(d) of the Local Government Act 1993.