



Hay Shire
COUNCIL

2022-2026 Delivery Program Incorporating 2024/2025 Operation Plan

REVIEW December 2024

Hay

Exciting Heritage... Positive Future



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



Community Strategy A1.2	Foster environment of investment for environmental sustainability
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Review	Officer
A1.2.1 – Support and promote renewable energy programs	T2	Support renewable energy projects	CO	Renewable energy projects supported	Projects supported facilitated community engagement and letters of support	EM-EDT
A1.2.2 – Promote Sustainable transport initiatives	T2	Investigate electric and hydrogen vehicles/stations	Q2	Investigation of electric and hydrogen vehicles/stations undertaken	Grant funding received and report commissioned and completed for Hydrogen HV. EV’s installed	EM-EDT
A1.2.3 - Liaise and consult with stakeholders	T4	Being proactive with liaising with government agencies and/or developers	CO	Positive consultations held with agencies and developers	Consultation and support provided as required	GM

Community Strategy
A1.3

Implement sustainable and eco-friendly tourism initiatives

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

Community Strategy

A1.4

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

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



A2	Protect our water security
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Community Strategy A2.1	Advocate for ongoing water security and quality
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Review	Officer
A2.1.1 – Improvement in quality of river water	T3	Continue to advocate for better water quality	CO	Water agencies lobbied	Ongoing and regular discussions with relevant agencies	GM
A2.1.2 – The agricultural sector are well supported in their endeavours for water security	T3	Liaise with water user groups to advocate for continued water security	CO	Consultation with water user groups	Ongoing and supporting RAMJO advocacy	GM

Community Strategy A2.2

Implement sustainable water practices

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

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

A3

Manage our waste sustainability

Community Strategy
A3.1

Work with regional partners to develop and implement a sustainable waste management strategy

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Review	Officer
A3.1.1 – Pursue programs to reduce waste in landfill	T4	Implement three bin system.	Q4	Programs implemented	Completed	GM
A3.1.2 – Recycling and Waste	T4	Manage Community Recycling Centre and implement Waste Management Strategy.	CO	CRC managed and Waste Management Strategy being implemented	Nearing completion	EM-EO
	T4	Completion of a MRF within the LGA	CO	Construction of a MRF	Nearing completion - waiting power upgrade	GM



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

A4

Our Community is inclusive and sustainable

Community Strategy

A4.1

Facilitate access to public spaces for cultural and community events

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



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



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



B. Livable and Vibrant Community



Liveable and vibrant Community aims to develop a sustainable future for our community.

Community Outcomes

Our community has identified the following liveable and vibrant outcomes, which have been utilised to guide development of the goals and actions contained within this 2022-2026 Delivery Program:-

B1	Maintain and beautify the town centres
B2	Our community has available housing options
B3	Our community has access to a range of employment opportunities
B4	All cultures are strong, well supported and flourishing
B5	Our Community has access to a range of community services

Council Targets

This Plan outlines a set of Council Targets for achievement by 2026. The following 6 targets are driven by activities forming part of the liveable and vibrant community program:

T1	A skilled labour force
T2	Increase in employment options
T3	Improvement in options for all levels of education
T4	The community’s overall sense of wellbeing is increasing
T5	Provide high quality recreation and cultural facilities and support
T6	An attractive town centre
T7	An inclusive place to live



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



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

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

B3

Our community has access to a range of employment opportunities

**Community Strategy
B3.1**

Develop skilled labour force to meet community needs

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

Community Strategy B3.2

Promote inclusion of all abilities workers in the business community

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



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

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

Community Strategy

B4.2

Support cultural programs and initiatives, including First Nations

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

Community Strategy

B4.3

Promote inclusion in the community

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

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

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

Community Strategy

B5.3

Support local health initiatives and programs

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

Community Strategy

B5.4

Advocate for and support local health providers and stakeholders

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



Economic Prosperity and Sustainability

Hay

Economic prosperity and sustainability aims to formulate and implement tourism and economic development programs to promote a sustainable future for our community.

Community Outcomes

To achieve economic prosperity and sustainability our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2022-2026 Delivery Program:-

C1	Our community welcomes new and innovative industry to support our future
C2	Boost demand for products and services from Hay
C3	Facilitate growth industries
C4	Nurture and support the development and expansion of local industries

Council Targets

This Plan outlines a set of Council Targets for achievement by 2026. The following 6 targets are driven by activities forming part of the economic and sustainability program:

T1	Increase in business numbers and opportunities across the community
T2	Increase in tourism visitor numbers
T3	Growth in existing businesses
T4	Display leadership and innovation to deal with change
T5	Population growth
T6	Growth in agricultural sector



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

Community Strategy

C1.2

Boost demand for products and services in Hay

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

Community Strategy

C1.3

Facilitate growth industries

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

Community Strategy
C1.4

Nurture and support the development and expansion of local industries

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

C2

Our community values its history and tourism

Community Strategy

C2.1

Actively identify, promote, and enhance tourism initiatives

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Review	Officer
C2.1.1 – Encourage tourism opportunities that meet the needs of the community	T2	Identify tourism markets and opportunities	CO	Opportunities identified	Implementing of Destination Management Plan ongoing	EM-EDT
	T2	Provide guidance and support to new and existing tourist operations	CO	Support provided	Local tourism operators well supported	EM-EDT
C2.1.2 Promote and enhance the Hay Shire region as a tourist destination	T2	Implement Tourism Destination Management Plan	CO	Commenced implementation of Tourism Destination Management Plan	Commenced and initiatives being implemented	EM-EDT
C2.1.3 Work with tourism partners to develop local and regional tourism initiatives	T2	Facilitate strong and effective relationships with local groups and other tourism agencies	CO	Relationships formed	Well developed and ongoing	EM-EDT
C2.1.4 Improve visitation appeal	T2	Improve visitor experience	CO	Commenced implementation of Tourism Destination Management Plan	Visitation increased on previous year.	EM-EDT

Community Strategy C2.2

Actively identify, promote and enhance tourism initiatives

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

Community Strategy C2.3

Promote accommodation and camping facilities

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

Community Strategy
C2.4

Showcase our open space, recreation and cultural facilities

2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Review	Officer
C2.4.1 Promote and enhance our open space recreation and cultural facilities	T2	Participate in local, regional and State campaigns	CO	Participation in campaigns	Promotional material complete and participating in campaigns	EM-EDT
C2.4.2 Participate in marketing	T2	Include facilities in tourism and promotional material and Council planning and reporting documents	CO	Open spaces, recreational and cultural facilities marketed	Marketing campaigns ongoing	EM-EDT



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

Community Strategy C3.2

Promote our capacity to stage events

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

C4

Our community is innovative and adaptive

Community Strategy

C4.1

Identify opportunities to grow the agriculture sector

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

Community Strategy C4.2

Improve connectivity in the community

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



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



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



Governance and Organisational Performance

Hay

Governance and organisational performance aims to develop a sustainable future for our Council and community.

Community Outcomes

To achieve governance and organisational performance, our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2022-2026 Delivery Program:-

D1	Our community is supported by a strong and resilient Council that is responsive to its needs
D2	Our community is connected and informed

Council Targets

This Plan outlines a set of Council Targets for achievement by 2026. The following 6 targets are driven by activities forming part of the governance and organisational performance program:

T1	Satisfaction with Council’s overall performance is increasing
T2	Community overall feels more engaged in the decision making process of Council
T3	Council’s performance against industry wide financial benchmarks is strengthened
T4	Increase in Council’s involvement in local and state matters affecting the Hay Community
T5	Continuously improve
T6	Remain Fit for the Future



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

Community Strategy

D1.2

Council effectively manages its resources

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

Community Strategy D1.3

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

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

Community Strategy D1.4

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

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

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

Community Strategy
D1.6

Council will seek to continuously improve

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

Community Strategy
D1.7

Obtain a sustainable funding model

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

Community Strategy D1.8	Develop and encourage internal capabilities
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2022-2026 Delivery Program		2024/25 Operational Plan				
Principal Activities	Council Target	Priority	Completion	Target	Review	Officer
D1.8.1 Improve internal capacity and capability	T2	Build capacity in the workforce	CO	Capacity building opportunities sought	Growing within strategy being implemented. Restructure implemented	GM



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

Community Strategy D2.2

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

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



Our Infrastructure

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Our infrastructure aims to develop and implement practices that will ensure that community and operational assets are provided at sustainable levels both now and into the future.

Community Outcomes

To achieve Our Infrastructure goals our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2022-2026 Delivery Program:-

E1

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

Council Targets

This Plan outlines a set of Council Targets for achievement by 2026. The following 6 targets are driven by activities forming part of the assets program:

T1

Satisfaction with the maintenance of Council's entire infrastructure is increasing

T2

Provide for the whole life costs of infrastructure



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

Community Strategy E1.2

Ensure Council effectively manages its infrastructure and assets within available resources

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

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



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