Business Paper

Ordinary Meeting

Tuesday, 25th February 2025
1.00pm

Exciting Heritage...Positive Future

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
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20th February 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, 25th February 2025 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. Supplementary Mayoral Minute (if applicable)
7. Mayor's Report
8. General Manager's Report
9. Committee Reports (if applicable)
10. In Committee Reports (if applicable)

This meeting will be audio recorded and available on Council's website within 48 hours on completion of the Ordinary meeting.

Yours sincerely,

David Webb
General Manager

ADDRESSES TO COUNCIL

Approval has been granted for the following address to be presented to Council at this meeting: -

1pm - Andrew Cotterill – nbn Local Regional Development and Engagement Manager

MINUTES
INDEX

- Ordinary Meeting – 17th December 2024
- Extraordinary Meeting – 29th January 2025

MINUTES OF THE ORDINARY MEETING OF THE HAY SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS LACHLAN STREET HAY AT 1.00PM ON 17th DECEMBER 2024

PRESENT: Councillors: Mayor Cr C Oataway (Chair), Cr L Garner, Cr W Miller, Cr J Perry, Cr P Porter, Cr D Tapper, General Manager David Webb, Deputy General Manager – Mark Dowling, Executive Manager – People and Governance – Kirstyn Thronder and Executive Assistant Mia Headon-Doidge.

Apology: Cr G Chapman

24-124 **Resolved** that Council November 2024 Ordinary meeting granted leave of absence to Cr Geoffrey Chapman for the 17th December 2024.

(Porter/Quinn)

This meeting was audio recorded.

Request to attend by Audio Link:

24-131 **Resolved** that Cr M Quinn attend the meeting by audiolink.

(Miller/Tapper)

Confirmation of Minutes

24-132 **Resolved** that the minutes of the Ordinary Meeting of Council held 26th November 2024 be confirmed with an amendment to (b) item C12, with the word donates replacing waivers as follows:

24-125 ***Resolved*** *that Council*

a) *provides financial assistance to Hay Children Services by way of waiving the cost of Building Insurance in the value of $3,207.02, and*

b) *donates the War Memorial Hall Fee of $100 for the 2024 Christmas Carols and supper planned by St Fergal Catholic Church.*

(Perry/Tapper)
Cr Garner requested his vote against resolution (b) be recorded

(Quinn/Porter)

Declaration of Interest

Nil

Mayoral Report

That Council receives and notes the report provided

Delegate Report

Cr Perry entered the meeting for this item.

For Council's information

General Manager's Reports

Action Plan Report

The report was received and noted.

C1 Development Applications – 16th November 2024 to 5th December 2024

That Council notes the list of Development Applications 16th November 2024 to 5th December 2024

C2 DA2024-37 – Service Station replacement at 429-431 Moama St, Hay

24-133 Resolved That the DA2024-37 for 'Demolition of existing service station, building and refuelling canopy and associated refuelling areas, including new service station facility with separate light and heavy vehicle refuelling canopies and parking sales building and signage' at 429-431 Moama Street, Hay, be approved with the following conditions:

General Conditions

1. **Compliance with Consent:**

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

   - Statement of Environmental Effects prepared by Inhouse Town Planning Studio dated 20 June 2024.
   - Project No. 22-068 Drawing No. TW-01, TW-02, TS-01, TS-02, TS-03, TS-04, CMP-01, CMP-02, CMP-03, A-01, A-02, A-03, A-04, A-20, A-21, A-23, A-24, A-100, A-101, A-200, A-201, SD-01, L-01, L-02, SS-01, SS-02 6 by Oasis Building Pty Ltd for 429-431 Moama St, Hay, except where varied by conditions of this consent.
   - Waste Management Plan dated June 2024, Project No. 22-068
   - Traffic Impact Assessment dated June 2024 by Ardill Payne & Partners
   - Bush Fire Assessment Report, Reference #: 242002 by BEMC.

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

2. **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.

3. Food and Drink premises:

The fitout of the food preparation and serving areas need to conform to the following standards:

a) Food Standards Code (Australia) and Food Safety Standard 3.2.3 – Food Premises and Equipment
b) Food Act 2003 and Food Regulation 2015
c) Australian Standard 4674:2004 :Design, Construction and Fit-out of Food Premises
d) Plumbing Code of Australia and Australian Standard/New Zealand Standard AS/NZS 3500 series on Plumbing and Drainage.

Reason: To ensure the premises comply with the relevan standards.

4. 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.

5. Siting:

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.

Reason: To ensure no encroachments occur onto neighbouring properties and no changes are made to the approved siting of the property.

6. 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.

7. 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.

8. Occupation Certificate:

Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and/or 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.

9. 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.

10. Vehicular Crossing

- 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.

11. 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 construction.

12. Waste

- All waste streams must be separated and paid as applicable as per Council's 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

13. Kerb & Gutter

- Full length of kerb and gutter in Moama Street between vehicle crossings must be replaced at the applicants cost.

14. Stormwater

- Southern stormwater discharge to be further investigated between Council staff and the developer.
- The stormwater drainage from the development is to be connected directly into Council's stormwater pit adjacent to the property, within the road reserve 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 gutter by means of pipes of a type approved by Council.

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

15. Sewer

- The sewer main running under the current Lots 1-2 DP 997870 from Council manhole ZD3 to Council manhole ZD4 is to be either encased in concrete or in compliance with Hay Shire Councils Building Over Sewer Mains Policy. Sewer manhole ZD3 lid and surrounds must be upgraded to Class E. All costs associated with the sewer services, are to be borne by the developer. Developer needs to submit sewer proposal to Council before construction.

Reason: The proposed service station is located over or near the existing sewer main and it is required to ensure the existing sewer service and the manhole and sewer main are not impacted on by the building, the driveway or traffic for the life of the development.

- 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.

16. Removal of Existing Driveway

- Removal of driveway layback and install new barrier kerb, topsoil and seed to be placed where driveway was removed in Archer Street.

17. Shoulder

- Reconstruct and asphalt southern shoulder in Moama Street from kerb and gutter line to edge of travel lane between the two driveways as per Councils specifications.
- The development is to be responsible for the ongoing maintenance of the adjoining nature strips.

Reason: To maintain the amenity of the streetscape for the life of the development.

18. 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**.**

19. Demolition Management:

The work is to be executed by a competent person, with due regard for safe working practices and in accordance with the requirements of the Work Cover Authority.

At all times during demolition a competent person shall directly supervise work. It is the responsibility of the person to ensure that:

- The structure to be demolished and all its components shall be maintained in a stable and safe condition at all stages of the demolition work. Temporary bracing, guys, shoring or any combination of these, shall be added for stability where necessary.
- Precautions are taken to ensure that the stability of all parts of the structure and the safety of persons on and outside the site are maintained particularly in the event of sudden and severe weather changes. Severe weather changes refer primarily to the localised high winds. In these circumstances loose debris can become airborne, particularly if it is in sheet form.
- The site shall be secured at all times against the unauthorised entry of persons or vehicles.

- Utility services within the structure not required to be maintained during the demolition work shall be properly disconnected and sealed off before any stripping or demolition commences.
- All debris is to be removed from the site and disposed of at Hay Waste Depot in the appropriate sections.

20. The development must be in accordance with the relevant provisions and Regulations of the Biodiversity Conservation Act 2016, the Fisheries Management Act 1994, the Heritage Act 1977, the Local Government Act 1993,the National Parks and Wildlife Act 1974, the Protection of the Environment Operations Act 1997, the Roads Act 1993, the Rural Fires Act 1997, the Water Management Act 2000, the National Construction Code ("NCC") and all other applicable legislation.

Reason: To comply with relevant legislation.

21. The Applicant should be aware that under Section 120 of the Protection of the Environment Operations Act 1997 it is an offence to pollute waters.

Reason: To comply with NSW Environment Protection Authority requirements.

22. It is the Applicant's responsibility to ensure compliance with the requirements of the Disability Discrimination Act 1992 (DDA). Note: Compliance with the Building Code of Australia does not necessarily meet the requirements of the DDA. You are advised to seek advice from the Australian Human Rights Commission (phone (02) 9284 9600) in respect of your application.

Reason: To comply with the Disability Discrimination Act 1992.

23. 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.

24. 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.

25. Soil

A suitable soil chemical analysis and investigation report is required if any evidence of contamination on the subject site is found during works. If any evidence of contamination is found, all works at the location must cease immediately. If remediation works are required, works must not recommence on the subject site until Council is satisfied any required remediation techniques have been appropriately completed.

Reason: To ensure the subject site is not contaminated.

26. Loading and unloading

All loading and unloading associated with the development must be carried out within the site.

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

27. 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.

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.

28. 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.

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.

29. Storage or Hazardous Goods

Dangerous and hazardous goods shall be stored in accordance with SafeWork NSW requirements, dependant 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.

30. 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.

31. 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.

32. 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.

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

33. 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.

34. Council property

Any damage or deterioration to any Council property including footpaths, 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.

35. Minimise dust and noise

The Applicant must undertake measures to minimise dust and noise and ensure the impact on neighbouring properties is minimised.

Reason: To minimise environmental and amenity impacts in respect to construction of the development.

36. 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.

Reason: To comply with NSW EPA requirements.

37. Location of Stockpiles

Stockpiles of soil shall not be located on / near any drainage lines or easements, natural watercourses or water bodies, footpath or roadway without first providing suitable protective measures adequate to protect these water bodies.

Reason: To ensure no contamination of waterways occurs as a result of the development.

38. 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.

39. Fencing Requirements

Fencing to be installed on the northern boundary (along Russell Street), providing a barrier between the service station and the residential properties. Please adhere to Council's Fencing Policy, or apply to Council if the fence design is outside the Policy.

Reason: To protect the amenity of the residential area and ensure debris remains on the property.

40. Landscaping requirements

Landscaping as per the approved Landscaping Plan, to be installed prior to occupation.

Reason: To protect the amenity of the area and assist with filtering any dust/debris from the property.

Compliance with Government Department and Council conditions of consent

Rural Fire Service

41. General Conditions

- *The recommendations are based on the documents/plans supplied via Councils referral to the NSW RFS.*
- *The plan titled "Proposed Site Plan, by Oasis Building Design Pty Ltd, numbered 22 - 068, revision P4, dated 8/07/2024"; and,*
- *The bush fire assessment prepared by Bushfire Environmental Management Consultancy, reference 242002, dated 6 October 2024.*

Asset Protection Zones
The intent of measure is to minimise the risk of bush fire attack and provide protection for emergency services personnel, residents and others assisting firefighting activities.

42. *From the commencement of building works and in perpetuity, the entire property must be managed as an inner protection area in accordance with the following requirements of Appendix 4 of Planning for Bush Fire Protection 2019:*

- *tree canopy cover should be less than 15% at maturity;*
- *trees at maturity should not touch or overhang the building;*
- *lower limbs should be removed up to a height of 2 m above the ground;*
- *tree canopies should be separated by 2 to 5 m;*
- *preference should be given to smooth-barked and evergreen trees;*
- *large discontinuities or gaps in the shrubs layer should be provided to slow down or break the progress of fire towards buildings;*
- *shrubs should not be located under trees;*
- *shrubs should not form more than 10% ground cover;*
- *clumps of shrubs should be separated from exposed windows and doors by a distance of at least twice the height of the vegetation;*
- *grass should be kept mown (as a guide, grass should be kept to no more than 100mm in height); and*
- *leaves and vegetation debris should be removed regularly.*

Construction Standards
The intent of measure is to minimise the risk of bush fire attack and provide protection for emergency services personnel, residents and others assisting firefighting activities.

43. *New construction must comply with section 3 and section 5 (BAL 12.5) Australian Standard AS3959-2018 Construction of buildings in bushfire-prone areas or the relevant requirements of the NASH Standard - Steel Framed Construction in Bushfire Areas (incorporating amendment A - 2015). New construction must also comply with the construction requirements in Section 7.5 of Planning for Bush Fire Protection 2019.*

44. *New construction for the refuelling canopies, ordering bay and any other class 10 structure must be undertaken using non-combustible materials.*

Water and Utility Services
The intent of measure is to provide adequate services of water for the protection of buildings during and after the passage of a bush fire, and to locate gas and electricity so as not to contribute to the risk of fire to a building.

45. *The provision of water, electricity and gas installed as a part of this application must comply with the following in accordance with Table 5.3c of Planning for Bush Fire Protection 2019:*

- *reticulated water is to be provided to the development where available;*
- *fire hydrant, spacing, design and sizing complies with the relevant clauses of Australian Standard AS 2419.1:2005;*
- *hydrants are not located within any road carriageway;*
- *reticulated water supply to urban subdivisions uses a ring main system for areas with perimeter roads;*
- *fire hydrant flows and pressures comply with the relevant clauses of AS 2419.1:2005;*
- *all above-ground water service pipes are metal, including and up to any taps;*
- *where practicable, electrical transmission lines are underground;*
- *where overhead, electrical transmission lines are proposed as follows:*

- *lines are installed with short pole spacing (30m), unless crossing gullies, gorges or riparian areas; and*
- *no part of a tree is closer to a power line than the distance set out in accordance with the specifications in ISSC3 Guideline for Managing Vegetation Near Power Lines.*
- *reticulated or bottled gas is installed and maintained in accordance with AS/NZS 1596:2014 and the requirements of relevant authorities, and metal piping is used;*
- *reticulated or bottled gas is installed and maintained in accordance with AS/NZS 1596:2014 - The storage and handling of LP Gas, the requirements of relevant authorities, and metal piping is used;*
- *all fixed gas cylinders are kept clear of all flammable materials to a distance of 10m and shielded on the hazard side;*
- *connections to and from gas cylinders are metal; polymer-sheathed flexible gas supply lines are not used; and*
- *above-ground gas service pipes are metal, including and up to any outlets.*

Landscaping Assessment
The intent of measure is to minimise the risk of bush fire attack and provide protection for emergency services personnel, residents and others assisting firefighting activities.

46. *Landscaping within the required asset protection zone must comply with Appendix 4 of Planning for Bush Fire Protection 2019. In this regard, the following principles are to be incorporated:*

- *A minimum 1 metre wide area (or to the property boundary where the setbacks are less than 1 metre), suitable for pedestrian traffic, must be provided around the immediate curtilage of the building;*
- *Planting is limited in the immediate vicinity of the building;*
- *Planting does not provide a continuous canopy to the building (i.e. trees or shrubs are isolated or located in small clusters);*
- *Landscape species are chosen to ensure tree canopy cover is less than 15% (IPA), and less than 30% (OPA) at maturity and trees do no touch or overhang buildings;*
- *Avoid species with rough fibrous bark, or which retain/shed bark in long strips or retain dead material in their canopies;*
- *Use smooth bark species of trees species which generally do not carry a fire up the bark into the crown;*
- *Avoid planting of deciduous species that may increase fuel at surface/ ground level (i.e. leaf litter);*
- *Avoid climbing species to walls and pergolas:*
- *Locate combustible materials such as woodchips/mulch, flammable fuel stores away from the building;*
- *Locate combustible structures such as garden sheds, pergolas and materials such as timber garden furniture away from the building; and*
- *Low flammability vegetation species are used.*

Emergency Management
The intent of measure is to provide suitable emergency and evacuation arrangements for occupants of SFPP developments.

47. *A Bush Fire Emergency Management and Evacuation Plan must be prepared in accordance with Table 6.8d of Planning for Bush Fire Protection 2019 and be*

consistent with the NSW RFS document: A Guide to Developing a Bush Fire Emergency Management and Evacuation Plan. The plan must also include the following:

- *a mechanism for the relocation of occupants on days with an 'extreme' or 'catastrophic' fire danger rating or days declared as a total fire ban;*
- *contact details for the local Rural Fire Service office;*
- *procedures for coordinated evacuation of the site in consultation with local emergency services.*
- *provide for the ongoing management and maintenance of bushfire protection measures and annual audit and checking process for the bushfire protection measures.*

A copy of the Bush Fire Emergency Management and Evacuation Plan should be provided to the Local Emergency Management Committee for its information prior to the occupation of the development.

Transport for NSW

48. *The site shall be established and maintained with one-way circulation through the site restricted to ingress via the western driveway from the Sturt Highway (Moama Street) and egress via the eastern driveway as per the submitted plans. This one-way circulation shall be appropriately sign posted and line marked. No entry signs shall be erected and maintained at the eastern driveway.*

49. *As a minimum, driveways shall be upgraded to a sealed surface between the back of kerb to the property boundary for the full width of the driveway required to accommodate the largest vehicle anticipated to access the subject site as shown on the submitted plans.*

50. *The driveways to the Sturt Highway shall be designed and constructed with measures (eg truck mountable kerbing, line marking, etc) to slow vehicles accessing the site from the highway and to direct light vehicles perpendicular to the property boundary within the development site.*

51. *The order point for the Drive Thru Coffee facility shall be relocated to the northern side of the proposed sales building to maximise available queuing clear of circulation paths to the light vehicle fuel bowsers.*

52. *All activities including, loading and unloading associated with this development shall take place within the subject development site to remove interference with vehicles and pedestrian movement on public roads. Fill points for onsite 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.*

53. *Any signage shall be designed and located so as to comply with the following;*

a. the sign display shall not include:

- *Any flashing lights,*
- *Electronically changeable messages,*
- *Animated display, moving parts or simulated movements.*
- *Complex display that holds motorist's attention beyond "glance appreciation",*
- *Display resembling traffic signs or signals, or giving instruction to traffic by using*
- *words such as 'halt' or 'stop';*

b. *The method and intensity of any illumination of the sign shall not be directed or transmitted in such concentration or intensity to cause distraction or glare to motorists.*
c. *The permissible level of reflectance of an advertisement is not to exceed the 'Minimum coefficients of Luminous intensity per unit area for Class 2A', as set out in Australian Standard AS/NZS 1906.1:2007;*
d. *Any proposed sign and support structure (except roadside regulatory signage) shall be located wholly within the confines of the property boundaries and not protrude over any adjoining road reserve.*
e. *Any 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.*
f. *Any proposed sign and support structure shall not obstruct any road regulatory, safety or directional signage in the vicinity,*
g. *Any proposed sign and support structure shall not pose any risk to the safety of pedestrians or motorists.*

Essential Energy

As the plans provided do not show the distances from Essential Energy's infrastructure and the development, there may be a safety risk. A distance of 3.5m from the nearest part of the development to Essential Energy's infrastructure (measured horizontally) is required to ensure that there is no safety risk.

A safety Clearance of 3.5m is required from the front signage to the 11Kv Overhead Network located on Moama Street

- *It is also essential that all works comply with SafeWork clearance requirements. In this regard it is the responsibility of the person/s completing any works to understand their safety responsibilities. The applicant will need to submit a Request for Safety Advice if works cannot maintain the safe working clearances set out in the Working Near Overhead Powerlines Code of Practice, or CEOP8041 - Work Near Essential Energy's Underground Assets.*

- *If the proposed development changes, there may be potential safety risks and it is recommended that Essential Energy is consulted for further comment;*

- *Any existing encumbrances in favour of Essential Energy (or its predecessors) noted on the title of the above property should be complied with;*

- *Any activities in proximity to electrical infrastructure must be undertaken in accordance with the latest industry guideline currently known as ISSC 20 Guideline for the Management of Activities within Electricity Easements and Close to Infrastructure;*

- *Prior to carrying out any works, a "Dial Before You Dig" enquiry should be undertaken in accordance with the requirements of Part 5E (Protection of Underground Electricity Power Lines) of the Electricity Supply Act 1995 (NSW); the location of overhead and underground*

powerlines are also shown in the Look Up and Live app essentialenergy.com.au/lookupandlive.

Environmental Protection Agency

If remediation is needed Council requires a site audit to confirm that the land will be suitable for the proposed use, and the proponent is to verify that the information provided adheres to appropriate standards, procedures and guidelines.

Reason: Conditions as supplied by Departments.

Conditions which must be fulfilled prior to the release of the Occupation Certificate or use of the development

54. 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.
(Perry/Garner)

For	*Against*
Cr L Garner	
Cr W Miller	
Cr C Oataway	
Cr J Perry	
Cr P Porter	
Cr M Quinn	
Cr D Tapper	

C3 John Houston Memorial Swimming Pool Replacement Project – Updated Report

24-134 **Resolved** that Council:

(a) Notes the information provided in the report and verbal update given;
(b) Endorses proposed Project Control Group with the addition of two Councillors – Crs Perry and Quinn;
(c) Supports the use of the community raised funds for the purpose of heating the new pools; and
(d) A further report is brought to Council once the design of the heating system is completed.

(Perry/Miller)

C4 Floodplain Management Program

24-135 **Resolved** that Council

(a) Notes the information provided in the report;

(b) Endorses the draft full Floodplain Risk Management Study and Plan as outlined in the report be placed on public exhibition for minimum of 28 days; and

(c) A further report be brought back to Council in due course.

(Perry/Tapper)

C5 Murrumbidgee River Master Plan 2021 Update

24-136 **Resolved** that Council places the amended Pages 14 and 15 of the Murrumbidgee River Master Plan on public exhibition and a further report be brought to the March 2025 meeting.

(Perry/Tapper)

C6 Request for Memorial Bench

24-137 **Resolved** that Council installs a memorial bench seat in memory of Mr Clive Davenport at No.1 Oval in Hay Park.

(Tapper/Perry)

C7 Classification of Truck Wash Land

24-138 **Resolved** that Council classify Lot 7308 DP 114431 (Hay Truck wash) as operational land.

(Quinn/Porter)

C8 Review of Risk Management Framework

24-139 **Resolved** that Council endorse the Risk Management Framework and Risk Register as presented.

(Porter/Tapper)

C9 Review of Payment of Expenses and Provision of Facilities Policy

24-140 **Resolved** that Council place the draft Payment of Expenses and Provision of Facilities Policy, as presented, on public exhibition for a period of no less than 28 days with any comments received to be considered at the February 2025 Ordinary meeting of Council.

(Perry/Miller)

C10 Application for reduction in water and sewerage usage charges

24-141 **Resolved** that Council:

a) not reduce or waive the water usage charge for 31/10/2024; and

b) writes off 50% of the sewer discharge charges.

(Tapper/Perry)

Cr Garner requested his dissent be recorded.

C11 Audit Office - Final Management Letter

24-142 **Resolved** that Council receives and notes the NSW Audit Office Final Audit Management Letter for 2023/2024 and the actions undertaken to date.

(Porter/Perry)

C12 Monthly Financial Data - November

That Council receives and notes the report provided

C13 Library Report

That Council receives and notes the report provided.

C14 Tourism & Economic Development Report

Notes the information and actions being undertaken in the report

C15 Circulars & Other Government Correspondence

That Council receives and notes the report provided.

C16 Major Projects Update

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

C17 Operations Monthly Update Report

24-143 **Resolved** that Council:

(i) Notes the information provided in the report;

(ii) Adopts the new proposed truck wash fees as follows:

(a) Charge per minute of use $0.5454/min (excluding GST), based on current annual costs and usage minutes;

(b) Minimum charge per use is $2.727 (excluding GST); and

(c) Sell purchased fobs for $35 (excluding GST).

(Perry/Miller)

C18 Tree Removal Request

24-144 **Resolved** that Council removes the Pine Tree at 476 Moppett Street and replace with two (2) Manchurian Pear trees.

(Porter/Perry)

Reports of Council Committees:

- Maude War Memorial Hall Committee AGM 12th November 2024
- Maude War Memorial Hall Committee 12th November 2024
- Bishop Lodge Management Committee 27th November 2024
- Audit Risk & Improvement Committee 4th December 2024
- Hay Floodplain Risk Management Committee 5th December 2024.

24-145 **Resolved** that Council notes the Committees meeting minutes and any recommendations contained within be adopted.

(Quinn/Miller)

There being no further business the meeting terminated at 2.35pm.

Confirmed_____
Cr Carol Oataway
Mayor

MINUTES OF THE EXTRAORDINARY MEETING OF THE HAY SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS LACHLAN STREET HAY AT 5.00PM ON 29th JANUARY 2025

PRESENT: Councillors: Cr M Quinn (Chair), Cr G Chapman Cr L Garner, Cr W Miller, Cr J Perry, Cr P Porter, Cr D Tapper, General Manager David Webb, Executive Manager – People and Governance – Kirstyn Thronder.

Apology: Mayor Cr C Oataway

25-01 **Resolved** that Cr Oataway be granted leave of absence.

(Perry/Porter)

This meeting was audio recorded.

Request to attend by Audio Link: Nil

Declaration of Interest - Nil

General Manager's Reports

C1 DA2024-58 – Carport/Garage at 465 Orson Street, Hay

25-02 **Resolved that** DA2024-58 for a Carport/Garage at 465 Orson Street, Hay 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 A, B and C for Carport/Garage at 465 Orson Street, Hay, except where varied by conditions of this consent.

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

2. 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.*

3. Compliance with Standards:
Any building and associated works shall comply with the statutory requirements of the Environmental Planning & Assessment Act, Local Government Act and the National Construction Code (NCC).

Reason: *The legal obligations of the Council to administer the New South Wales building and planning laws in order to provide satisfactory standards of living and development.*

4. 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.*

5. Siting:
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.

Reason: *To ensure no encroachments occur onto neighbouring properties and no changes are made to the approved siting of the property.*

6. 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.*

7. Boundary Clearance: A minimum distance of 800mm shall be provided between the external walls of the building and the side boundaries of the allotment, and a minimum distance of 450mm shall be provided between the overhang of the eaves and guttering and the side boundaries of the allotment.

Reason: *To adhere to minimum boundary offsets as required by the relevant legislation and in keeping with the approved plans.*

8. Storm Water Drainage:
Storm water run-off from all roofs and extensive paved areas is to be collected and conveyed by gravity to Council's storm water collection system via a system of underground pipes having a diameter of at least 90mm and laid at a grade of at least one-in-one hundred (1%).

Reason: *Preservation of the integrity of buildings and other structures, soil conservation, and not to impact neighbouring properties.*

9. 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.*

10. Occupation Certificate:
Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and/or 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.*

11. 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.*

12. Driveways:
If it is proposed to construct a vehicular crossing on the public footpath/nature strip or road verge, the vehicular crossing must be applied for in a separate application (Road Opening Permit) and further approved and inspected by Council. The driveway should be at least 1m clear from the next property boundary. The access is to be constructed and maintained at the Applicant/Owners cost, such that no soil erosion is caused.

Reason: *To ensure that works carried out on public roads conform to the requirements of Council (the responsible authority), and reduce the risk to life and property (neighbours, street lights, power poles, road damage, etc).*

13. Second Hand Materials:
No second hand materials are to be used on any external surface of the building unless made available for inspection and separately approved by Council.

Reason: *To ensure building materials are in good condition, are not unsightly and adhere to the amenity of the area.*

14. Surface Water:
Provision shall be made to keep surface water away from the dwelling and neighbouring properties.

Reason: *To ensure surface water is kept on the property as per the Local Government Act 1993*

(Porter/Chapman)

For	*Against*
Cr G Chapman	
Cr L Garner	
Cr W Miller	
	Cr J Perry
Cr P Porter	
Cr M Quinn	
Cr D Tapper	

C2 DA2024-64 – Shed at 455 Cadell Street, Hay

25-03 **Resolved** That DA2024-64 for a shed at 455 Cadell Street, Hay 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 - Site Plan dated 8/12/2024 AND Job No. 0397491210, Sheets 1 to 8 dated 25-10-2024 by Best Sheds, for 455 Cadell Street, Hay, except where varied by conditions of this consent.

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

2. 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.*

3. Compliance with Standards:
Any building and associated works shall comply with the statutory requirements of the Environmental Planning & Assessment Act, Local Government Act and the National Construction Code (NCC).

Reason: *The legal obligations of the Council to administer the New South Wales building and planning laws in order to provide satisfactory standards of living and development.*

4. 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:

m) Pier pads prior to pouring concrete;
n) All footing excavations, with steel in position, before concrete is poured;
o) All concrete floors and raft slabs, with steel and damp proof membrane in position before concrete is poured;
p) Sewer drains before being covered;
q) Bearers and floor joists before flooring is laid;
r) Wall and roof framing before being lined;
s) Insulation of walls, roof, floor, ceilings, soffits, service pipes, ducts and chimney flue dampers;
t) Wet area flashings after internal linings are installed;
u) Stormwater drains/connections before backfilling;
v) Fire-rated wall and ceiling framing;
w) Sound transmission measures;
x) 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.*

5. Siting:

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.

Reason: *To ensure no encroachments occur onto neighbouring properties and no changes are made to the approved siting of the property.*

6. 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.*

7. Boundary Clearances & Encroachments:

All structures shall be erected solely within the property boundaries (including overhang of gutters), with the approved boundary clearance/distance.

Reason: *To ensure that no encroachments occur onto neighbouring/public property.*

8. Storm Water Drainage:

Storm water run-off from all roofs and extensive paved areas is to be collected and conveyed by gravity to Council's storm water collection system via a system of underground pipes having a diameter of at least 90mm and laid at a grade of at least one-in-one hundred (1%).

Reason: *Preservation of the integrity of buildings and other structures, soil conservation, and not to impact neighbouring properties.*

9. 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.*

10. Occupation Certificate:
Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and/or 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.*

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.*

11. Use of Building – Non-Residential Uses Only:
The building must not be used as a dwelling or domicile without Council's consent.

12. Use of Building – Not for Commercial or Industrial Use: The building/shed must not be used for commercial or industrial purposes or storage of goods associated with industrial or commercial undertakings.

Reason: *Development consent is required for any other activity not already approved.*

13. Laneway Access:
Any gates used to access the rear laneway, must not swing outwards into the road reserve.

Reason: *To not encroach onto a road reserve, and to not cause obstructions/hazards to traffic users.*

14. Dividing Fences Act:
The Dividing Fences Act 1991 must be adhered to

Reason: *Legislative compliance.*

15. 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.*

16. 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*

17. Waste Removal:

All debris and any waste fill is to be removed from the site and disposed of at Hay Garbage 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 Works Operations Manager for an estimate of costs in this regard.

Reason: *To ensure that the amenity and unsightly condition is minimised.*

18. Waste Storage During Construction:

Provision shall be made on site for the proper storage and disposal of waste such that no builders' waste shall be left in the open. Specific attention should be given to items which are subject to relocation by the action of wind, eg. paper, sheets of iron, ridge capping, cement and lime bags and the like.
Reason: *To ensure that the site is not a source of wind-blown litter.*

19. 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.*

(Perry/Miller)

For	*Against*
Cr G Chapman	
Cr L Garner	
Cr W Miller	
Cr J Perry	
Cr P Porter	
Cr M Quinn	
Cr D Tapper	

C3 John Houston Memorial Swimming Pool Replacement Project – Updated Report

25-04 Resolved that Council:

(a) Notes the information provided in the report and actions being undertaken;

(b) Endorses the removal of the four trees and planting of ten new trees on site;

(c) A further report is brought to Council once the design of the heating system is completed; and

(d) Record a vote of thanks to the General Manager and his team for the successful Growing Regions Program grant application.

(Perry/Tapper)

C4 Regional Economic Development & Community Investment Program

25-05 Resolved That Council:

(a) Notes the parking of the grant application under the Resilient Rivers Water Infrastructure Program;

(b) Submits a grant application under the Regional Economic Development and Community Investment Program for the full roll out of digital meters to all users in the Hay town water supply network; and

(c) Provides a 25% cash contribution to towards the Regional Economic Development and Community Investment Program from the Water Fund Reserves.

(Tapper/Porter)

There being no further business the meeting terminated at 5.45pm.

Confirmed_____
Cr Carol Oataway
Mayor

Mayoral Minute

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M1. Mayoral Report

REPORTING OFFICER	Cr Carol Oataway – Mayor
ATTACHMENTS	Nil

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

Representation / Engagements

- St Mary's Presentation Night – 12th December 2023
  The General Manager and I attended St Mary's School Presentation Night, both making a presentation to the students. St Mary's has had a successful year of learning, and all students are to be congratulated on their awards.

- Hay PS Presentation Day – 17th December 2022
  Along with the General Manager, I was able to attend Hay Public School's Presentation Day and make several presentations to students. All students are to be congratulated on their awards.

- Hay Public School Book Launch – 18th December 2024
  I accepted an invitation to attend Hay Public School to launch two books written, illustrated and published by the students. Thirty-seven Year 6 students contributed to the books which included a picture book, The Black Falcon and the Fallen Feather' and an information book, 'Finding Home on the Hay Plains'. Featured are the Auldist family, Splinta Woods and the Black Falcon as well as the conservation work that the LLS are doing on the Black Falcon and the regeneration work the Auldists are conducting on their properties.

- LOVE Hay Christmas Street Bonanza – 18th December 2024
  The community of Hay came together in Witcombe Place as a celebration of Christmas festivities, Christmas markets and the Bonanza Draw. The LOVE Hay gift card promotion has delivered over $500 000 to contributing Hay businesses since its inception. I was honoured to draw four lucky winners from the barrel and award them with LOVE Hay gift cards. Thank you to the dedicated team at the Hay Visitor Information Centre for their hard work in organising this event.

- Fingerling Release – 18th December 2024
  Hay Shire Council and Hay Lions Football and Netball Club partnered for the annual native fish restocking in the Murrumbidgee River. Approximately 6600 Murray Cod fingerlings were released at Sandy Point. I was joined by George Auldist, President of Hay Lions Football and Netball Club, who assisted in the release of the fingerlings. The Department of Primary Industries $2-for-$1 funding match significantly increased the number of fingerlings we could purchase and release this year.

- Growing Regions Program – Round 2 Announcement – 17th January 2025
  Senator Deborah O'Neill, councillors, council staff and community members gathered at the John Houston Memorial Pool to celebrate the announcement of Hay Shire Council's success in obtaining $4.19 million in grant funding through the Growing Regions Program – Round 2. The John Houston Memorial Pool will receive a complete upgrade which will involve a new 50m, 8 laned Olympic Pool, a learn to swim pool and a toddler's pool with beach entry. Council's submission formed part of a meritorious process and the excellence of our submission was acknowledged.






$4.1m Growing Regions Program – Round 2 Announcement

- Dinner with Australia Day Ambassador – 25th January 2025
  Australian television presenter, Susie Elelman, was Hay's Australia Day Ambassador for 2025. Councillors and staff attended a dinner at South Hay Hotel to welcome Susie to Hay.




- Australia Day Breakfast and Awards Ceremony – 26th January 2025
  The Australia Day Breakfast and Awards Ceremony, held at the Hay Gaol, was a great success and was attended by many members of the community, including Ambassador Susie Elelman. The event began with a delicious breakfast served by members of the Youth Taskforce and Can Assist. The breakfast and awards ceremony were well received by all in attendance. Congratulations to the award recipients Kylie Kerr, Suzanne Murphy, Brad Callaghan, Jensen Hargreaves and Hay's Citizen of the Year – Shirley Hajek.



Australia Day Breakfast 2025

Meetings

- Destination NSW Briefing – 11th December 2024
  I attended a virtual meeting to learn more about the visitor economy's positive impact on our local community. The NSW Government has set an ambitious target to grow the visitor economy to $91 billion and councils will play a very important role in sustainably achieving that goal. The visitor economy is everyone's business; by creating experiences and vibrant public spaces where communities come together, we are also inviting visitors to explore and connect with local culture, landscapes and citizens. In doing so these visitors stay in our town, spend with our local businesses, inspire others to visit and are encouraged to return in the future.

  Local Data
  In October 2024, 19,100 people living outside the LGA boundaries spent money in towns and villages within the Hay Shire Council footprint. They provided $1.97 million in income to local businesses. 47 percent of all money spent in the LGA during the month of October came from visitors, with the remainder coming from residents.
  Destination Riverina Murray provides these monthly figures, which are sourced from CommBank card transaction spending data to the tourism staff at Hay Shire Council.

In terms of annual figures, the spending from visitors to local businesses within the LGA for the year ending 30 June 2024 was $20.9 million, which came from 206,800 people who visited the area in the 23/24 period. This equates to $57,000 spent by visitors every day.
Comparing YOY data from 2023 to 2024 shows a 5.9% increase in annual visitor spend within Hay Shire Council to 30 June 2024.
According to the most recent Census data, of the 405 businesses operating in Hay Shire Council, 49 are visitor economy-related businesses such as accommodation, food & beverage, fuel/service stations, and discretionary retail. All of which are regularly servicing visitors. These businesses employ 218 staff locally.
16 percent of people employed in Hay Shire Council are in jobs supporting the visitor economy. The visitor economy significantly contributes to Hay Shire Council and its communities.

- Meeting with Regional Lifestyle Magazine – 12th December 2024
  Regional Lifestyle Magazine visited to pitch a proposal to feature Hay, along with Grffith, Leeton and Narrandera in an upcoming edition of their magazine. Regional Lifestyle is a luxury print magazine that enjoys wide readership. However, the proposal did not fit into our budget and the expectation from the magazine would be an additional $12500 in advertising from local business owners. Griffith, Leeton and Narrandera Councils chose not to participate either. Our focus in terms of collective marketing in 2025 is to work with Visit Riverina to further build the brand recognition and the road trip market in the region. This will give us much more 'bang for our buck' in the use of digital marketing. The Executive Manager Economic Development & Tourism and I were present at the meeting.

- Hay Hydrotherapy Pool Meeting – 15th December 2024
  Cr Quinn, Perry and I met with the Hay Hydrotherapy Pool Committee to discuss a way forward in utilising the almost $700 000 in grant funding for the benefit of the Hay community. A stalemate was reached with the committee resolving to return the grant funding to the funding bodies.

- Hay 19 (2) Implementation Committee – 18th December 2024
  The General Manager and I attended a quarterly meeting to determine expenditure of COAG funding. Plans to expend money include: Cardiology Clinic in April 2025, Physiotherapist 1 day per fortnight, School based traineeship to commence in January and an activities officer at Daycare.

- Australia Day Nominations and Planning Meeting – 14th January 2025
  A meeting was held to discuss and finalise plans for the upcoming Australia Day celebrations. In attendance was the Acting General Manager, Tourism Officer, Councillor Garner and I. After careful consideration and discussion, the following nominations were approved: Citizen of the Year: Shirley Hajek, Young Citizen of the Year: Bradley Callaghan, Gavin Johnston Vocational Award: Suzanne Murphy, Special Achievement of the Year: Kylie Kerr and Jensen Hargreaves.

- Meeting with Helen Dalton – 7 Point Water Plan – 5th February 2025
  The General Manager and I met with Helen Dalton who presented her 7-point water plan to fix the Murray-Darling Basin which includes:
  1. No water buybacks if they hurt communities.
  2. The returning of South Australia's Lower Lakes to their natural state.
  3. Increased desalination in order to provide water to South Australia.
  4. Proper water metering throughout the Basin system.
  5. A renewed focus on water quality.
  6. A ban on the government flooding of private wetlands.
  7. An increase in downstream water storage.

  We were also able to advocate to Helen on health issues affecting our local communities including lack of ambulance availability during urgent cases, difficulty in patient transport, delays in patients being transferred to city hospitals on air ambulance and staffing shortages in the hospital system particularly around enrolled nurses. Helen will be raising these issues with the Health Minister – Ryan Park. Country Mayor's are also advocating for rural and regional health, and the same issues have been raised with them.



Helen Dalton visited to present her 7 point plan

- John Houston Memorial Swimming Pool Replacement PCG Meeting – 6th February 2025
  Stakeholders met at an initial start up meeting for the pool replacement. Terms of reference were determined, a timeline for the project commencement and variations to design were presented. A heating system is to be designed, and David will discuss various options with the contractor keeping our budget in mind. Next meeting will be in a month's time.

- RAMJO Board Meeting – 7th February 2025
  Mayors and General Managers from the 11 member councils of RAMJO met in Hillston for their quarterly board meeting. The main topic on the agenda was the restructuring of the financial model to keep RAMJO sustainable into the future. Two scenarios were presented, one an advocacy operation only and no project delivery. The other an advocacy operation with additional income derived from administration fees through a 'pay to play model'. The second scenario was adopted which means an increase in our member contribution to $30 000, an increase of $20 043 on our previous fee or 201%.

- Centre of Local Rural Government Meeting – 12th February 2025
  The General Manager and I are part of a group founded by Professor Drew with a mantra of 'Helping bush councils to help themselves'. The group will meet monthly with every second month being a webinar around a certain topic of interest. The first webinar will be next month with Professor Drew presenting on financial sustainability. An invitation will be sent to councillors, the community, RAMJO councils, Country Mayors, etc to join the webinar.



RAMJO Mayors with Helen Dalton MP

Council Matters

Council's application to establish a new Regional University Study Hub in Hay was successful and was notified to myself on 22nd January 2025. The Hay Country University Centre will enable students in the Hay Shire to access tertiary education and most importantly succeed in their chosen area of study. The Hay Country University Centre will provide the comprehensive wrap around supports required for tertiary students, ensuring more students gain qualifications that will benefit themselves and their local community. A meeting to determine the next steps in the establishment of this centre will be held on 20th February 2025.

This is very good news for the Hay community. Thank you to all involved in helping make this concept a reality in our local community. The Regional University Study Hub, located on the grounds of Hay TAFE, will provide access and equity to higher education to all Hay and District residents who desire to obtain tertiary qualifications, taking away financial constraints and the tyranny of distance.

Upcoming Engagements

- Councillor Development Session – 18th February 2025
- Hay Public School Leaders' Induction Assembly – 19th February 2025 (Deputy Mayor to attend)
- Australian Energy Infrastructure Meeting – 19th February 2025
- CUC Meeting – 20th February 2025
- MPHN LHAC Chair Sector Meeting – 25th February 2025
- Telstra Regional Meeting – 26th February 2025
- CSP Community Consultation – Maude – 4th March 2025
- CSP Community Consultation – Hay – 5th March 2025
- CSP Community Consultation – Booligal – 6th March 2025
- Meeting with Helen Dalton – 7th March 2025
- Floodplain Management Committee Meeting – 12th March 2025
- CRLG Webinar Financial Sustainability – 12th March 2025

RECOMMENDATION

That Council notes the information provided in the report.

M2. Hydrotherapy Pool

REPORTING OFFICER	Cr Carol Oataway
ATTACHMENTS	Nil

In order to provide transparency to the community of Hay, I would like to provide the following information:

Council decided at their November 2024 meeting not to award a tender to build the hydrotherapy pool after quotes came in more than $500 000 over budget. The hydrotherapy pool committee held grant funding of $692 524 and council held community raised funds of $320 000 that was quarantined for use to build the hydrotherapy pool.

In an effort to ensure the grant funding and community raised funding was still used to benefit the community, councillors engaged with the Hydrotherapy Pool committee or a representative of the committee, on four separate occasions to explore and discuss options.

Unanimously, councillors decided that the best use of the funds was to incorporate a heating system into the new pool currently being built. This would extend the swimming season by several months, allowing for therapy, exercise therapy, and learn-to-swim programs—delivering significant health and wellbeing benefits to a broader range of residents. This was the proposal Council put to the Hydrotherapy Pool Committee.

Despite these efforts to negotiate, the Hydrotherapy Pool Committee remained firm in their position that the grant funding should only be used to construct a dedicated hydrotherapy pool. The Hydrotherapy Pool Committee asked Council to provide the shortfall of $500 000 to build the hydrotherapy pool. Furthermore, there was an expectation that Council would take on the ongoing financial responsibility of owning, maintaining, and operating the facility—an additional asset that would have imposed significant long-term costs on the community. No clear or realistic plan on how the hydrotherapy pool was to be run or funded into the future was ever provided to Council by the committee, despite their promises that they could run the facility through fundraising.

A stalemate was reached with the Hydrotherapy Pool Committee deciding to hand $692 594 back to the funding bodies. Council has resolved to use the $320 000 of community raised funds in developing a heating system to be installed into the new pool build.

Our priority has always been to ensure the best possible outcome for the people of Hay. Having the new pools incorporate a heating system will provide enormous benefits for a wide range of users, including those requiring therapy, young children learning to swim, and the broader community wanting to stay active for longer each year. It is incredibly disappointing that the grant funding could not be utilised for this purpose, but it is wonderful that the money raised by the community for a dedicated heated pool is finally able to be used after over thirty years of fundraising.

The decision to return the funds rather than use them for a community asset is mystifying.
Council remains committed to delivering infrastructure and facilities that provide the greatest benefit to the Hay community and will continue working towards sustainable and practical solutions to support health and wellbeing initiatives.

Mayor Cr C Oataway

General Manager's Report

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Actions Required from Council & Committee Meeting

Month: January 2025
Extraordinary Meeting: 29th January 2025

Res No.	*Officer*	*Item*	*Resolution*	*Complete*
25-01		**Apology Mayor Cr C Oataway**	**Resolved** that Cr Oataway be granted leave of absence. **Response:** Completed.	Yes
25-02	EM-P&C	**DA2024-58 - Carport/Garage at 465 Orson Street, Hay**	**Resolved that** DA2024-58 for a Carport/Garage at 465 Orson Street, Hay be approved with the following conditions: **1.** 1. **Compliance with Consent:** The Development being completed in accordance with plans and specifications stamped by Council being Plans A, B and C for Carport/Garage at 465 Orson Street, Hay, except where varied by conditions of this consent. ***Reason:*** *To confirm the details of the application as submitted by the applicant and as approved by Council.* **2. 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.* **3. Compliance with Standards:** Any building and associated works shall comply with the statutory requirements of the Environmental Planning & Assessment Act, Local Government Act and the National Construction Code (NCC).	Yes

			Reason: *The legal obligations of the Council to administer the New South Wales building and planning laws in order to provide satisfactory standards of living and development.* **4. 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.* **5. Siting:** 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. ***Reason:*** *To ensure no encroachments occur onto neighbouring properties and no changes are made to the approved siting of the property.* **6. 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.* **7. Boundary Clearance:** A minimum distance of 800mm shall be provided between the external walls of the building and the side boundaries of the allotment, and a minimum distance of 450mm shall be provided between the overhang of the eaves and guttering and the side boundaries of the allotment. ***Reason:*** *To adhere to minimum boundary offsets as required by the relevant legislation and in keeping with the approved plans.* **8. Storm Water Drainage:** Storm water run-off from all roofs and extensive paved areas is to be collected and conveyed by gravity to Council's storm water collection system via a system of underground pipes having a diameter of at least 90mm and laid at a grade of at least one-in-one hundred (1%). **Reason:** Preservation of the integrity of buildings and other structures, soil conservation, and not to impact neighbouring properties. **9. 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.* **10. Occupation Certificate:** Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and/or 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. **11. 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.* **12. Driveways:** If it is proposed to construct a vehicular crossing on the public footpath/nature strip or road verge, the vehicular crossing must be applied for in a separate application (Road Opening Permit) and further approved and inspected by Council. The driveway should be at least 1m clear from the next property boundary. The access is to be constructed and maintained at the Applicant/Owners cost, such that no soil erosion is caused. ***Reason:*** *To ensure that works carried out on public roads conform to the requirements of Council (the responsible authority), and reduce the risk to life and property (neighbours, street lights, power poles, road damage, etc).* **13. Second Hand Materials:** No second hand materials are to be used on any external surface of the building unless made available for inspection and separately approved by Council. ***Reason:*** *To ensure building materials are in good condition, are not unsightly and adhere to the amenity of the area.* **14. Surface Water:** Provision shall be made to keep surface water away from the dwelling and neighbouring properties. ***Reason:*** *To ensure surface water is kept on the property as per the Local Government Act 1993* **Response:** Development approval issued.	
25-03	EM-P&C	**DA2024-64 - Shed at 455 Cadell Street, Hay**	That DA2024-64 for a shed at 455 Cadell Street, Hay 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 - Site Plan dated 8/12/2024 AND Job No. 0397491210, Sheets 1 to 8 dated 25-10-2024 by Best	Yes

			Sheds, for 455 Cadell Street, Hay, except where varied by conditions of this consent. ***Reason:*** *To confirm the details of the application as submitted by the applicant and as approved by Council.* **2. 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.* **3. Compliance with Standards:** Any building and associated works shall comply with the statutory requirements of the Environmental Planning & Assessment Act, Local Government Act and the National Construction Code (NCC). ***Reason:*** *The legal obligations of the Council to administer the New South Wales building and planning laws in order to provide satisfactory standards of living and development.* **4. 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: m) Pier pads prior to pouring concrete; n) All footing excavations, with steel in position, before concrete is poured; o) All concrete floors and raft slabs, with steel and damp proof membrane in position before concrete is poured; p) Sewer drains before being covered;	

			q) Bearers and floor joists before flooring is laid; r) Wall and roof framing before being lined; s) Insulation of walls, roof, floor, ceilings, soffits, service pipes, ducts and chimney flue dampers; t) Wet area flashings after internal linings are installed; u) Stormwater drains/connections before backfilling; v) Fire-rated wall and ceiling framing; w) Sound transmission measures; x) 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.* **5. Siting:** 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. ***Reason:*** *To ensure no encroachments occur onto neighbouring properties and no changes are made to the approved siting of the property.* **6. 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.* **7. Boundary Clearances & Encroachments:** All structures shall be erected solely within the property boundaries (including overhang of gutters), with the approved boundary clearance/distance. ***Reason:*** *To ensure that no encroachments occur onto neighbouring/public property.* **8. Storm Water Drainage:** Storm water run-off from all roofs and extensive paved areas is to be collected and conveyed by gravity to Council's storm water collection system via a system of underground pipes having a diameter of at	

			least 90mm and laid at a grade of at least one-in-one hundred (1%). ***Reason:*** *Preservation of the integrity of buildings and other structures, soil conservation, and not to impact neighbouring properties.* ***9. 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.* **10. Occupation Certificate:** Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and/or 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.* **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.* **11. Use of Building – Non-Residential Uses Only:** The building must not be used as a dwelling or domicile without Council's consent. **12. Use of Building – Not for Commercial or Industrial Use:** The building/shed must not be used for commercial or industrial purposes or storage of goods associated with industrial or commercial undertakings. ***Reason:*** *Development consent is required for any other activity not already approved.* **13. Laneway Access:** Any gates used to access the rear laneway, must not swing outwards into the road reserve.	

			Reason**:** *To not encroach onto a road reserve, and to not cause obstructions/hazards to traffic users.* **14. Dividing Fences Act:** The Dividing Fences Act 1991 must be adhered to ***Reason:*** *Legislative compliance.* ***15. 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.* **16. 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* **17. Waste Removal:** All debris and any waste fill is to be removed from the site and disposed of at Hay Garbage 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 Works Operations Manager for an estimate of costs in this regard.	

			Reason: *To ensure that the amenity and unsightly condition is minimised.* **18. Waste Storage During Construction:** Provision shall be made on site for the proper storage and disposal of waste such that no builders' waste shall be left in the open. Specific attention should be given to items which are subject to relocation by the action of wind, eg. paper, sheets of iron, ridge capping, cement and lime bags and the like. ***Reason:*** *To ensure that the site is not a source of wind-blown litter.* **19. 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.* **Response:** Development approval issued.	
25-04	GM	**John Houston Memorial Swimming Pool Replacement Project – Updated Report**	**Resolved** that Council: (a) Notes the information provided in the report and actions being undertaken; (b) Endorses the removal of the four trees and planting of ten new trees on site; (c) A further report is brought to Council once the design of the heating system is completed; and (d) Record a vote of thanks to the General Manager and his team for the successful Growing Regions Program grant application. **Response:** See updated report to Council.	Yes
25-05	GM	**Regional Economic Development & Community Investment Program**	**Resolved** That Council: **(a)** Notes the parking of the grant application under the Resilient Rivers Water Infrastructure Program; **(b)** Submits a grant application under the Regional Economic Development and Community Investment Program for the full roll out of digital meters to all users in the Hay town water supply network; and **(c)** Provides a 25% cash contribution to towards the Regional Economic Development and Community Investment Program from the Water Fund Reserves. **Response:** REDCIP grant application in process.	No

Month: December 2024

Ordinary Meeting: 17th December 2024

Res No.	***Officer***	***Item***	***Resolution***	***Complete***
24-133	EM-P&C	**DA2024-37 – Service Station replacement at 429-431 Moama St, Hay**	**Resolved** That the DA2024-37 for 'Demolition of existing service station, building and refuelling canopy and associated refuelling areas, including new	Yes

			service station facility with separate light and heavy vehicle refuelling canopies and parking sales building and signage' at 429-431 Moama Street, Hay, be approved with the following conditions: **General Conditions** **15. Compliance with Consent:** The Development being completed in accordance with plans and specifications stamped by Council being Plans: • Statement of Environmental Effects prepared by Inhouse Town Planning Studio dated 20 June 2024. • Project No. 22-068 Drawing No. TW-01, TW-02, TS-01, TS-02, TS-03, TS-04, CMP-01, CMP-02, CMP-03, A-01, A-02, A-03, A-04, A-20, A-21, A-23, A-24, A-100, A-101, A-200, A-201, SD-01, L-01, L-02, SS-01, SS-02 6 by Oasis Building Pty Ltd for 429-431 Moama St, Hay, except where varied by conditions of this consent. • Waste Management Plan dated June 2024, Project No. 22-068 • Traffic Impact Assessment dated June 2024 by Ardill Payne & Partners • Bush Fire Assessment Report, Reference #: 242002 by BEMC. ***Reason: To confirm the details of the application as submitted by the applicant and as approved by Council.*** **16. 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. **17. Food and Drink premises:** The fitout of the food preparation and serving areas need to conform to the following standards: a) Food Standards Code (Australia) and Food Safety Standard 3.2.3 – Food Premises and Equipment b) Food Act 2003 and Food Regulation 2015 c) Australian Standard 4674:2004 :Design, Construction and Fit-out of Food Premises d) Plumbing Code of Australia and Australian Standard/New Zealand Standard AS/NZS 3500 series on Plumbing and Drainage. ***Reason: To ensure the premises comply with the relevan standards.*** **18. 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: y) Pier pads prior to pouring concrete; z) All footing excavations, with steel in position, before concrete is poured; aa) All concrete floors and raft slabs, with steel and damp proof membrane in position before concrete is poured; bb) Sewer drains before being covered; cc) Bearers and floor joists before flooring is laid; dd) Wall and roof framing before being lined; ee) Insulation of walls, roof, floor, ceilings, soffits, service pipes, ducts and chimney flue dampers; ff) Wet area flashings after internal linings are installed; gg) Stormwater drains/connections before backfilling;	

hh) Fire-rated wall and ceiling framing;
ii) Sound transmission measures;
jj) 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.

19. Siting:
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.

Reason: To ensure no encroachments occur onto neighbouring properties and no changes are made to the approved siting of the property.

20. 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.

21. 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.

22. Occupation Certificate:
Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and/or 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. **23. 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.*** **24. Vehicular Crossing** 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. **25. 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 construction.	

			26. Waste All waste streams must be separated and paid as applicable as per Council's 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*** **27. Kerb & Gutter** Full length of kerb and gutter in Moama Street between vehicle crossings must be replaced at the applicants cost. **28. Stormwater** Southern stormwater discharge to be further investigated between Council staff and the developer. The stormwater drainage from the development is to be connected directly into Council's stormwater pit adjacent to the property, within the road reserve 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 gutter by means of pipes of a type approved by Council. ***Reason: To ensure adequate disposal of stormwater from the site.*** **29. Sewer** The sewer main running under the current Lots 1-2 DP 997870 from Council manhole ZD3 to Council manhole ZD4 is to be either encased in concrete or in compliance with Hay Shire Councils Building Over	

			Sewer Mains Policy. Sewer manhole ZD3 lid and surrounds must be upgraded to Class E. All costs associated with the sewer services, are to be borne by the developer. Developer needs to submit sewer proposal to Council before construction. ***Reason: The proposed service station is located over or near the existing sewer main and it is required to ensure the existing sewer service and the manhole and sewer main are not impacted on by the building, the driveway or traffic for the life of the development.*** 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.*** **30. Removal of Existing Driveway** Removal of driveway layback and install new barrier kerb, topsoil and seed to be placed where driveway was removed in Archer Street. **31. Shoulder** Reconstruct and asphalt southern shoulder in Moama Street from kerb and gutter line to edge of travel lane between the two driveways as per Councils specifications. The development is to be responsible for the ongoing maintenance of the adjoining nature strips. ***Reason: To maintain the amenity of the streetscape for the life of the development.*** **32. 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**.** **33. Demolition Management:** The work is to be executed by a competent person, with due regard for safe working practices and in accordance with the requirements of the Work Cover Authority. At all times during demolition a competent person shall directly supervise work. It is the responsibility of the person to ensure that: • The structure to be demolished and all its components shall be maintained in a stable and safe condition at all stages of the demolition work. Temporary bracing, guys, shoring or any combination of these, shall be added for stability where necessary. • Precautions are taken to ensure that the stability of all parts of the structure and the safety of persons on and outside the site are maintained particularly in the event of sudden and severe weather changes. Severe weather changes refer primarily to the localised high winds. In these circumstances loose debris can become airborne, particularly if it is in sheet form. • The site shall be secured at all times against the unauthorised entry of persons or vehicles. • Utility services within the structure not required to be maintained during the demolition work shall be properly disconnected and sealed off before any stripping or demolition commences. • All debris is to be removed from the site and disposed of at Hay Waste Depot in the appropriate sections. **34.** The development must be in accordance with the relevant provisions and Regulations of the Biodiversity Conservation Act 2016,	

			the Fisheries Management Act 1994, the Heritage Act 1977, the Local Government Act 1993,the National Parks and Wildlife Act 1974, the Protection of the Environment Operations Act 1997, the Roads Act 1993, the Rural Fires Act 1997, the Water Management Act 2000, the National Construction Code ("NCC") and all other applicable legislation. **Reason: To comply with relevant legislation.** **35.** The Applicant should be aware that under Section 120 of the Protection of the Environment Operations Act 1997 it is an offence to pollute waters. **Reason: To comply with NSW Environment Protection Authority requirements.** **36.** It is the Applicant's responsibility to ensure compliance with the requirements of the Disability Discrimination Act 1992 (DDA). Note: Compliance with the Building Code of Australia does not necessarily meet the requirements of the DDA. You are advised to seek advice from the Australian Human Rights Commission (phone (02) 9284 9600) in respect of your application. **Reason: To comply with the Disability Discrimination Act 1992.** **37. 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.

38. 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.

39. Soil

A suitable soil chemical analysis and investigation report is required if any evidence of contamination on the subject site is found during works. If any evidence of contamination is found, all works at the location must cease immediately. If remediation works are required, works must not recommence on the subject site until Council is satisfied any required remediation techniques have been appropriately completed.

Reason: To ensure the subject site is not contaminated.

40. Loading and unloading

			All loading and unloading associated with the development must be carried out within the site. **Reason: To ensure such operations do not interfere with use of the adjoining roadway and/or footpath.** **41. 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. **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.** **42. 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.	

			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.*** **43. Storage or Hazardous Goods** Dangerous and hazardous goods shall be stored in accordance with SafeWork NSW requirements, dependant 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.*** **44. 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.*** **45. 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: o Not further harm the object(s); o Immediately cease all work at the particular location; o Secure the area to avoid further harm to the Aboriginal object(s); o 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; o 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.** **46. 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. ***Reason: To comply with the Environmental Planning and Assessment Act 1979*.** **47. 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.*** **48. Council property** Any damage or deterioration to any Council property including footpaths, 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.*** **49. Minimise dust and noise** The Applicant must undertake measures to minimise dust and noise and ensure the impact on neighbouring properties is minimised. ***Reason: To minimise environmental and amenity impacts in respect to construction of the development.*** **50. 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. ***Reason: To comply with NSW EPA requirements.*** **51. Location of Stockpiles** Stockpiles of soil shall not be located on / near any drainage lines or easements, natural watercourses or water bodies, footpath or roadway without first providing suitable protective measures adequate to protect these water bodies. ***Reason: To ensure no contamination of waterways occurs as a result of the development.*** **52. 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.*** **53. Fencing Requirements** Fencing to be installed on the northern boundary (along Russell Street), providing a barrier between the service station and the residential properties. Please adhere to Council's Fencing Policy, or apply to Council if the fence design is outside the Policy. ***Reason: To protect the amenity of the residential area and ensure debris remains on the property.*** **54. Landscaping requirements** Landscaping as per the approved Landscaping Plan, to be installed prior to occupation. ***Reason: To protect the amenity of the area and assist with filtering any dust/debris from the property.***	

Compliance with Government Department and Council conditions of consent

Rural Fire Service

55. General Conditions

- *The recommendations are based on the documents/plans supplied via Councils referral to the NSW RFS.*
- *The plan titled "Proposed Site Plan, by Oasis Building Design Pty Ltd, numbered 22 - 068, revision P4, dated 8/07/2024"; and,*
- *The bush fire assessment prepared by Bushfire Environmental Management Consultancy, reference 242002, dated 6 October 2024.*

Asset Protection Zones
The intent of measure is to minimise the risk of bush fire attack and provide protection for emergency services personnel, residents and others assisting firefighting activities.

56. *From the commencement of building works and in perpetuity, the entire property must be managed as an inner protection area in accordance with the following requirements of Appendix 4 of Planning for Bush Fire Protection 2019:*

- *tree canopy cover should be less than 15% at maturity;*
- *trees at maturity should not touch or overhang the building;*
- *lower limbs should be removed up to a height of 2 m above the ground;*
- *tree canopies should be separated by 2 to 5 m;*
- *preference should be given to smooth-barked and evergreen trees;*
- *large discontinuities or gaps in the shrubs layer should be provided to slow down or break the progress of fire towards buildings;*
- *shrubs should not be located under trees;*

			○ *shrubs should not form more than 10% ground cover;* ○ *clumps of shrubs should be separated from exposed windows and doors by a distance of at least twice the height of the vegetation;* ○ *grass should be kept mown (as a guide, grass should be kept to no more than 100mm in height); and* ○ *leaves and vegetation debris should be removed regularly.* ***Construction Standards*** ***The intent of measure is to minimise the risk of bush fire attack and provide protection for emergency services personnel, residents and others assisting firefighting activities.*** ***57.*** *New construction must comply with section 3 and section 5 (BAL 12.5) Australian Standard AS3959-2018 Construction of buildings in bushfire-prone areas or the relevant requirements of the NASH Standard - Steel Framed Construction in Bushfire Areas (incorporating amendment A - 2015). New construction must also comply with the construction requirements in Section 7.5 of Planning for Bush Fire Protection 2019.* ***58.*** *New construction for the refuelling canopies, ordering bay and any other class 10 structure must be undertaken using non-combustible materials.* ***Water and Utility Services*** ***The intent of measure is to provide adequate services of water for the protection of buildings during and after the passage of a bush fire, and to locate gas and electricity so as not to contribute to the risk of fire to a building.*** ***59.*** *The provision of water, electricity and gas installed as a part of this application must comply with the following in accordance with Table*	

			5.3c of Planning for Bush Fire Protection 2019: ○ *reticulated water is to be provided to the development where available;* ○ *fire hydrant, spacing, design and sizing complies with the relevant clauses of Australian Standard AS 2419.1:2005;* ○ *hydrants are not located within any road carriageway;* ○ *reticulated water supply to urban subdivisions uses a ring main system for areas with perimeter roads;* ○ *fire hydrant flows and pressures comply with the relevant clauses of AS 2419.1:2005;* ○ *all above-ground water service pipes are metal, including and up to any taps;* ○ *where practicable, electrical transmission lines are underground;* ○ *where overhead, electrical transmission lines are proposed as follows:* ▪ *lines are installed with short pole spacing (30m), unless crossing gullies, gorges or riparian areas; and* ▪ *no part of a tree is closer to a power line than the distance set out in accordance with the specifications in ISSC3 Guideline for Managing Vegetation Near Power Lines.* ○ *reticulated or bottled gas is installed and maintained in accordance with AS/NZS 1596:2014 and the requirements of relevant authorities, and metal piping is used;* ○ *reticulated or bottled gas is installed and maintained in*	

			accordance with AS/NZS 1596:2014 - The storage and handling of LP Gas, the requirements of relevant authorities, and metal piping is used; o *all fixed gas cylinders are kept clear of all flammable materials to a distance of 10m and shielded on the hazard side;* o *connections to and from gas cylinders are metal; polymer-sheathed flexible gas supply lines are not used; and* o *above-ground gas service pipes are metal, including and up to any outlets.* ***Landscaping Assessment*** ***The intent of measure is to minimise the risk of bush fire attack and provide protection for emergency services personnel, residents and others assisting firefighting activities.*** ***60.*** *Landscaping within the required asset protection zone must comply with Appendix 4 of Planning for Bush Fire Protection 2019. In this regard, the following principles are to be incorporated:* o *A minimum 1 metre wide area (or to the property boundary where the setbacks are less than 1 metre), suitable for pedestrian traffic, must be provided around the immediate curtilage of the building;* o *Planting is limited in the immediate vicinity of the building;* o *Planting does not provide a continuous canopy to the building (i.e. trees or shrubs are isolated or located in small clusters);* o *Landscape species are chosen to ensure tree canopy cover is less than 15% (IPA), and less than 30% (OPA) at maturity*	

			and trees do no touch or overhang buildings; ○ *Avoid species with rough fibrous bark, or which retain/shed bark in long strips or retain dead material in their canopies;* ○ *Use smooth bark species of trees species which generally do not carry a fire up the bark into the crown;* ○ *Avoid planting of deciduous species that may increase fuel at surface/ ground level (i.e. leaf litter);* ○ *Avoid climbing species to walls and pergolas:* ○ *Locate combustible materials such as woodchips/mulch, flammable fuel stores away from the building;* ○ *Locate combustible structures such as garden sheds, pergolas and materials such as timber garden furniture away from the building; and* ○ *Low flammability vegetation species are used.* ***Emergency Management*** ***The intent of measure is to provide suitable emergency and evacuation arrangements for occupants of SFPP developments.*** ***61.*** *A Bush Fire Emergency Management and Evacuation Plan must be prepared in accordance with Table 6.8d of Planning for Bush Fire Protection 2019 and be consistent with the NSW RFS document: A Guide to Developing a Bush Fire Emergency Management and Evacuation Plan. The plan must also include the following:* ○ *a mechanism for the relocation of occupants on days with an 'extreme' or 'catastrophic' fire danger rating or days declared as a total fire ban;*	

			○ *contact details for the local Rural Fire Service office;* ○ *procedures for coordinated evacuation of the site in consultation with local emergency services.* ○ *provide for the ongoing management and maintenance of bushfire protection measures and annual audit and checking process for the bushfire protection measures.* *A copy of the Bush Fire Emergency Management and Evacuation Plan should be provided to the Local Emergency Management Committee for its information prior to the occupation of the development.* **Transport for NSW** ***62.*** *The site shall be established and maintained with one-way circulation through the site restricted to ingress via the western driveway from the Sturt Highway (Moama Street) and egress via the eastern driveway as per the submitted plans. This one-way circulation shall be appropriately sign posted and line marked. No entry signs shall be erected and maintained at the eastern driveway.* ***63.*** *As a minimum, driveways shall be upgraded to a sealed surface between the back of kerb to the property boundary for the full width of the driveway required to accommodate the largest vehicle anticipated to access the subject site as shown on the submitted plans.* ***64.*** *The driveways to the Sturt Highway shall be designed and constructed with measures (eg truck mountable kerbing, line marking, etc) to slow vehicles accessing the site from the highway and to direct light vehicles perpendicular to the property boundary within the development site.* ***65.*** *The order point for the Drive Thru Coffee facility shall be relocated to the northern side of the proposed sales*	

			building to maximise available queuing clear of circulation paths to the light vehicle fuel bowsers. ***66.*** *All activities including, loading and unloading associated with this development shall take place within the subject development site to remove interference with vehicles and pedestrian movement on public roads. Fill points for onsite 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.* ***67.*** *Any signage shall be designed and located so as to comply with the following;* *a. the sign display shall not include:* • *Any flashing lights,* • *Electronically changeable messages,* • *Animated display, moving parts or simulated movements.* • *Complex display that holds motorist's attention beyond "glance appreciation",* • *Display resembling traffic signs or signals, or giving instruction to traffic by using* • *words such as 'halt' or 'stop';* *b. The method and intensity of any illumination of the sign shall not be directed or transmitted in such concentration or intensity to cause distraction or glare to motorists.* *c. The permissible level of reflectance of an advertisement is not to exceed the 'Minimum coefficients of Luminous intensity per unit area for Class 2A', as set out in Australian Standard AS/NZS 1906.1:2007;* *d. Any proposed sign and support structure (except roadside regulatory signage) shall be located wholly within the confines*	

			of the property boundaries and not protrude over any adjoining road reserve. *e. Any 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.* *f. Any proposed sign and support structure shall not obstruct any road regulatory, safety or directional signage in the vicinity,* *g. Any proposed sign and support structure shall not pose any risk to the safety of pedestrians or motorists.* **<u>Essential Energy</u>** *As the plans provided do not show the distances from Essential Energy's infrastructure and the development, there may be a safety risk. A distance of 3.5m from the nearest part of the development to Essential Energy's infrastructure (measured horizontally) is required to ensure that there is no safety risk.* *A safety Clearance of 3.5m is required from the front signage to the 11Kv Overhead Network located on Moama Street* • *It is also essential that all works comply with SafeWork clearance requirements. In this regard it is the responsibility of the person/s completing any works to understand their safety responsibilities. The applicant will need to submit a <u>Request for</u>*	

			Safety Advice if works cannot maintain the safe working clearances set out in the Working Near Overhead Powerlines Code of Practice, or CEOP8041 - Work Near Essential Energy's Underground Assets. • *If the proposed development changes, there may be potential safety risks and it is recommended that Essential Energy is consulted for further comment;* • *Any existing encumbrances in favour of Essential Energy (or its predecessors) noted on the title of the above property should be complied with;* • *Any activities in proximity to electrical infrastructure must be undertaken in accordance with the latest industry guideline currently known as ISSC 20 Guideline for the Management of Activities within Electricity Easements and Close to Infrastructure;* • *Prior to carrying out any works, a "Dial Before You Dig" enquiry should be undertaken in accordance with the requirements of Part 5E (Protection of Underground Electricity Power Lines) of the Electricity Supply Act 1995 (NSW); the location of overhead and underground powerlines are also shown in the Look Up and Live app essentialenergy.com.au/lookupandlive.* **Environmental Protection Agency**	

			If remediation is needed Council requires a site audit to confirm that the land will be suitable for the proposed use, and the proponent is to verify that the information provided adheres to appropriate standards, procedures and guidelines. **Reason: Conditions as supplied by Departments.** **Conditions which must be fulfilled prior to the release of the Occupation Certificate or use of the development** **68. 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.*** **Response:** Development approval issued.	
24-134	GM	John Houston Memorial Swimming Pool Replacement Project – Updated Report	**Resolved** that Council: (e) Notes the information provided in the report and verbal update given; (f) Endorses proposed Project Control Group with the addition of two Councillors – Crs Perry and Quinn; (g) Supports the use of the community raised funds for the purpose of heating the new pools; and (h) A further report is brought to Council once the design of the heating system is completed. **Response:** See updated report to Council.	Yes
24-135	GM	Floodplain Management Program	**Resolved** that Council (a) Notes the information provided in the report; (b) Endorses the draft full Floodplain Risk Management Study and Plan as	No

			outlined in the report be placed on public exhibition for minimum of 28 days; and (c) A further report be brought back to Council in due course. **Response:** Community consultation sessions held.	
24-136	EM-O&P	Murrumbidgee River Master Plan 2021 Update	**Resolved** that Council places the amended Pages 14 and 15 of the Murrumbidgee River Master Plan on public exhibition and a further report be brought to the March 2025 meeting. **Response:** Currently on public exhibition.	No
24-137	RM O&P	Request for Memorial Bench	**Resolved** that Council installs a memorial bench seat in memory of Mr Clive Davenport at No.1 Oval in Hay Park. **Response:** Bench being procured. Liaising with family on the plaque.	No
24-138	GM	Classification of Truck Wash Land	**Resolved** that Council classify Lot 7308 DP 114431 (Hay Truck wash) as operational land. **Response:** Completed.	Yes
24-139	EM P&G	Review of Risk Management Framework	**Resolved** that Council endorse the Risk Management Framework and Risk Register as presented. **Response:** Completed.	Yes
24-140	EM-P&G	Review of Payment of Expenses and Provision of Facilities Policy	**Resolved** that Council place the draft Payment of Expenses and Provision of Facilities Policy, as presented, on public exhibition for a period of no less than 28 days with any comments received to be considered at the February 2025 Ordinary meeting of Council. **Response:** See updated report to Council.	Yes
24-141	GM	Application for reduction in water and sewerage usage charges	**Resolved** that Council: a) not reduce or waive the water usage charge for 31/10/2024; and b) writes off 50% of the sewer discharge charges. **Response:** Property owner notified.	Yes
24-142	GM	Audit Office - Final Management Letter	**Resolved** that Council receives and notes the NSW Audit Office Final Audit Management Letter for 2023/2024 and the actions undertaken to date. **Response:**	Yes

			Completed.	
24-143	EM O&P	Operations Monthly Update Report	**Resolved** that Council: **a)** Notes the information provided in the report; **b)** Adopts the new proposed truck wash fees as follows: **(a)** Charge per minute of use $0.5454/min (excluding GST), based on current annual costs and usage minutes; **(b)** Minimum charge per use is $2.727 (excluding GST); and **(c)** Sell purchased fobs for $35 (excluding GST). **Response:** New fees adpoted	Yes
24-144	EM O&P	Tree Removal Request	**Resolved** that Council removes the Pine Tree at 476 Moppett Street and replace with two (2) Manchurian Pear trees. **Response:** Ongoing	No

Month: November 2024
Ordinary Meeting: 26th November 2024

Res No.	***Officer***	***Item***	***Resolution***	***Complete***
24-121	EM P&G	Community Engagement Strategy (incorporating the Community Participation Plan)	**Resolved** that Council: **a)** Council rescinds the Notification and Advertising of Development Proposals Policy; **b)** Places the Community Engagement Strategy and Community Participation Plan on public exhibition for a period of no less than 28 days; and **c)** a further report detailing any submissions received during the exhibition period be brought back to Council for consideration and adoption of the plans. **Response:** See updated report to Council.	Yes
24-122	EM P&G	Code of Meeting Practice and Code of Conduct	**Resolved** that Council: **a)** Place the Draft Code of Meeting Practice noting the change to 3.1 being: Ordinary meeting of Council to be held on the following occasions: fourth Tuesday of the end of the month at 3pm, on public exhibition for a period of no less than 28 days, and subsequently open for a submission period of 42 days, as required under S.361 of the Local Government Act 1993. **b)** Receives a further report at the conclusion of the 42-day submission period for determination, outlining the submissions	Yes

			received and a final recommended Code of Meeting Practice for adoption; **c)** Adopts the Model Code of Conduct for NSW Councils and the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW as presented **Response:** See updated report to Council.	

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; **b)** Prunes the Christmas Bush at 133 Lachlan Street to reduce the height; **c)** Removes three Claret Ash Trees at 422 Orson Street and replace with suitable species; and **d)** Prunes the Claret Ash tree in front of 190-192 Lachlan Street away from the awning. **Response:** In progress.	No
24-110		Operations Monthly Update Report	**Resolved** that Council: **c)** Notes the information provided in the report; and **d)** Adopts the new bulk potable water fee from the standpipe of $20/KL (Ex GST); and **e)** Trials revised Sunday opening hours at the Hay Waste Transfer Station 8am-12pm and 1pm-4pm. **Response:** b) Complete c) Trial in place	Yes
24-113		Reseals 2024-25	**Resolved** that Council: **(a)** Accepts the tender for the schedule of rates for Reseals 2024-25 from	Yes

			Bitupave Ltd, in an amount of up to $680,291 (excluding GST); and **(b)** Authorises the General Manager and Executive Manager Engineering & Operations to sign the Contract. **Response:** Complete. Reseals to commence shortly	

Month: August 2024
Ordinary Meeting: 27th August 2024

Res No.	***Officer***	***Item***	***Resolution***	***Complete***
24-92	*EM-ED&T*	Tourism & Economic Development Report – May/June 2024	**Resolved that**:- (a) Notes the information provided in the report and the actions being undertaken; and (b) Authorises the progression of a detailed gap analysis of the Hay housing market as outlined in the report ***Response:*** In progress. Hay Housing Roadmap commenced along with community survey. Continuing.	No

Month: August 2024
Extraordinary Meeting: 12th August 2024

Res No.	**Officer**	**Item**	**Resolution**	**Complete**
24-81	EM P&C	PP-2023-2746 – Planning Proposal 310 Moama St, Hay	**Resolved that Council:** **a)** Notes the submissions received during the public exhibition; **b)** Endorses the planning proposal; **c)** Provides this report and other relevant information to the NSW Department of Planning, Housing and Infrastructure or delegate of the Minister for Planning and Public Spaces, in accordance with the Environmental Planning and Assessment Act 1979, to enable finalisation and the making of the amendment to the Hay Local Environmental Plan 2011; and **d)** Provides instructions for the Parliamentary Counsel's Office (PCO) to draft the LEP. **Response:**	No

			In progress. Gateway determination received. Continuing	
24-83	EM P&C	Developer Contributions Plan	**Resolved** **a)** That Council proceeds with the drafting of a Section 7.12 Fixed Development Consent Levies Contribution Plan in terms of Section 7.18 of the Environmental Planning and Assessment Act 1979 No 203; and **b)** A draft Contribution Plan be brought back to Council in due course. **Response:** Draft Plan to be presented to the March 2025 meeting.	No
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; and **d)** Retains the Silky Oak tree at 366 Cadell St. **Response:** In progress. Item a) and b) completed item c) trees removed no replacements as yet.	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 regards to property for	No

			childcare as outlined in the report and execute Contracts of Sale of property, under Council Common Seal as required. **Response:** In progress and ongoing.	
24-88	GM	Purchase of Patching Truck	**Resolved** that Council **(c)** Accepts the tender for the supply of one (1) new Isuzu Jetmaster Patching Truck from Ausroad Manufacturing Pty Ltd, including accessories, in an amount of $635,481 (Incl GST); **(d)** Authorises the General Manager to sign the purchase order; and **(e)** Disposes of Caterpillar 428C Backhoe, Plant No 3111, at auction. **Response:** Patching truck ordered. Delivery expected May 2025.	No

Month: July 2024
Ordinary Meeting: 23rd July 2024

Res No.	Officer	Item	Resolution	Complete
24-71	GM	Bishops Lodge Subdivision – Removal of Restrictions	**Resolved that** Council**:-** 1. Revokes Restrictions (a) to (f) on the Use of the Land (Restriction executed on 21/8/1997) in terms of Section 88D(11) of the Conveyancing Act 1919 for the following lots: (a) Lot 13 DP 747124 (b) Lot 14 DP 747124 (c) Lot 15 DP 747124 (d) Lot 16 DP 747124 (e) Lot 17 DP 747124 (f) Lot 24 DP 747124 (g) Lot 25 DP 747124 (h) Lot 26 DP 747124 (i) Lot 27 DP 747124 2. Authorises the General Manager to sign all documentation pertaining to removal of this restrictions and authorises the legal team from Cumberland City Council to act on Hay Shire Council's behalf in this matter.	No

			Response: Seeking other legal assistance.	

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	No

			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 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.	
24-060	GM	Truck Wash Payment System	(a) Installs the Avdata MAC system to operate the large wash bay only; (b) Sets usage charge at $0.5454/min; (c) Decommissions the small wash bay and pump; (d) Include the cost to undertake the works in the next quarterly budget review. **Response:** Avdata being ordered. Works in progress	No
24-061	GM	Sale (Trade) of Water Policy & Resilient Rivers Waer Infrastructure Program	**(d)** Adopts the Sale (Trade) of Water Policy, dated April 2024; **(e)** Submits a grant application under the Resilient Rivers Water Infrastructure Program for the full roll out of digital meters to all users in the Hay town water supply network. **Response:** Ministerial approval granted. Application parked	No

Month: May 2024
Ordinary Meeting: 28th May 2024

Res No.	***Officer***	***Item***	***Resolution***	***Complete***
24-050	GM	Local Roads & Community Infrastructure Program	**Resolved** **(a)** Allocates Local Roads & Community Infrastructure (LRCI) Phase 4 program funding as follows: (i) VIC toilets refurbishment - $150,000	No

			(ii) Swimming Pool Refurbishment & Upgrade - $358,687 (iii) Lachlan Street Shoulder Pavement Upgrade - $293,422 (iv) If Council is unsuccessful with Changing Places funding VIC toilets component is to be re-allocated to the Swimming Pool Refurbishment & Upgrade; and **(b)** Applies for loan approval with NSW Treasury Corporation (TCorp) for $4M for the John Houston Memorial Swimming Pool Replacement and investigates other options to allow the project to proceed in full. **Response:** - LRCI PoW to be submitted and approved. - Successful with Changing Places funding. - All projects in progress.	

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.	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.	No

			Response: To be programmed. Trees ordered. Contract awarded and removals to commence within the fortnight. Trees removed Replacements programmed.	

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. **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. **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:** Works to be programmed. Trees ordered. Contract awarded and removals to commence within the fortnight. All completed except item j)	No

Month: December 2023
Ordinary Meeting: 19th December 2023

Res. No	Officer	Item	Resolution	Complete
23-137	GM	Council's Financial Sustainability	Resolved that Council engages an external specialist to undertake a peer review on the	Yes

			financial sustainability of Hay Shire and provide recommended options for improvement of our financial sustainability for Council's consideration. Response: Held training and assessment with Professor Drew. Ongoing. Further engagement with Professor Drew while in Tamworth for LGNSW annual conference. Professor Drew provided assessment of Council's finances and financial sustainability. Suggestions to be included in the new LTFP.	

Month: November 2023
Ordinary Meeting: 28th November 2023

Res. No	Officer	Item	Resolution	Complete
23-131	EM E&O	Essential Energy Tree Removal Request	**Resolved** that **(a)** Council approves Essential Energy's request to remove the trees listed pending favorable consultation with each resident; **(b)** Essential Energy bears the cost of the tree removals; **(c)** That Council grinds the stumps (estimate $3,000) and work with Essential Energy for the tree replacements, including the 10 trees planted for every single removal, as per Council's policy. **Response:** In progress. (a) Trees have been removed (b) EE financed the removals (c) EE also financed the stump removals. Still working with EE for the tree replacements (d) Quotes received for tree replacement and is with EE for approval	No
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. **b)** Removal of Melaleuca at 361 Leonard Street, remove and replacement with suitable species.	No

			c) Removal of Gum Tree in 361 Leonard Street, remove and replacement with suitable species. **d)** Removal of Gum Tree at 236 Pine Street, remove and replacement with suitable species. **e)** Removal of 3 Oleanders at 236 Pine Street, remove and replacement with suitable species. **f)** Removal of Gum Tree at 469 Cadell Street, remove and replacement with suitable species. **g)** Removal of Gum Tree at 469 Cadell Street, remove and replacement with suitable species. **h)** Retains Jacaranda Tree at 379 Alma Street. **i)** Removal of Gum Tree 2 Pimperia Street, Maude, remove and replacement with suitable species. **Response:** Removals completed. New trees have been ordered. All but item i complete	

Month: September 2023
Ordinary Meeting: 26th September 2023

Res No.	Officer	Item	Resolution	Complete
23-100	GM	Grant Programs	**Resolved** that **a)** Phase 2 of the Hay Resource Recovery & Eco Park under the Regional Precinct & Partnership Program – Delivery; **b)** Hay Aerodrome under the Regional Precinct & Partnership Program – Planning; **c)** Phase 3 of the Hay Resource Recovery & Eco Park under the Regional Microgrids Program; **d)** Hay Truck Stop under the Heavy Vehicle Rest Area Program; and **e)** Boxyards, Alma and Mutherumbung Roads Upgrade under the Remote Roads Upgrade Pilot Program. **Response:** Grant applications in progress. Items (d) and (e submitted - unsuccessful Hay Truck Stop application successful.	No

			Council appointed as CLM for lot at Shear Outback. Design layout with TfNSW for approval. Design still in progress.	

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.	No

Month: February 2023
Ordinary Meeting: 28th February 2023

Res No	*Officer*	*Item*	*Resolution*	*Complete*
23-010	GM	Big4 Hay – Lease of Land	**Resolved** that Council **a)** Approves the part closure of Nailor street, Hay South and undertakes the process in accordance with the Roads Act 1993, subject to the applicant meeting all costs associated with the closure and sale; and **b)** Extends the lease of the part road until such time the purchase of the land is complete. **Response:** Process has commenced. New lease rates calculated. Ongoing discussions with landowner.	No
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.	No

			Response: Council has completed its phase of part (a).	

Month: April 2022
Ordinary Meeting: 26th April 2022

Res No.	***Officer***	***Item***	***Resolution***	***Complete***
22-046	DIP	Agritourism Clauses for Hay LEP 2011	**Resolved** that Council recommends **(a)** Does not adopt the proposed Clause 5.23 Farm Stay Accommodation **(b)** Adopts Clause 5.24 Farm Gate Premises, with the following text: ***5.24 Farm gate premises*** (1) The objectives of this clause are— (a) to allow for small scale tourism and related commercial uses on land used for primary production without adversely impacting the principal use of the land for primary production, and (b) to balance the impact of tourism and related commercial uses with the use of land for primary production, the environment, scenic values, infrastructure and adjoining land uses. (2) Development consent must not be granted to development for the purposes of farm gate premises on a landholding unless the consent authority is satisfied that— (a) the gross floor area of a building used for farm gate premises will not be more than **200** square metres, and (b) the maximum number of persons that will be permitted on the landholding at any 1 time for the purposes of the farm gate premises will not be more **50** persons. (3) Development consent must not be granted to development for the purposes of farm gate premises on land unless the consent authority has considered— (a) whether the development will result in noise or pollution that will have significant adverse impact on the following on or near the land— (i) residential accommodation, (ii) primary production operations, (iii) other land uses, and	No

			(b) whether the development will have significant adverse impact on the following on or near the land— (i) the visual amenity, heritage or scenic values, (ii) native or significant flora or fauna, (iii) water quality, (iv) traffic, (v) the safety of persons, and (c) whether the development is on bush fire prone land or flood prone land, and (d) the suitability of the land for the proposed development, and (e) the compatibility of the development with nearby land uses. **Response:** Department notified of Council's resolution. Waiting on finalisation of amended LEP.	

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;	No

			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	

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 **(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.	No

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	No

			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.	

C1 – Development Applications – 6th December 2024 to 13th February 2025

REPORTING OFFICER	Administration Officer Planning & Building
ATTACHMENTS	Nil

INTRODUCTION

Progress report on the current development applications with Council.

COMMENTARY

DA 2024-4 Will Nadin – 151 Lachlan St, Hay – Bottle shop – In process (additional information requested)

(DA2024-14 to 2024-26 DA numbering error. Nil application listing).

DA 2024-33 The Trustee for D & T Holdings Trust – 206 Lindsay St, Hay – Service and occupy 2 x manufactured dwellings – In process

DA 2024-37 Purtill Bros Nominees Pty Ltd – 429-431 Moama St, Hay – Demolish and replace service station – Approved

DA 2024-44 Green Gold Energy Pty Ltd – Lot 33 DP 75678 &, Lot 1 DP 1049829 Murrumbidgee River Rd – Solar Farm & Battery - In process (additional information requested)

DA 2024-54 Bulpunga Pty Ltd – 761 Jerilderie Rd, Hay - Storage and laydown sites for equipment and plant in association with renewable energy projects – In process (additional information requested)

DA 2024-57 Heabra Pty Ltd – 391 Murray St, Hay – Use of yard for sale of transport equipment and office – Approved

DA 2024-58 Daniel Cox – 465 Orson St, Hay – Carport/Garage – Approved

DA 2024-62 Caren Weymouth – 472 Church St, Hay – Carport – In process (additional information requested)

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 2024-64 Jessica O'Keeffe – 455 Cadell St, Hay – Shed – Approved

DA 2024-65 Swanbuild – 416 Cadell St, Hay – Manufactured Dwelling – Approved

DA 2024-67 IOR Pty Ltd – 310 Moama St, Hay - Unmanned Truck Refuelling Facility In process

DA 2025-1 Lynette Wells – 421 Cadell St, Hay – Shed – Approved

DA 2025-2 Katy Wileman – 1 Shiel St, Hay – Attach a single storey dwelling to existing building – In process

DA 2025-3 Hay Shire Council – 407 Moppett St, Hay – Install amenity/toilet block – Approved

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**D Governance and Organisational Performance** *D1 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	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 6th December 2024 to 13th February 2025.

C2 – Review of Delivery Program – December 2024

REPORTING OFFICER	General Manager
ATTACHMENTS	Review of Delivery Plan - Under Separate Cover

INTRODUCTION

In accordance with the requirement of the Integrated Planning and Reporting guidelines a review has been conducted on Councils Delivery Plan. A copy of the review is included with the Business Paper.

COMMENTARY

Section 404(5) of the Local Government Act 1993 states that "The General Manager must ensure that regular progress reports are provided to the council reporting as to its progress with respect to the principal activities detailed in its delivery program. Progress reports must be provided at least every 6 months".

Council staff have recently carried out a review to December 2024 of the adopted priorities and targets in the current Delivery Plan and have listed the status of these actions in the attached delivery and operation plan review document.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**D Governance and Organisational Performance** *D1 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. D1.4 Council decision making is based on a sound appreciation of community issues and needs, supporting by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will seek to continuously improve D1.7 Obtain a sustainable funding model D1.8 Develop and encourage internal capabilities *D2 Our Community is connected and informed* D2.1 Enable all residents and groups to participate in local decision making D2.2 Effectively communicate the range, availability and operation of services and facilities
FINANCIAL IMPLICATION	The financial implication to Council is provided by way of status in the attached report and generally covered in the Operation al Plan.
LEGISLATIVE IMPLICATION	Section 404(5) of the Local Government Act 1993

POLICY IMPLICATION	Nil
ASSET IMPLICATION	Completion of Councils maintenance and capital projects in accordance with its delivery program allows Council to deliver the required services
RISK IMPLICATION	Regular review of progress in accordance with the Delivery Plans priorities and outputs mitigates the risks of not delivering on commitments.

RECOMMENDATION

That Council notes the Delivery Plan Review to December 2024.

C3 – Review of Payment of Expenses and Provision of Facilities Policy

REPORTING OFFICER	Executive Manager – People & Governance
ATTACHMENTS	• Payment of Expenses and Provision of Facilities Policy

INTRODUCTION

Under the Local Government Act 1993, Councils must review its Payment of Expenses and Provision of Facilities Policy within the first twelve months of an election.

COMMENTARY

Council reviewed its Payment of Expenses and Provision of Facilities Policy at the Ordinary meeting of Council held 17th December 2024 and resolved to place the Policy on public exhibition for period of no less than 28 days.

The policy has been on public exhibition with no submissions received to date.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**D Governance and Organisational Performance** *D1 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. D1.4 Council decision making is based on a sound appreciation of community issues and needs, supporting by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will seek to continuously improve D1.7 Obtain a sustainable funding model D1.8 Develop and encourage internal capabilities *D2 Our Community is connected and informed* D2.1 Enable all residents and groups to participate in local decision making D2.2 Effectively communicate the range, availability and operation of services and facilities
FINANCIAL IMPLICATION	Nil
LEGISLATIVE IMPLICATION	Local Government Act s252 & 253 Local Government Act s440
POLICY IMPLICATION	Supersedes: • Payment of Expenses and Provision of Facilities Policy – Revision 8 adopted October 2022

ASSET IMPLICATION	Nil
RISK IMPLICATION	Non-compliance with the Local Government Act

RECOMMENDATION

That Council adopt the Payment of Expenses and Provision of Facilities Policy as presented.

Hay Shire Council Policy

Title of Policy	Payment of Expenses and Provision of Facilities Policy		
This applies to	Councillors		
Author	Mark Dowling	**Date Approved:**	
Position of Author	Deputy General Manager	**Authorised by:**	Council
Legislation, Australian Standards, Code of Practice	Sections 252 and 253 of the Local Government Act 1993 and section 403 of the Local Government (General) Regulation 2005 OLG Guidelines for payment of expenses and provision of facilities Model Code of Conduct OLG Circulars to councils ICAC publications		
Aim	• To provide appropriate and reasonable facilities to enable the mayor, deputy mayor and councillors to fulfil their civic responsibilities and obligations • To provide clear guidelines on what types of expenses councillors are entitled to claim payment for or reimbursement from the Council • To ensure that no councillor suffers financial hardship in meeting his/her legitimate civic responsibilities and obligations • To meet the statutory requirements of sections 252 and 253 of the Local Government Act 1993 and section 403 of the Local Government (General) Regulation 2005		

Version	Details	Date
Version 1	Initial Issue	2006
Version 2	Review	2009
Version 3	Review	22nd October 2013
Version 4	Review	29th April 2014
Version 5	Review	22nd September 2015
Version 6	Review	24th October 2017
Version 7	Review	15th October 2018
Version 8	Review	27th October 2022
Version 9	Review	17th December 2024
Superseded Policies	Versions 1 to 8 of the Payment of Expenses and Provision of Facilities Policy	

The Policy

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to councillors to help them undertake their civic duties.

It ensures accountability and transparency and seeks to align councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (the Regulation) and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

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Policy summary

This policy enables the reasonable and appropriate reimbursement of expenses and provision of facilities to councillors to help them undertake their civic duties.

It ensures accountability and transparency and seeks to align councillor expenses and facilities with community expectations. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

The policy has been prepared in accordance with the *Local Government Act 1993* (the Act) and *Local Government (General) Regulation 2005* (the Regulation) and complies with the Office of Local Government's Guidelines for the payment of expenses and provision of facilities to Mayors and Councillors in NSW.

The policy sets out the maximum amounts council will pay for specific expenses and facilities. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

The main expenses and facilities are summarised in the table below. All monetary amounts are exclusive of GST.

Expense or facility	**Maximum amount**	**Frequency**
General travel expenses	$15,000 total for all councillors	Per year
Interstate, overseas and long-distance intrastate travel expenses	$5000 total for all councillors	Per year
Accommodation and meals	As per the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, adjusted annually	Per meal/night
Professional development	$30,000 total for all councillors	Per year
Conferences and seminars	$25,000 total for all councillors	Per year
Information and Communications Technology (ICT) expenses	$5000 total for all councillors	Per year
Carer expenses	$3000 total for all councillors	Per year

Additional costs incurred by a councillor in excess of these limits are considered a personal expense that is the responsibility of the councillor.

Councillors must provide claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a council meeting every six months and published in full on council's website. These reports will include expenditure summarised by individual councillor and as a total for all councillors.

Part A – Introduction

1. Introduction

1.1. The provision of expenses and facilities enables councillors to fulfil their civic duties as the elected representatives of Hay Shire Council.

1.2. The community is entitled to know the extent of expenses paid to councillors, as well as the facilities provided.

1.3. The purpose of this policy is to clearly state the facilities and support that are available to councillors to assist them in fulfilling their civic duties.

1.4. Council staff are empowered to question or refuse a request for payment from a councillor when it does not accord with this policy.

1.5. Expenses and facilities provided by this policy are in addition to fees paid to councillors. The minimum and maximum fees a council may pay each councillor are set by the Local Government Remuneration Tribunal as per Section 241 of the Act and reviewed annually. Council must adopt its annual fees within this set range.

2. Policy objectives

2.1. The objectives of this policy are to:

- enable the reasonable and appropriate reimbursement of expenses incurred by councillors while undertaking their civic duties
- enable facilities of a reasonable and appropriate standard to be provided to councillors to support them in undertaking their civic duties
- ensure accountability and transparency in reimbursement of expenses and provision of facilities to councillors
- ensure facilities and expenses provided to councillors meet community expectations
- support a diversity of representation
- fulfil the council's statutory responsibilities.

3. Principles

3.1. Council commits to the following principles:

- **Proper conduct:** councillors and staff acting lawfully and honestly, exercising care and diligence in carrying out their functions
- **Reasonable expenses:** providing for councillors to be reimbursed for expenses reasonably incurred as part of their role as councillor
- **Participation and access:** enabling people from diverse backgrounds, underrepresented groups, those in carer roles and those with special needs to serve as a Councillor
- **Equity:** there must be equitable access to expenses and facilities for all councillors
- **Appropriate use of resources:** providing clear direction on the appropriate use of council resources in accordance with legal requirements and community expectations
- **Accountability and transparency:** clearly stating and reporting on the expenses and facilities provided to councillors.

4. Private or political benefit

4.1. Councillors must not obtain private or political benefit from any expense or facility provided under this policy.

4.2. Private use of council equipment and facilities by councillors may occur from time to time. For example, telephoning home to advise that a council meeting will run later than expected.

4.3. Such incidental private use does not require a compensatory payment back to council.

4.4. Councillors should avoid obtaining any greater private benefit from Council than an incidental benefit. Where there are unavoidable circumstances and more substantial private use of council facilities does occur, councillors must reimburse the council.

4.5. Campaigns for re-election are considered to be a political benefit. The following are examples of what is considered to be a political interest during a re-election campaign:

- production of election material
- use of council resources and equipment for campaigning
- use of official council letterhead, publications, websites or services for political benefit
- fundraising activities of political parties or individuals, including political fundraising events.

Part B – Expenses

5. General expenses

5.1. All expenses provided under this policy will be for a purpose specific to the functions of holding civic office. Allowances for general expenses are not permitted under this policy.

5.2. Expenses not explicitly addressed in this policy will not be paid or reimbursed.

6. Specific expenses

General travel arrangements and expenses

6.1. All travel by councillors should be undertaken using the most direct route and the most practicable and economical mode of transport.

6.2. Each councillor may be reimbursed up to a total of **$2,000** per year, and the Mayor may be reimbursed up to a total of **$5,000** per year, for travel expenses incurred while undertaking official business within NSW. This includes reimbursement:

- for public transport fares
- for the use of a private vehicle or hire car
- for parking costs for Council and other meetings
- for tolls
- by Cabcharge card or equivalent
- for documented ride-share programs, such as Uber, where tax invoices can be issued.

6.3. Allowances for the use of a private vehicle will be reimbursed by kilometre at the rate contained in the Local Government (State) Award.

6.4. Councillors seeking to be reimbursed for use of a private vehicle must keep a logbook recording the date, distance and purpose of travel being claimed. Copies of the relevant logbook contents must be provided with the claim.

Interstate, overseas and long-distance intrastate travel expenses

6.5. In accordance with Section 4, Council will scrutinise the value and need for councillors to undertake overseas travel. Councils should avoid interstate, overseas and long-distance intrastate trips unless direct and tangible benefits can be established for the council and the local community. This includes travel to sister and friendship cities.

6.6. Total interstate, overseas and long-distance intrastate travel expenses for all councillors will be capped at a maximum of **$5000** per year. This amount will be set aside in Council's annual budget.

6.7. Councillors seeking approval for any interstate and long-distance intrastate travel must submit a case to, and obtain the approval of, the general manager prior to travel.

6.8. Councillors seeking approval for any overseas travel must submit a case to, and obtain the approval of, a full council meeting prior to travel.

6.9. The case should include:

- objectives to be achieved in travel, including an explanation of how the travel aligns with current council priorities and business, the community benefits which will accrue as a result, and its relevance to the exercise of the councillor's civic duties
- who is to take part in the travel
- duration and itinerary of travel
- a detailed budget including a statement of any amounts expected to be reimbursed by the participant/s.

6.10. For interstate and long-distance intrastate journeys by air of less than three hours, the class of air travel is to be economy class.

6.11. For interstate journeys by air of more than three hours, the class of air travel may be premium economy.

6.12. For international travel, the class of air travel is to be premium economy if available. Otherwise, the class of travel is to be economy.

6.13. Bookings for approved air travel are to be made through the general manager's office.

6.14. For air travel that is reimbursed as council business, councillors will not accrue points from the airline's frequent flyer program. This is considered a private benefit.

Travel expenses not paid by Council

6.15. Council will not pay any traffic or parking fines or administrative charges for road toll accounts.

Accommodation and meals

6.16. In circumstances where it would introduce undue risk for a councillor to travel to or from official business in the late evening or early morning, reimbursement of costs for accommodation and meals on the night before or after the meeting may be approved by the general manager. This includes where a meeting finishes later that 9.00pm or starts earlier than 7.00am and the councillor lives more than 50 kilometres from the meeting location.

6.17. Council will reimburse costs for accommodation and meals while councillors are undertaking prior approved travel or professional development outside the Hay Shire area.

6.18. The daily limits for accommodation and meal expenses within Australia are to be consistent with those set out in Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

6.19. The daily limits for accommodation and meal expenses outside Australia are to be determined in advance by the general manager.

6.20. Councillors will not be reimbursed for alcoholic beverages.

Refreshments for council related meetings

6.21. Appropriate refreshments will be available for council meetings, council committee meetings, councillor briefings, approved meetings and engagements, and official council functions as approved by the general manager.

6.22. As an indicative guide for the standard of refreshments to be provided at council related meetings, the general manager must be mindful of Part B Monetary Rates of the NSW Crown Employees (Public Service Conditions of Employment) Reviewed Award 2009, as adjusted annually.

Professional development

6.23. Council will set aside **$30,000** annually in its budget to facilitate professional development of councillors through programs, training, education courses and membership of professional bodies.

6.24. In the first year of a new council term, Council will provide a comprehensive induction program for all councillors which considers any guidelines issued by the Office of Local Government (OLG). The cost of the induction program will be in addition to the ongoing professional development funding.

6.25. Annual membership of professional bodies will only be covered where the membership is relevant to the exercise of the councillor's civic duties, the councillor actively participates in the body and the cost of membership is likely to be fully offset by savings from attending events as a member.

6.26. Approval for professional development activities is subject to a prior written request to the General Manager outlining the:

- details of the proposed professional development
- relevance to council priorities and business
- relevance to the exercise of the councillor's civic duties.

6.27. In assessing a councillor request for a professional development activity, the general manager must consider the factors set out in Clause 6.26, as well as the cost of the professional development in relation to the councillor's remaining budget.

Conferences and seminars

6.28. Council is committed to ensuring its councillors are up to date with contemporary issues facing council and the community, and local government in NSW.

6.29. Council will set aside a total amount of **$25,000** annually in its budget to facilitate councillor attendance at conferences and seminars. This allocation is for all councillors.

The general manager will ensure that access to expenses relating to conferences and seminars is distributed as practical.

6.30. Approval to attend a conference or seminar is subject to a written request to the general manager. In assessing a councillor request, the general manager must consider factors including the:

- relevance of the topics and presenters to current council priorities and business and the exercise of the councillor's civic duties
- cost of the conference or seminar in relation to the total remaining budget.

6.31. Council will meet the reasonable cost of registration fees, transportation and accommodation associated with attendance at conferences approved by the general manager. Council will also meet the reasonable cost of meals when they are not included in the conference fees. Reimbursement for accommodation and meals not included in the conference fees will be subject to Clauses 6.18-6.21.

Information and communications technology (ICT) expenses

6.32. Council will provide councillors with appropriate ICT devices and services to each councillor. This includes tablets and tablet services and data.

6.33. Reimbursements will be made only for communications devices and services used for councillors to undertake their civic duties, such as:

- receiving and reading council business papers
- relevant phone calls and correspondence
- diary and appointment management.

6.34. Councillors may seek reimbursement for applications on their mobile electronic communication device that are directly related to their duties as a councillor, within the maximum limit.

Special requirement and carer expenses

6.35. Council encourages wide participation and interest in civic office. It will seek to ensure council premises and associated facilities are accessible, including provision for sight or hearing-impaired councillors and those with other disabilities.

6.36. Transportation provisions outlined in this policy will also assist councillors who may be unable to drive a vehicle.

6.37. In addition to the provisions above, the general manager may authorise the provision of reasonable additional facilities and expenses in order to allow a councillor with a disability to perform their civic duties.

6.38. Councillors who are the principal carer of a child or other elderly, disabled and/or sick immediate family member will be entitled to reimbursement of carer's expenses up to a maximum of **$600** per annum for attendance at official business, plus reasonable travel from the principal place of residence.

6.39. Childcare expenses may be claimed for children up to and including the age of 16 years where the carer is not a relative.

6.40. In the event of caring for an adult person, councillors will need to provide suitable evidence to the general manager that reimbursement is applicable. This may take the form of advice from a medical practitioner.

7. Insurances

7.1. In accordance with Section 382 of the Local Government Act, Council is insured against public liability and professional indemnity claims. Councillors are included as a named insured on this Policy.

7.2. Insurance protection is only provided if a claim arises out of or in connection with the councillor's performance of his or her civic duties, or exercise of his or her functions as a councillor. All insurances are subject to any limitations or conditions set out in the policies of insurance.

7.3. Council shall pay the insurance policy excess in respect of any claim accepted by council's insurers, whether defended or not.

7.4. Appropriate travel insurances will be provided for any councillors travelling on approved interstate and overseas travel on council business.

8. Legal assistance

8.1. Council may, if requested, indemnify or reimburse the reasonable legal expenses of:

- a councillor defending an action arising from the performance in good faith of a function under the Local Government Act provided that the outcome of the legal proceedings is favourable to the councillor
- a councillor defending an action in defamation, provided the statements complained of were made in good faith in the course of exercising a function under the Act and the outcome of the legal proceedings is favourable to the councillor
- a councillor for proceedings before an appropriate investigative or review body, provided the subject of the proceedings arises from the performance in good faith of a function under the Act and the matter has proceeded past any initial assessment phase to a formal investigation or review and the investigative or review body makes a finding substantially favourable to the councillor.

8.2. In the case of a code of conduct complaint made against a councillor, legal costs will only be made available where the matter has been referred by the general manager to a conduct reviewer and the conduct reviewer has commenced a formal investigation of the matter and makes a finding substantially favourable to the councillor.

8.3. Legal expenses incurred in relation to proceedings arising out of the performance by a councillor of his or her functions under the Act are distinguished from expenses incurred in relation to proceedings arising merely from something that a councillor has done during his or her term in office. For example, expenses arising from an investigation as to whether a councillor acted corruptly would not be covered by this section.

8.4. Council will not meet the legal costs:

- of legal proceedings initiated by a councillor under any circumstances
- of a councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation
- for legal proceedings that do not involve a councillor performing their role as a councillor.

8.5. Reimbursement of expenses for reasonable legal expenses must have Council approval by way of a resolution at a council meeting prior to costs being incurred.

Part C – Facilities

9. General facilities for all councillors

Facilities

9.1. Council will provide the following facilities to councillors to assist them to effectively discharge their civic duties:

- access to shared car parking spaces while attending council offices on official business
- personal protective equipment for use during site visits
- a name badge which may be worn at official functions, indicating that the wearer holds the office of a councillor and/or mayor or deputy mayor.

9.2. Councillors may book meeting rooms for official business in a specified council building at no cost. Rooms may be booked through a specified officer in the General Manager's office or other specified staff member.

9.3. The provision of facilities will be of a standard deemed by the General Manager as appropriate for the purpose.

Stationery

9.4. Council will make available the following stationery to councillors:

- letterhead, to be used only for correspondence associated with civic duties
- business cards

Administrative support

9.5. Council will provide administrative support to councillors to assist them with their civic duties only. Administrative support may be provided by staff in the General Manager's office or by a member of council's administrative staff as arranged by the general manager or their delegate.

9.6. As per Section 4, council staff are expected to assist councillors with civic duties only, and not assist with matters of personal or political interest, including campaigning.

10. Additional facilities for the Mayor

10.1. Council will provide the Mayor with a suitable working and meeting space.

10.2. In performing his or her civic duties, the Mayor will be assisted by a small number of staff providing administrative and secretarial support, as determined by the General Manager.

10.3. The number of exclusive staff provided to support the Mayor and councillors will not exceed 0.25 full time equivalents.

10.4. As per Section 4, staff in the Mayor's office are expected to work on official business only, and not for matters of personal or political interest, including campaigning.

Part D – Processes

11. Approval, payment and reimbursement arrangements

11.1. Expenses should only be incurred by councillors in accordance with the provisions of this policy.

11.2. Approval for incurring expenses, or for the reimbursement of such expenses, should be obtained before the expense is incurred.

11.3. Up to the maximum limits specified in this policy, approval for the following may be sought after the expense is incurred:

- local travel relating to the conduct of official business
- carer costs
- ICT expenditure.

11.4. Final approval for payments made under this policy will be granted by the general manager or their delegate.

Direct payment

11.5. Council may approve and directly pay expenses. Requests for direct payment must be submitted to the Deputy General Manager for assessment against this policy using the prescribed form, with sufficient information and time to allow for the claim to be assessed and processed.

Reimbursement

11.6. All claims for reimbursement of expenses incurred must be made on the prescribed form, supported by appropriate receipts and/or tax invoices and be submitted to the Deputy General Manager.

Notification

11.7. If a claim is approved, council will make payment directly or reimburse the councillor through accounts payable.

11.8. If a claim is refused, council will inform the councillor in writing that the claim has been refused and the reason for the refusal.

Reimbursement to council

11.9. If council has incurred an expense on behalf of a councillor that exceeds a maximum limit, exceeds reasonable incidental private use or is not provided for in this policy:

- council will invoice the councillor for the expense
- the councillor will reimburse council for that expense within 14 days of the invoice date.

11.10. If the councillor cannot reimburse council within 14 days of the invoice date, they are to submit a written explanation to the general manager. The general manager may elect to deduct the amount from the councillor's allowance.

Timeframe for reimbursement

11.11. Unless otherwise specified in this policy, councillors must provide all claims for reimbursement within three months of an expense being incurred. Claims made after this time cannot be approved.

12. Disputes

12.1. If a councillor disputes a determination under this policy, the councillor should discuss the matter with the general manager.

12.2. If the councillor and the general manager cannot resolve the dispute, the councillor may submit a notice of motion to a council meeting seeking to have the dispute resolved.

13. Return or retention of facilities

13.1. All unexpended facilities or equipment supplied under this policy are to be relinquished immediately upon a councillor or Mayor ceasing to hold office or at the cessation of their civic duties.

13.2. Should a councillor desire to keep any equipment allocated by council, then this policy enables the councillor to make application to the General Manager to purchase any such equipment. The General Manager will determine an agreed fair market price or written down value for the item of equipment.

13.3. The prices for all equipment purchased by councillors under Clause 13.2 will be recorded in Council's annual report.

14. Publication

14.1. This policy will be published on council's website.

15. Reporting

15.1. Council will report on the provision of expenses and facilities to councillors as required in the Act and Regulations.

15.2. Detailed reports on the provision of expenses and facilities to councillors will be publicly tabled at a council meeting every six months and published in full on council's website. These reports will include expenditure summarised by individual councillor and as a total for all councillors.

16. Auditing

16.1. The operation of this policy, including claims made under the policy, will be included in council's audit program and an audit undertaken at least every two years.

17. Breaches

17.1. Suspected breaches of this policy are to be reported to the General Manager.

17.2. Alleged breaches of this policy shall be dealt with by following the processes outlined for breaches of the Code of Conduct, as detailed in the Code and in the Procedures for the Administration of the Code.

17.3.

PART E – Appendices

Appendix I: Related legislation, guidance and policies

Relevant legislation and guidance:

- Local Government Act 1993, Sections 252 and 253
- Local Government (General) Regulation 2005, Clauses 217 and 403
- Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors in NSW, 2009
- Local Government Circular 09-36 Guidelines for Payment of Expenses and Facilities
- Local Government Circular 05-08 legal assistance for Councillors and Council Employees.
- OLG Circular 17-17 – Councillor Expenses and Facilities Policy – Better Practice Template
-

Related Council policies:

- Code of Conduct
- Procurement and Credit Card Policy

Appendix II: Definitions

The following definitions apply throughout this policy.

Term	Definition
accompanying person	Means a spouse, partner or de facto or other person who has a close personal relationship with or provides carer support to a councillor
appropriate refreshments	Means food and beverages, excluding alcohol, provided by council to support councillors undertaking official business
Act	Means the *Local Government Act 1993* (NSW)
clause	Unless stated otherwise, a reference to a clause is a reference to a clause of this policy
Code of Conduct	Means the Code of Conduct adopted by Council or the Model Code if none is adopted
Councillor	Means a person elected or appointed to civic office as a member of the governing body of council who is not suspended, including the mayor
General Manager	Means the general manager of Council and includes their delegate or authorised representative
incidental personal use	Means use that is infrequent and brief and use that does not breach this policy or the Code of Conduct
long distance intrastate travel	Means travel to other parts of NSW of more than three hours duration by private vehicle
maximum limit	Means the maximum limit for an expense or facility provided in the text and summarised in Appendix 1
NSW	New South Wales
official business	Means functions that the mayor or councillors are required or invited to attend to fulfil their legislated role and responsibilities for council or result in a direct benefit for council and/or for the local government area, and includes: • meetings of council and committees of the whole • meetings of committees facilitated by council • civic receptions hosted or sponsored by council • meetings, functions, workshops and other events to which attendance by a councillor has been requested or approved by council
professional development	Means a seminar, conference, training course or other development opportunity relevant to the role of a councillor or the mayor
Regulation	Means the Local Government (General) Regulation 2005 (NSW)
year	Means the financial year, that is the 12 month period commencing on 1 July each year

Hay Shire Council

Claim for Reimbursement of Expenses by Councillors

I hereby submit my claim for reimbursement of expenses in accordance with the provisions of the Local Government Act and Council's Policy with respect to the Payment of Expenses and Provision of Facilities to Councillors.

Name of Claimant: **Councillor ……**

Claim for reimbursement of expenses:

Date	Nature of Business	Nature of Claim	Amount Claimed

Claim for reimbursement of travel expenses:

Date	Nature of Business (include where travel was to/from & the purpose of the travel)	Method of travel	Distance in Kms	Rate/Km	Amount Claimed

Total amount claimed:	**$**

Please note: *Receipts must be attached to this claim form in order for reimbursement to be processed.*

Councillor signature: ……

Date: _____/_____/_____

Council use:

Approved: ☐ Yes ☐ No

Approving officer's name: ……

Signature: …… Date: _____/_____/_____

C4 - Community Strategic Plan

REPORTING OFFICER	Executive Manager – People & Governance
ATTACHMENTS	- Draft CSP Strategies

INTRODUCTION

Council is required to have an updated/new Community Strategic Plan (CSP) adopted by 30 June 2025.

COMMENTARY

The 2024 Local Government elections and subsequent new Council requires an update to the Community Strategic Plan (CSP) as part of its Integrated Planning & Reporting (IP&R) requirements. The IP&R framework was introduced in 2009 and has transformed the way councils in NSW develop, document and report on plans for the future of their communities. The requirements for IP&R are set out in the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

The CSP is the highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.

The development of the IP&R documents takes approximately 12-months and involves the community, councillors and staff to set the vision and strategic objectives. The suite of documents must be adopted by Council by 30 June 2025.

The objective is to develop a completely refreshed CSP 2025-2035 and supporting documents that the community understands and reflects the vision of the Shire.

As reported to the May 2024 Ordinary meeting, the following methodology and schedule was endorsed for the development of the new CSP over a 12-month period. These included:

- Review of the current CSP with the current councillors and staff
- Undertake community survey on priorities and objectives for the community. Commence development of CSP document, conducted by Place Score (Complete)
- Work with new councillors on what they see as the vision and priorities for the community
- Undertake community consultation sessions through various medians to seek guidance and input from the community in the development of the CSP.
- Provide a draft document with vision and objectives based on community consultation
- Undertake second round of community consultation to present draft document
- Finalisation of the CSP
- Develop supporting documents (DP and resourcing strategy)
- Adoption of all IP&R suite of documents by 30 June 2025

The timing of the activities (milestones) is currently as follows:

MILESTONE	DESCRIPTION	DATE BY
Workshop with Councillors	Work with new councillors on development of CSP and IP&R suite of documents	February 2024
Community consultation	Community engagement – first round	March 2025
Draft CSP	Draft CSP to be presented to Council at Ordinary meeting	March 2025
Community consultation	Present draft CSP to the community for comment	April/May 2025
Supporting documents	Development of suite of supporting IP&R documents	30/4/2025
Adoption of CSP	Finalisation of CSP and supporting documents	30/6/2025

The attached draft Community Strategic Plan (CSP) strategies have been developed using data gathered from Council strategies and plans, community surveys, workshops, regional agencies, RAMJO forums, Councillor feedback, and relevant strategies from the previous CSP that continue to hold significance for the community. These strategies are now presented for Council's review and consideration. Following this, community consultation sessions are scheduled to be held in early March to gather further input before presenting a final draft to Council at the April Ordinary meeting.

Dates for the community consultation sessions are as follows:

- 4th March at 6pm to 8pm – Maude Hall
- 5th March at 10am to 12pm – Hay War Memorial Hall
- 5th March at 6pm to 8pm – Booligal Hall
- 6th March at 6pm to 8pm Hay War Memorial Hall

The cost to develop the new CSP is anticipated to be $25,000 and has been spread across the 2023/24 and 2024/25 budgets.

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.

	D1.4 Council decision making is based on a sound appreciation of community issues and needs, supported by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will continuously seek to improve *D.2 Our Community is connected and informed* D2.1 Enable all residents and groups to participate in local decision making D2.2 Effectively communicate the range, availability and operation of services and facilities
FINANCIAL IMPLICATION	- CSP Review budget required is $25,000 which is included in 23/24 and draft 24/25 budgets
LEGISLATIVE IMPLICATION	Local Government Act 1993
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Nil
RISK IMPLICATION	Compliance

RESOLUTION

That Council:-

a. Endorse the draft strategies for the Community Strategic Plan, for the purpose of initiating community consultation;

b. Conduct community information drop-in sessions for public consultation in the villages of Maude and Booligal, along with two sessions in Hay;

c. Present the final strategies for endorsement at the March Ordinary Meeting, incorporating feedback gathered during the community consultation process.

Hay Community Strategic Plan

2024 to 2034

Proposed Strategies

Introduction

The 2024 Local Government elections and subsequent new Council requires an update to the Community Strategic Plan (CSP) as part of its Integrated Planning & Reporting (IP&R) requirements.

The IP&R framework was introduced in 2009 and has transformed the way councils in NSW develop, document and report on plans for the future of their communities. The requirements for IP&R are set out in the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation).

The CSP is the highest level of strategic planning undertaken by a council, with a ten-year plus timeframe. All other plans must support achievement of the Community Strategic Plan objectives.

The development of the IP&R documents takes approximately 12-months and involves the community, councillors and staff to set the vision and strategic objectives. The suite of documents must be adopted by Council by 30 June 2025.

The objective is to develop a completely refreshed CSP 2025-2035 and supporting documents that the community understands and reflects the vision of the Shire.

Integrated Planning and Reporting Overview



The Integrated Planning and Reporting (IP&R) framework forms part of the Local Government Act 1993. It was introduced in 2009 and has transformed the way Councils in NSW develop, document and report on plans for the future of their communities.

Hay Council is committed to the principles of Integrated Planning and Reporting (IP&R) and this framework guides council in bringing plans and strategies together in a way that supports a

clear vision for the future. It identifies the community's long-term hopes and vision and provides an agreed roadmap for delivering community priorities and aspirations.



From this high-level strategy, a cascading suite of integrated plans sets out Council's vision, goals and strategies for achieving them.

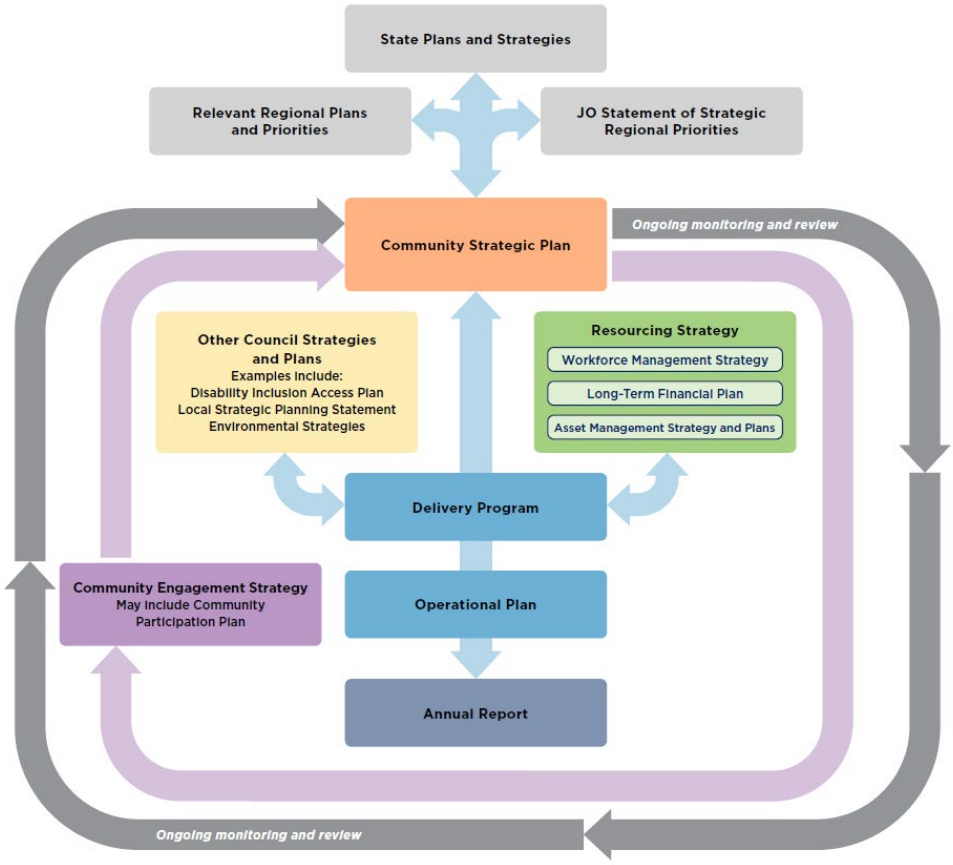
It involves a reporting structure to effectively communicate progress to Council and the community as well as a structured timeline for review, ensuring that the goals and actions remain relevant.

The IP&R Framework is designed to give Council and the community a clear picture of:

1. Where are we now?
2. Where do we want to go?
3. How do we plan to get there?
4. How will we know when we've arrived?

The following diagram shows how the plans fit together.

For more information visit: https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/



Key Components

Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council prepares. It is a long-term plan (over 10 or more years). Its purpose is to identify the community's main priorities and aspirations for the future and the strategies needed to achieve them.

All other strategies developed as part of the IP&R framework relate to, and support, the Community Strategic Plan objectives.

Delivery Program

Prepared by the incoming Council, the Delivery Program lines up with the identified strategies in the Community Strategic Plan and shows the focus area for the term of the elected Council (usually four years).

Operational Plan and Budget

The Operational Plan and Budget line up with the focus areas in the Delivery Program and identifies the individual projects, activities and services that Council will deliver within a specific year.

Resourcing Strategy

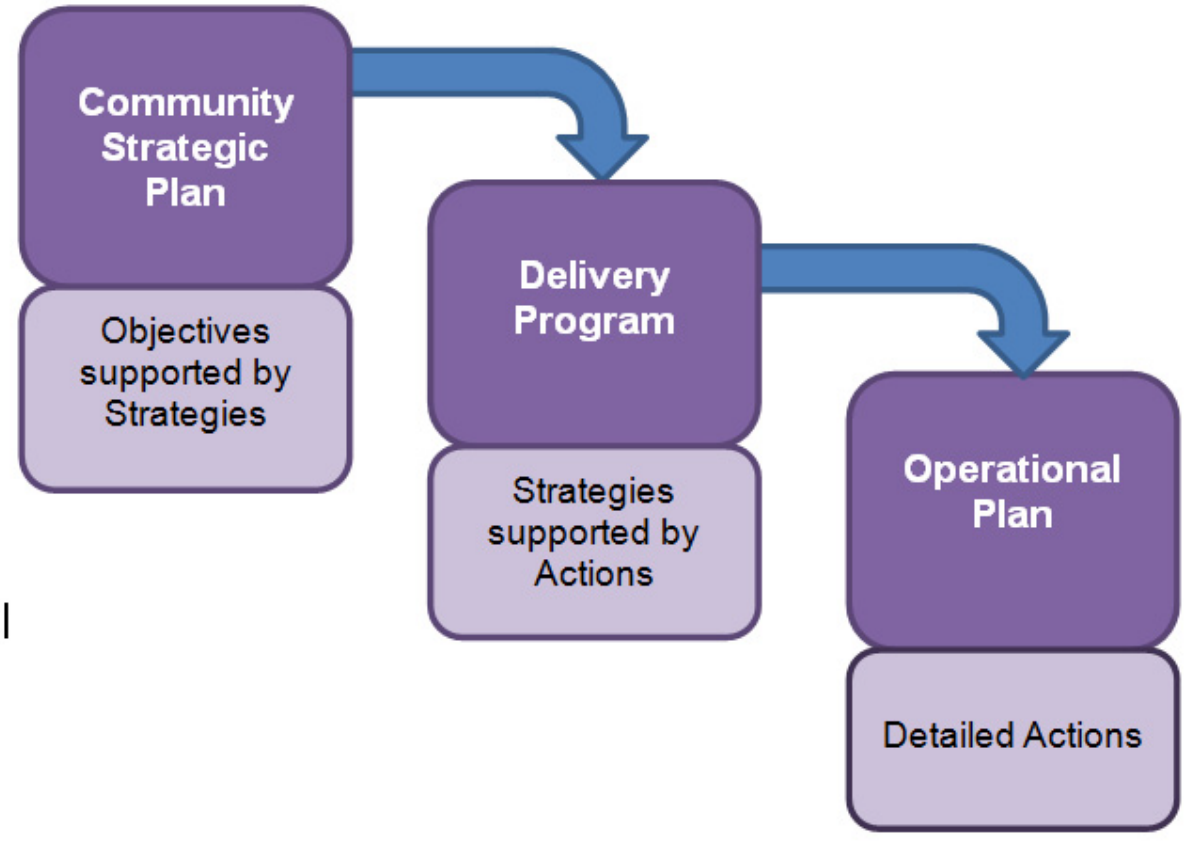
The Resourcing Strategy articulates the resources required to deliver the outcomes from the Community Strategic Plan, Delivery Plan and operational Plan.

The resourcing Strategy includes:

- Long-Term Financial Plan
- Workforce Management Strategy
- Asset Management Strategy and Plans

Community Engagement Strategy

The Community Engagement Strategy shows how Council engages with the community and other relevant stakeholders to develop and complete the Community Strategic Plan. It outlines how Council will regularly engage with the community to determine the community's needs and priorities.



Developing Strategies

The draft Community Strategic Plan (CSP) strategies have been developed using data gathered from Council strategies and plans, community surveys, workshops, regional agencies, RAMJO forums, Councillor feedback, and relevant strategies from the previous CSP that continue to hold significance for the community.

Dates for the community consultation sessions are as follows:

- 4th March at 6pm to 8pm – Maude Hall
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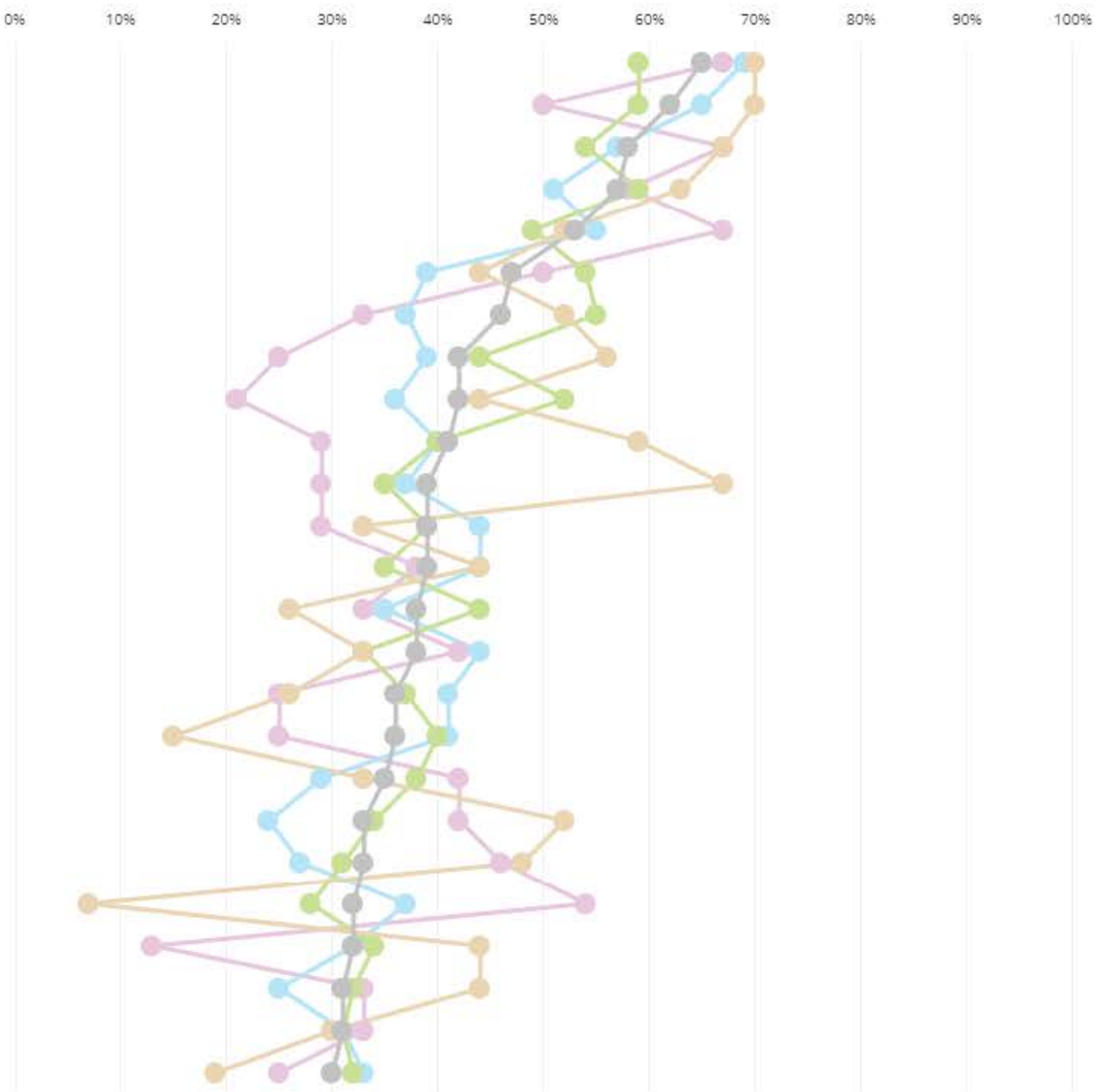
Snapshot of Data Gathered from Workshops & Surveys

OUR COMMUNITY'S PLACE VALUES

View our community's top and bottom 25 Care Factors. We can compare values by age, association, gender and place.
Dotted lines and grey text indicate that fewer than 10 responses are available for that segment.

Showing the Care Factors for the entire LGA, for respondents of all ages, in all themes, compared with 4 other age categories.

Sense of belonging in the community	65%
Locally owned and operated businesses	62%
General condition of public open space (street trees, footpaths, parks etc.)	58%
Local businesses that provide for daily needs (grocery stores, pharmacy, banks etc.)	57%
Sense of personal safety (for all ages, genders, day or night)	53%
Sense of neighbourhood safety (from crime, traffic, pollution etc.)	47%
Elements of natural environment (natural features, views, vegetation, topography, water, wildlife etc.)	46%
Local history, historic buildings or features	42%
Sense of connection to/feeling support from neighbours or community	42%
Ease of driving and parking	41%
Access to neighbourhood amenities (cafes, shops, health and wellness services etc.)	39%
Evidence of Council/government management (signage, street cleaners etc.)	39%
Local community groups and organisations	39%
Landscaping and natural elements (street trees, planting, water features etc.)	38%
Physical comfort (including noise, smells, temperature etc.)	38%
Quality of public space (footpaths, verges, parks etc.)	36%
Local employment opportunities (within easy commute)	36%
Spaces for group or community activities and/or gatherings (sports, picnics, performances etc.)	35%
Walking/jogging/bike paths that connect housing to communal amenity (shops, parks etc.)	33%
General condition of housing and other private buildings	33%
Things to do in the evening (bars, dining, cinema, live music etc.)	32%
Local education options (from elementary to adult education)	32%
Overall visual character of the neighbourhood	31%
Welcoming to all people	31%
Evidence of recent public investment (roads, parks, schools etc.)	30%



All Under 25 25 to 44 45 to 64 Over 64

© Place Score

COMMUNITY NEIGHBOURHOOD VALUES

Aligning community engagement, strategic planning and financial planning around what the community values can help us deliver stronger outcomes for all residents and stakeholders. Across Australia there are two shared values: **Elements of natural environment** and **Sense of neighbourhood safety**. In addition to these two, our community's ideal neighbourhoods have the following features:

Showing the ideal neighbourhood for Hay, for respondents of all ages.

Locally owned and operated businesses that provide the community with their daily needs



Locally owned and operated businesses	63%
Local businesses that provide for daily needs (grocery stores, pharmacy, banks etc.)	58%

A welcoming and connected community that make all people feel a sense of belonging



Sense of belonging in the community	63%
Sense of connection to/feeling support from neighbours or community	39%

A well maintained and managed public domain; footpaths, parks, roads and other public assets



General condition of public open space (street trees, footpaths, parks etc.)	60%
Evidence of Council/government management (signage, street cleaners etc.)	41%

© Place Score

LIVEABILITY RECOMMENDATIONS

Explore our Liveability Recommendations by place, gender, age or theme using the filters below.

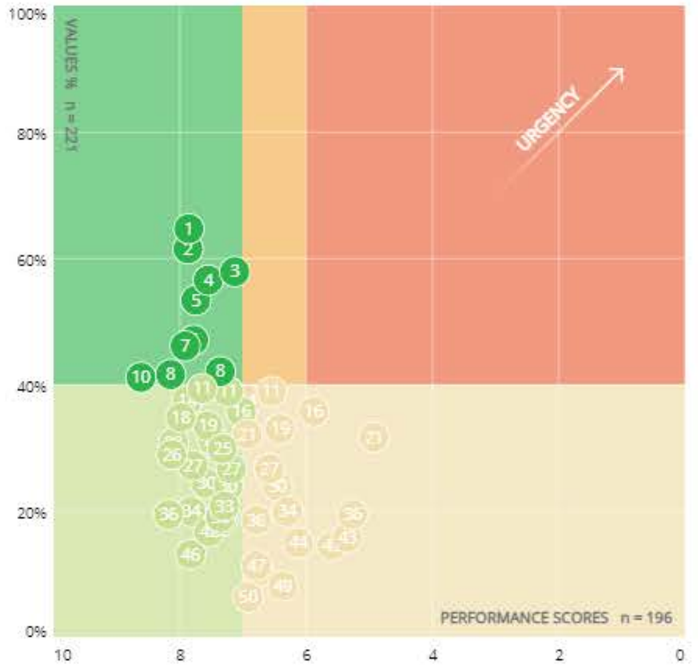
Showing the key liveability recommendations for the entire LGA, for respondents of all ages, in all themes from 2024.

Nurture

These attributes are the strongest contributors to local liveability because a significant proportion of our community values them and rated them positively. Consider how to strengthen these attributes, and protect them from potential threats.

CF ≥ 40%, PX ≥ 7

#3	General condition of public open space (street trees, footpaths, parks etc.)
#1	Sense of belonging in the community
#2	Locally owned and operated businesses
#4	Local businesses that provide for daily needs (grocery stores, pharmacy, banks etc.)
#5	Sense of personal safety (for all ages, genders, day or night)
#6	Sense of neighbourhood safety (from crime, traffic, pollution etc.)
#8	Sense of connection to/feeling support from neighbours or community
#7	Elements of natural environment (natural features, views, vegetation, topography, water, wildlife etc.)
#8	Local history, historic buildings or features
#10	Ease of driving and parking



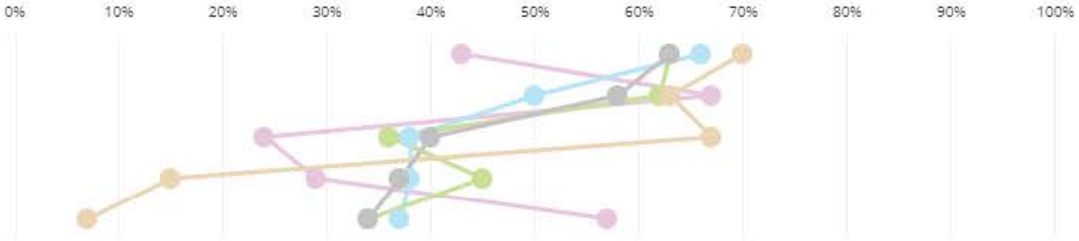
© Place Score

OUR COMMUNITY'S PLACE VALUES

View our community's top and bottom 25 Care Factors. We can compare values by age, association, gender and place.
Dotted lines and grey text indicate that fewer than 10 responses are available for that segment.

Showing the Care Factors for Hay, for respondents of all ages, in the economy theme, compared with 4 other age categories.

Locally owned and operated businesses	63%
Local businesses that provide for daily needs (grocery stores, pharmacy, banks etc.)	58%
Access to neighbourhood amenities (cafes, shops, health and wellness services etc.)	40%
Local employment opportunities (within easy commute)	37%
Things to do in the evening (bars, dining, cinema, live music etc.)	34%



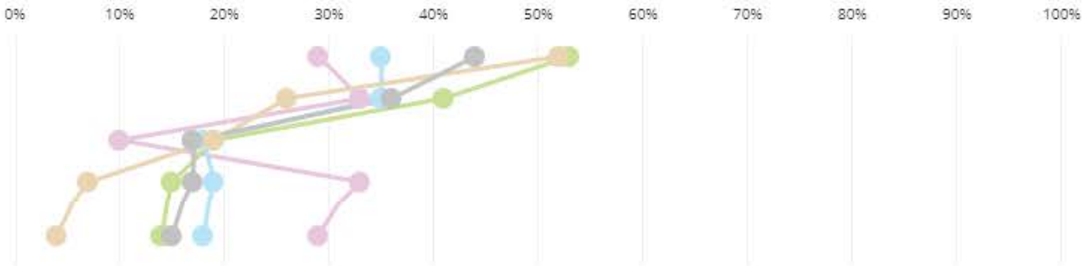
© Place Score

OUR COMMUNITY'S PLACE VALUES

View our community's top and bottom 25 Care Factors. We can compare values by age, association, gender and place.
Dotted lines and grey text indicate that fewer than 10 responses are available for that segment.

Showing the Care Factors for Hay, for respondents of all ages, in the environmental sustainability theme, compared with 4 other age categories.

Elements of natural environment (natural features, views, vegetation, topography, water, wildlife etc.)	44%
Landscaping and natural elements (street trees, planting, water features etc.)	36%
Protection of the natural environment	17%
Sustainable behaviours in the community (water management, solar panels, recycling etc.)	17%
Sustainable urban design (water sensitive design, transport-oriented design, sustainable building design, density etc.)	15%



All Under 25 25 to 44 45 to 64 Over 64

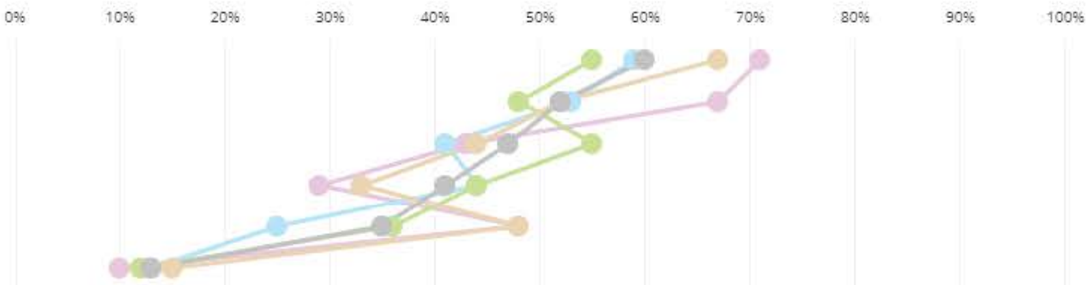
© Place Score

OUR COMMUNITY'S PLACE VALUES

View our community's top and bottom 25 Care Factors. We can compare values by age, association, gender and place.
Dotted lines and grey text indicate that fewer than 10 responses are available for that segment.

Showing the Care Factors for Hay, for respondents of all ages, in the management and safety theme, compared with 4 other age categories.

General condition of public open space (street trees, footpaths, parks etc.)	60%
Sense of personal safety (for all ages, genders, day or night)	52%
Sense of neighbourhood safety (from crime, traffic, pollution etc.)	47%
Evidence of Council/government management (signage, street cleaners etc.)	41%
General condition of housing and other private buildings	35%
General condition of private open space (verges, driveways etc.)	13%



All Under 25 25 to 44 45 to 64 Over 64

© Place Score

Healthy and connected communities

Healthy and connected communities
From the health and wellbeing of our people, to well-functioning and collaborative groups, to more free time for people to do what they love, we will foster community spirit and strengthen family and community connections that bind people and place.



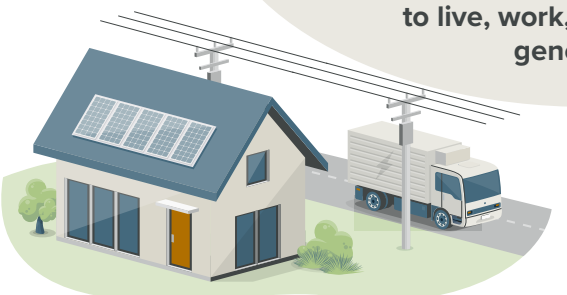
Prosperous regional economy

From a robust, adaptive and future ready workforce, to on farm technology utilised to support more sustainable farming practices and more free time for farmers, to thriving local businesses, we will drive a diverse and circular regional economy that is in service to our local communities and environment.



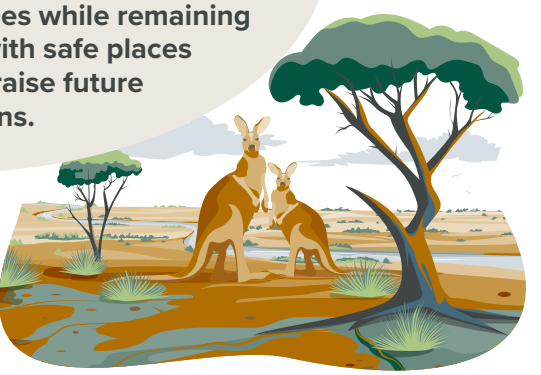
Our 2035 Vision

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.



From our communities being aware and prepared for disruptions, to young people wanting to stay in the region, to affordable and secure places to live for everyone, we will plan and provide reliable 'lifelines' that support our community to live sustainably and with dignity.

Sustainable development



From landholders and managers working in strong collaboration and partnership with First Nations groups to communities celebrating and leveraging our abundance of sunshine, clean air, biodiversity and open space, we will conserve, regenerate and revitalise our natural ecosystems and landscapes.

Thriving ecosystems

Proposed Strategies

Social

Strategies

- **Our community is skilled and supported**

— Our community has access to a range of employment opportunities
— Increase housing options within the community
— Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education.
— Improve access to health services
— Support local health initiatives and programs

- **Recreational, Civic Spaces, and Infrastructure**

— Enhance public recreation areas and facilities
— Placemaking with purpose
— Our roads are maintained and safe.
— Expand walking and cycling infrastructure
— Strengthen town aesthetics and liveability
— Deliver infrastructure that are responsive to the community's needs
— Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive

- **Our community is connected**

— Enhance public and community transport options
— Improve digital connectivity and mobile coverage
— Build a connected, collaborative community

- **Our youth and aged are supported**

— Advocate for greater capacity for local based child care services
— Support youth and aged services and initiatives
— Strengthen youth and aged engagement in community activities

- **Our community is inclusive and sustainable**

— Residents of all abilities and cultures have access to public facilities
— Inclusive and Empowered Communities
— Enhance educational pathways and opportunities
— Promote inclusion of all abilities workers in community and business sector
— Ensure services are accessible to all groups in our community
— Facilitate access public spaces for cultural and community events
— Support cultural programs and initiatives, including First Nations

Environmental

Strategies

- **Council is resilient and adaptive**

— Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure.
— Foster sustainable energy solutions and practices to reduce Council's footprint.
— Improve water efficiency in Council operations
— Climate change risks and opportunities are embedded in our decision making process.

- **Our Community is resilient and adaptive**

— Support business with climate risk adaptation.
— We lead and drive best practice in climate action
— We are resilient to a changing climate through adaptation and mitigation
— Foster and support community climate resilience.

- **Celebrate and Promote our unique natural environment**

— Support local community groups, first nations groups, and other agencies working with the environment
— Implement sustainable and eco friendly tourism initiatives
— Nurture and protect the natural environment.

- **Enhance the built environment**

— Maintain and beautify urban areas.
— Support and promote public art initiatives
— Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.

- **Our community is inclusive and sustainable**

— People of all abilities have access to natural environments, cycleways and passive areas.
— Support cultural environmental initiatives
— Advocate for water security and practices
— Develop and implement a sustainable waste management strategy
— Facilitate and support sustainable practices across our community

Economic

Strategies

- **Our community welcomes new and innovative industry to support our future**

— Future Ready Businesses
— Strengthen Business Support Services
— Business Attraction and Investment Growth
— Facilitate growth industries including workforce development and skills
— Identify opportunities to grow the agricultural sector
— Identify opportunities to grow the renewable energy sector

- **Our community values its history and tourism**

— Increase tourism and visitor spend
— Promote events and activities
— Actively identify, promote and enhance tourism initiatives
— Showcase our open space, recreation and cultural facilities

- **Our community is resilient and adaptive**

— To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy.
— Coordinated action for Climate Resilient Economic Development
— Reimagined Care Economy

Civic Leadership

Strategies

- **Our Council leads by example**

— Implement and promote best practice governance
— Monitor and evaluate Council's strategic planning documents
— Be environmentally responsible in decision making
— Council will seek to continuously improve

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

— Provide an advocacy role on behalf of the community
— Inform and empower community input into decision making
— Our community has access to Council information, services and facilities
— Provide consistent and responsive quality customer service

- **Our Council is inclusive and sustainable**

— Enable an engaged workforce with suitable skills, available in the right place at the right time
— Build a strong, collaborative, and supportive team culture.
— Improve culture, resourcing, process and governance practices
— Ensure a financially sound Council that is responsible and sustainable
— Maximise external funding opportunities to complement strategic plans
— Council effectively manages its infrastructure and assets within available resources.

C5 – Community Engagement Strategy (incorporating the Community Participation Plan)

REPORTING OFFICER	Executive Manager – People & Governance
ATTACHMENTS	Draft Community Engagement Strategy 2024 (under separate cover)

INTRODUCTION

All NSW Councils are required to review their Community Engagement Strategy within the first three months of a new term of Council.

COMMENTARY

Council reviewed its Community Engagement Strategy (incorporating the Community Participation Plan) at the Ordinary meeting of Council held 28th November 2024 and resolved to place the Strategy on public exhibition for period of no less than 28 days.

The Community Engagement Strategy (incorporating the Community Participation Plan) has been on public exhibition with no submissions received to date.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**D Governance and Organisational Performance** *D1 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. D1.4 Council decision making is based on a sound appreciation of community issues and needs, supporting by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will seek to continuously improve D1.7 Obtain a sustainable funding model D1.8 Develop and encourage internal capabilities *D2 Our Community is connected and informed* D2.1 Enable all residents and groups to participate in local decision making D2.2 Effectively communicate the range, availability and operation of services and facilities
FINANCIAL IMPLICATION	Nil

LEGISLATIVE IMPLICATION	Local Government Act 1993 and the Environmental Planning and Assessment Act 1979.
POLICY IMPLICATION	Community Engagement Strategy Community Participation Plan
ASSET IMPLICATION	Nil
RISK IMPLICATION	Compliance

RECOMMENDATION

That Council adopts the Community Engagement Strategy and Community Participation Plan as presented.

C6 – Code of Meeting Practice

REPORTING OFFICER	Executive Manager – People & Governance
ATTACHMENTS	Code of Meeting Practice

INTRODUCTION

Councils are required to review and adopt their Code of Meeting Practice within the first twelve months of a new term of Council.

COMMENTARY

Council considered a draft Code of Meeting Practice based on the Model Code provided by OLG at its Ordinary meeting held 26th November 2024.

The draft Code was endorsed by Council to be placed on public exhibition for a period of no less than 28 days, and subsequently open for submissions for a period of 42 days, as required under s.361 of the Local Government Act 1993.

The draft Code of Meeting Practice has been on public exhibition and no submissions have been received.

It should be noted that the main change in the draft Code of Meeting Practice for Hay Shire Council is the moving of the starting times for the council meetings from 1pm to 4pm.

In addition, the Minister of Local Government has released a discussion paper on proposed changes to the Model Code. It is unclear when the new Model code will come into force and this is the subject for discussion under the 'Circulars and other Government Correspondence' report included in this business paper.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**D Governance and Organisational Performance** *D1 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. D1.4 Council decision making is based on a sound appreciation of community issues and needs, supporting by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will seek to continuously improve D1.7 Obtain a sustainable funding model D1.8 Develop and encourage internal capabilities *D2 Our Community is connected and informed*

	D2.1 Enable all residents and groups to participate in local decision making D2.2 Effectively communicate the range, availability and operation of services and facilities
FINANCIAL IMPLICATION	Nil
LEGISLATIVE IMPLICATION	Local Government Act 1993
POLICY IMPLICATION	Code of Conduct Code of Meeting Practice
ASSET IMPLICATION	Nil
RISK IMPLICATION	Compliance

RECOMMENDATION

That Council adopts the Model Code of Meeting Practice as presented.

Hay Shire Council
CODE OF MEETING PRACTICE

DRAFT

November 2024

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1 INTRODUCTION

This Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).

The Model Meeting Code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.

Councils must adopt a code of meeting practice that incorporates the mandatory provisions of the Model Meeting Code.

A council's adopted code of meeting practice may also incorporate the non-mandatory provisions of the Model Meeting Code and other supplementary provisions. However, a code of meeting practice adopted by a council must not contain provisions that are inconsistent with the mandatory provisions of this Model Meeting Code.

A council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the council.

The 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.

2 MEETING PRINCIPLES

2.1 Council and committee meetings should be:

Transparent: Decisions are made in a way that is open and accountable.

Informed: Decisions are made based on relevant, quality information.

Inclusive: Decisions respect the diverse needs and interests of the local community.

Principled: Decisions are informed by the principles prescribed under Chapter 3 of the Act.

Trusted: The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

Respectful: Councillors, staff and meeting attendees treat each other with respect.

Effective: Meetings are well organised, effectively run and skilfully chaired.

Orderly: Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.

3 BEFORE THE MEETING

Timing of ordinary council meetings

3.1 Ordinary meetings of the council will be held on the following occasions: *Fourth Tuesday of each month at 3pm.*

3.2 Removed

Note: Councils must use either clause 3.1 or 3.2

Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.

Note: Under section 396 of the Act, county councils are required to meet at least four (4) times each year.

Note: Under section 400T of the Act, boards of joint organisations are required to meet at least four (4) times each year, each in a different quarter of the year.

Extraordinary meetings

3.3 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

Note: Clause 3.3 reflects section 366 of the Act.

Notice to the public of council meetings

3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings and of each meeting of committees of the council.

Note: Clause 3.4 reflects section 9(1) of the Act.

3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council is to be published before the meeting takes place. The notice must be published on the council's website, and in such other manner that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

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3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

3.7 The general manager must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

Note: Clause 3.7 reflects section 367(1) of the Act.

3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

Note: Clause 3.8 reflects section 367(3) of the Act.

Notice to councillors of extraordinary meetings

3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

Note: Clause 3.9 reflects section 367(2) of the Act.

Giving notice of business to be considered at council meetings

3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted *the second Tuesday of the month, before the meeting is to be held.*

3.11 A councillor may, in writing to the general manager, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

3.12 If the general manager considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the general manager may prepare a report in relation to the notice of motion for inclusion with the business papers for the meeting at which the notice of motion is to be considered by the council.

3.13 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the general manager must either:

(a) prepare a report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by the council, or

(b) by written notice sent to all councillors with the business papers for the meeting for which the notice of motion has been submitted, defer consideration of the matter by the council to such a date specified in the notice, pending the preparation of such a report.

Questions with notice

3.14 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the general manager about the performance or operations of the council.

3.15 A councillor is not permitted to ask a question with notice under clause 3.14 that comprises a complaint against the general manager or a member of staff of the council, or a question that implies wrongdoing by the general manager or a member of staff of the council.

3.16 The general manager or their nominee may respond to a question with notice submitted under clause 3.14 by way of a report included in the business papers for the relevant meeting of the council or orally at the meeting.

Agenda and business papers for ordinary meetings

3.17 The general manager must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.

3.18 The general manager must ensure that the agenda for an ordinary meeting of the council states:

(a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
(b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
(c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
(d) any business of which due notice has been given under clause 3.10.

3.19 Nothing in clause 3.18 limits the powers of the mayor to put a mayoral minute to a meeting under clause 9.6.

3.20 The general manager must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the general manager, the business is, or the implementation of the business would be, unlawful. The general manager must report, without giving details of the item of business, any such exclusion to the next meeting of the council.

3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:

(a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
(b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.21 reflects section 9(2A)(a) of the Act.

3.22 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Statement of ethical obligations

3.23 Business papers for all ordinary and extraordinary meetings of the council and committees of the council must contain a statement reminding councillors of their oath or affirmation of office made under section 233A of the Act and their obligations under the council's code of conduct to disclose and appropriately manage conflicts of interest.

Availability of the agenda and business papers to the public

3.24 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

Note: Clause 3.24 reflects section 9(2) and (4) of the Act.

3.25 Clause 3.24 does not apply to the business papers for items of business that the general manager has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.25 reflects section 9(2A)(b) of the Act.

3.26 For the purposes of clause 3.24, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.26 reflects section 9(3) of the Act.

3.21 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the general manager, is likely to take place when the meeting is closed to the public, the general manager must ensure that the agenda of the meeting:

(a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
(b) states the grounds under section 10A(2) of the Act relevant to the item of business.

Note: Clause 3.21 reflects section 9(2A)(a) of the Act.

3.22 The general manager must ensure that the details of any item of business which, in the opinion of the general manager, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.

Statement of ethical obligations

3.23 Business papers for all ordinary and extraordinary meetings of the council and committees of the council must contain a statement reminding councillors of their oath or affirmation of office made under section 233A of the Act and their obligations under the council's code of conduct to disclose and appropriately manage conflicts of interest.

Availability of the agenda and business papers to the public

3.24 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

Note: Clause 3.24 reflects section 9(2) and (4) of the Act.

3.25 Clause 3.24 does not apply to the business papers for items of business that the general manager has identified under clause 3.21 as being likely to be considered when the meeting is closed to the public.

Note: Clause 3.25 reflects section 9(2A)(b) of the Act.

3.26 For the purposes of clause 3.24, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

Note: Clause 3.26 reflects section 9(3) of the Act.

3.27 A copy of an agenda, or of an associated business paper made available under clause 3.24, may in addition be given or made available in electronic form.

Note: Clause 3.27 reflects section 9(5) of the Act.

Agenda and business papers for extraordinary meetings

3.28 The general manager must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.

3.29 Despite clause 3.28, business may be considered at an extraordinary meeting of the council, even though due notice of the business has not been given, if:

(a) a motion is passed to have the business considered at the meeting, and
(b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

3.30 A motion moved under clause 3.29(a) can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with.

3.31 Despite clauses 10.20–10.30, only the mover of a motion moved under clause 3.29(a) can speak to the motion before it is put.

3.32 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.29(b) on whether a matter is of great urgency.

Pre-meeting briefing sessions

3.33 Prior to each ordinary meeting of the council, the general manager may arrange a pre-meeting briefing session to brief councillors on business to be considered at the meeting. Pre-meeting briefing sessions may also be held for extraordinary meetings of the council and meetings of committees of the council.

3.34 Pre-meeting briefing sessions are to be held in the absence of the public.

3.35 Pre-meeting briefing sessions may be held by audio-visual link.

3.36 The general manager or a member of staff nominated by the general manager is to preside at pre-meeting briefing sessions.

3.37 Councillors must not use pre-meeting briefing sessions to debate or make preliminary decisions on items of business they are being briefed on, and any debate and decision-making must be left to the formal council or committee meeting at which the item of business is to be considered.

3.38 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of a briefing at a pre-meeting briefing session, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict-of-interest declarations made at pre-meeting briefing sessions and how the conflict of interest was managed by the councillor who made the declaration.

4 PUBLIC FORUMS

4.1 The council may hold a public forum prior to each ordinary meeting of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary council meetings and meetings of committees of the council.

4.2 Public forums may be held by audio-visual link.

4.3 Public forums are to be chaired by the mayor or their nominee.

4.4 To speak at a public forum, a person must first make an application to the council in the approved form. Applications to speak at the public forum must be received by 12 noon on the day before the date on which the public forum is to be held, and must identify the item of business on the agenda of the council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.

4.5 A person may apply to speak on no more than three items of business on the agenda of the council meeting.

4.6 Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.

4.7 The general manager or their delegate may refuse an application to speak at a public forum. The general manager or their delegate must give reasons in writing for a decision to refuse an application.

4.8 No more than three speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the council meeting**.**

4.9 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to address the council on the item of business. If the speakers are not able to agree on whom to nominate to address the council, the general manager or their delegate is to determine who will address the council at the public forum.

4.10 If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the general manager or their delegate may, in consultation with the mayor or the mayor's nominated chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the council to hear a fuller range of views on the relevant item of business.

4.11 Approved speakers at the public forum are to register with the council any written, visual or audio material to be presented in support of their address to the council at the public forum, and to identify any equipment needs no more than two days before the public forum. The general manager or their delegate may refuse to allow such material to be presented.

4.12 The general manager or their delegate is to determine the order of speakers at the public forum.

4.13 Each speaker will be allowed three minutes to address the council. This time is to be strictly enforced by the chairperson.

4.14 Speakers at public forums must not digress from the item on the agenda of the council meeting they have applied to address the council on. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

4.15 A councillor (including the chairperson) may, through the chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.

4.16 Speakers are under no obligation to answer a question put under clause 4.15. Answers by the speaker, to each question are to be limited to two minutes.

4.17 Speakers at public forums cannot ask questions of the council, councillors, or council staff.

4.18 The general manager or their nominee may, with the concurrence of the chairperson, address the council for up to three minutes in response to an address to the council at a public forum after the address and any subsequent questions and answers have been finalised.

4.19 Where an address made at a public forum raises matters that require further consideration by council staff, the general manager may recommend that the council defer consideration of the matter pending the preparation of a further report on the matters.

4.20 When addressing the council, speakers at public forums must comply with this code and all other relevant council codes, policies, and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the council's code of conduct or making other potentially defamatory statements.

4.21 If the chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in clause 4.20, the chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the chairperson's request, the chairperson may immediately require the person to stop speaking.

4.22 Clause 4.21 does not limit the ability of the chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 15 of this code.

4.23 Where a speaker engages in conduct of the type referred to in clause 4.20, the general manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the general manager or their delegate considers appropriate.

4.24 Councillors (including the mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a council or committee meeting. The council is to maintain a written record of all conflict-of-interest declarations made at public forums and how the conflict of interest was managed by the councillor who made the declaration.

Note: Public forums should not be held as part of a council or committee meeting. Council or committee meetings should be reserved for decision-making by the council or committee of council. Where a public forum is held as part of a council or committee meeting, it must be conducted in accordance with the other requirements of this code relating to the conduct of council and committee meetings.

5 COMING TOGETHER

Attendance by councillors at meetings

5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.

Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.

5.2 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.

5.3 Removed.

Note: Clause 5.3 reflects section 397G of the Regulation. Joint organisations may adopt clause 5.3 and omit clause 5.2. Councils must not adopt clause 5.3.

5.4 Where a councillor is unable to attend one or more ordinary meetings of the council, the councillor should request that the council grant them a leave of absence from those meetings. This clause does not prevent a councillor from making an apology if they are unable to attend a meeting. However, the acceptance of such an apology does not constitute the granting of a leave of absence for the purposes of this code and the Act.

5.5 A councillor's request for leave of absence from council meetings should, if practicable, identify (by date) the meetings from which the councillor intends to be absent and the grounds upon which the leave of absence is being sought.

5.6 The council must act reasonably when considering whether to grant a councillor's request for a leave of absence.

5.7 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

Note: Clause 5.7 reflects section 234(1)(d) of the Act.

5.8 A councillor who intends to attend a meeting of the council despite having been granted a leave of absence should, if practicable, give the general manager at least two (2) days' notice of their intention to attend.

The quorum for a meeting

5.9 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

Note: Clause 5.9 reflects section 368(1) of the Act.

5.10 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

Note: Clause 5.10 reflects section 368(2) of the Act.

5.11 A meeting of the council must be adjourned if a quorum is not present:

(a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
(b) within half an hour after the time designated for the holding of the meeting, or
(c) at any time during the meeting.

5.12 In either case, the meeting must be adjourned to a time, date, and place fixed:

(a) by the chairperson, or
(b) in the chairperson's absence, by the majority of the councillors present, or
(c) failing that, by the general manager.

5.13 The general manager must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.

5.14 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the general manager and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible. *(Included in Current Code)*

5.15 Where a meeting is cancelled under clause 5.14, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called under clause 3.3. *(Included in Current Code)*

Meetings held by audio-visual link (New clause for the Codes)

5.16 A meeting of the council or a committee of the council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the general manager and, as far as is practicable, with each councillor.

5.17 Where the mayor determines under clause 5.16 that a meeting is to be held by audio-visual link, the general manager must:

(a) give written notice to all councillors that the meeting is to be held by audio-visual link, and
(b) take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and
(c) cause a notice to be published on the council's website and in such other manner the general manager is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.

5.18 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

Note: Where a council holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.

Attendance by councillors at meetings by audio-visual link *(New in Code)*

5.19 Councillors may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee.

5.20 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the general manager prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.

5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.

5.22 The council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.

5.23 A councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.

5.24 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state:

(a) the meetings the resolution applies to, and
(b) the reason why the councillor is being permitted to attend the meetings by audio-visual link where it is on grounds other than illness, disability, or caring responsibilities.

5.25 If the council or committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.

5.26 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The council and committees of the council must act reasonably when considering requests by councillors to attend meetings by audio-visual link. However, the council and committees of the council are under no obligation to approve a councillor's request to attend a meeting by audio-visual link where the technical capacity does not exist to allow the councillor to attend the meeting by these means.

5.27 The council and committees of the council may refuse a councillor's request to attend a meeting by audio-visual link where the council or committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.

5.28 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.

5.29 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.

5.30 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

Entitlement of the public to attend council meetings

5.31 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

Note: Clause 5.31 reflects section 10(1) of the Act.

5.32 Clause 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.

5.33 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:

(a) by a resolution of the meeting, or
(b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

Note: Clause 5.33 reflects section 10(2) of the Act.

Note: If adopted, clauses 15.14 and 15.15 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.14 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 15.15 authorises chairpersons to expel persons other than councillors from a council or committee meeting.

Webcasting of meetings

5.34 Each meeting of the council or a committee of the council is to be recorded by means of an audio or audio-visual device.

5.35 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:

(a) the meeting is being recorded and made publicly available on the council's website, and
(b) persons attending the meeting should refrain from making any defamatory statements.

5.36 The recording of a meeting is to be made publicly available on the council's website:
(a) at the same time as the meeting is taking place, or
(b) as soon as practicable after the meeting.

5.37 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting.

5.38 Clauses 5.36 and 5.37 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

Note: Clauses 5.34 – 5.38 reflect section 236 of the Regulation.

5.39 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

Attendance of the general manager and other staff at meetings

5.40 The general manager is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

Note: Clause 5.40 reflects section 376(1) of the Act.

5.41 The general manager is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

Note: Clause 5.41 reflects section 376(2) of the Act.

5.42 The general manager may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the general manager or the terms of employment of the general manager.

Note: Clause 5.42 reflects section 376(3) of the Act.

5.43 The attendance of other council staff at a meeting, (other than as members of the public) shall be with the approval of the general manager.

5.44 The general manager and other council staff may attend meetings of the council and committees of the council by audio-visual-link. Attendance by council staff at meetings by audio-visual link (other than as members of the public) shall be with the approval of the general manager.

6 THE CHAIRPERSON

The chairperson at meetings

6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

Note: Clause 6.1 reflects section 369(1) of the Act.

6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

Note: Clause 6.2 reflects section 369(2) of the Act.

Election of the chairperson in the absence of the mayor and deputy mayor

6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

6.4 The election of a chairperson must be conducted:

(a) by the general manager or, in their absence, an employee of the council designated by the general manager to conduct the election, or
(b) by the person who called the meeting or a person acting on their behalf if neither the general manager nor a designated employee is present at the meeting, or if there is no general manager or designated employee.

6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

6.6 For the purposes of clause 6.5, the person conducting the election must:

(a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
(b) then fold the slips so as to prevent the names from being seen, mix the slips and draw one of the slips at random.

6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.

6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

Chairperson to have precedence

6.9 When the chairperson rises or speaks during a meeting of the council:

(a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
(b) every councillor present must be silent to enable the chairperson to be heard without interruption.

7 MODES OF ADDRESS

7.1 If the chairperson is the mayor, they are to be addressed as ‘Mr Mayor’ or ‘Madam Mayor’.

7.2 Where the chairperson is not the mayor, they are to be addressed as either ‘Mr Chairperson’ or ‘Madam Chairperson’.

7.3 A councillor is to be addressed as ‘Councillor [surname]’.

7.4 A council officer is to be addressed by their official designation or as Mr/Ms [surname].

8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS

8.1 Removed

8.2 The general order of business for an ordinary meeting of the council shall be:

01 Opening meeting
02 Council prayer & acknowledgement of country
03 Apologies and applications for a leave of absence by councillors
04 Address by special guests
05 Confirmation of minutes
05 Disclosures of interests
06 Mayoral minute(s)
07 Delegate Reports (other than Council committees)
08 Address from members of the public on items on the agenda
09 Reports to council
10 Notices of motions/Questions with notice
11 Reports of committees & committee delegates
12 Confidential matters
13 Conclusion of the meeting

Note: Councils must use <u>either</u> clause 8.1 <u>or</u> 8.2.

8.3 The order of business as fixed under clause 8.2 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

Note: If adopted, Part 13 allows council to deal with items of business by exception.

8.4 Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 8.3 may speak to the motion before it is put.

9 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS

Business that can be dealt with at a council meeting

9.1 The council must not consider business at a meeting of the council:

(a) unless a councillor has given notice of the business, as required by clause 3.10, and
(b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.

9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:

(a) is already before, or directly relates to, a matter that is already before the council, or
(b) is the election of a chairperson to preside at the meeting, or
(c) subject to clause 9.9, is a matter or topic put to the meeting by way of a mayoral minute, or
(d) is a motion for the adoption of recommendations of a committee, including, but not limited to, a committee of the council.

9.3 Despite clause 9.1, business may be considered at a meeting of the council even though due notice of the business has not been given to the councillors if:

(a) a motion is passed to have the business considered at the meeting, and
(b) the business to be considered is ruled by the chairperson to be of great urgency on the grounds that it requires a decision by the council before the next scheduled ordinary meeting of the council.

9.4 A motion moved under clause 9.3(a) can be moved without notice. Despite clauses 10.20–10.30, only the mover of a motion referred to in clause 9.3(a) can speak to the motion before it is put.

9.5 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.3(b).

Mayoral minutes

9.6 Subject to clause 9.9, if the mayor is the chairperson at a meeting of the council, the mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that is within the jurisdiction of the council, or of which the council has official knowledge.

9.7 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The chairperson (but only if the chairperson is the mayor) may move the adoption of a mayoral minute without the motion being seconded.

9.8 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.

9.9 A mayoral minute must not be used to put without notice matters that are routine and not urgent or matters for which proper notice should be given because of their complexity. For the purpose of this clause, a matter will be urgent where it requires a decision by the council before the next scheduled ordinary meeting of the council.

9.10 Where a mayoral minute makes a recommendation which, if adopted, would require the expenditure of funds on works and/or services other than those already provided for in the council's current adopted operational plan, it must identify the source of funding for the expenditure that is the subject of the recommendation. If the mayoral minute does not identify a funding source, the council must defer consideration of the matter, pending a report from the general manager on the availability of funds for implementing the recommendation if adopted.

Staff reports

9.11 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

Reports of committees of council

9.12 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.

9.13 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

Questions

9.14 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.14.

9.15 A councillor may, through the chairperson, put a question to another councillor about a matter on the agenda.

9.16 A councillor may, through the general manager, put a question to a council employee about a matter on the agenda. Council employees are only obliged to answer a question put to them through the general manager at the direction of the general manager.

9.17 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or council employee to whom a question is put is unable to respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.

14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

Grounds on which meetings can be closed to the public

14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:

(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 a person with whom the council is conducting (or proposes 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) matters affecting the security of the council, councillors, council staff or council property,
(g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
(h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
(i) alleged contraventions of the council's code of conduct.

Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.

14.2 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

Note: Clause 14.2 reflects section 10A(3) of the Act.

Matters to be considered when closing meetings to the public

14.3 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:

(a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
(b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

Note: Clause 14.3 reflects section 10B(1) of the Act.

14.4 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:

(a) are substantial issues relating to a matter in which the council or committee is involved, and
(b) are clearly identified in the advice, and
(c) are fully discussed in that advice.

Note: Clause 14.4 reflects section 10B(2) of the Act.

14.5 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

Note: Clause 14.5 reflects section 10B(3) of the Act.

14.6 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:

(a) a person may misinterpret or misunderstand the discussion, or
(b) the discussion of the matter may:
    (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
    (ii) cause a loss of confidence in the council or committee.

Note: Clause 14.6 reflects section 10B(4) of the Act.

14.7 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

Note: Clause 14.7 reflects section 10B(5) of the Act.

<u>Notice of likelihood of closure not required in urgent cases</u>

14.8 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed, but only if:

(a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
(b) the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
    (i) should not be deferred (because of the urgency of the matter), and
    (ii) should take place in a part of the meeting that is closed to the public.

Note: Clause 14.8 reflects section 10C of the Act.

Representations by members of the public

14.9 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

Note: Clause 14.9 reflects section 10A(4) of the Act.

14.10 A representation under clause 14.9 is to be made after the motion to close the part of the meeting is moved and seconded.

14.11 Where the matter has been identified in the agenda of the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in the approved form. Applications must be received *by 12 noon one (1) day before* the meeting at which the matter is to be considered.

14.12 The general manager (or their delegate) may refuse an application made under clause 14.11. The general manager or their delegate must give reasons in writing for a decision to refuse an application.

14.13 No more than *three (3) speakers* are to be permitted to make representations under clause 14.9.

14.14 If more than the permitted number of speakers apply to make representations under clause 14.9, the general manager or their delegate may request the speakers to nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.9, the general manager or their delegate is to determine who will make representations to the council.

14.15 The general manager (or their delegate) is to determine the order of speakers.

14.16 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.21 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.9 after the motion to close the part of the meeting is moved and seconded. The chairperson is to permit no more than *two (2) speakers* to make representations in such order as determined by the chairperson.

14.17 Each speaker will be allowed *three (3)* minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non-councillors from meetings closed to the public

14.18 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.

14.19 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

Obligations of councillors attending meetings by audio-visual link

14.20 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

14.21 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:

(a) the relevant provision of section 10A(2) of the Act,
(b) the matter that is to be discussed during the closed part of the meeting,
(c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

Note: Clause 14.21 reflects section 10D of the Act.

Resolutions passed at closed meetings to be made public

14.22 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting, has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

14.23 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.22 during a part of the meeting that is webcast.

15 KEEPING ORDER AT MEETINGS

Points of order

15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.

15.2 A point of order cannot be made with respect to adherence to the principles contained in clause 2.1.

15.3 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

Questions of order

15.4 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.

15.5 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.

15.6 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.

15.7 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

Motions of dissent

15.8 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.

15.9 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.

15.10 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

Acts of disorder

15.11 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:

(a) contravenes the Act, the Regulation or this code, or
(b) assaults or threatens to assault another councillor or person present at the meeting, or
(c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
(d) insults, makes unfavourable personal remarks about, or imputes improper motives to any other council official, or alleges a breach of the council's code of conduct, or
(e) says or does anything that is inconsistent with maintaining order at the meeting or is likely to bring the council or the committee into disrepute.

Note: Clause 15.11 reflects section 182 of the Regulation.

15.12 The chairperson may require a councillor:

(a) to apologise without reservation for an act of disorder referred to in clauses 15.11(a), (b), or (e), or
(b) to withdraw a motion or an amendment referred to in clause 15.11(c) and, where appropriate, to apologise without reservation, or
(c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.11(d) and (e).

Note: Clause 15.12 reflects section 233 of the Regulation.

How disorder at a meeting may be dealt with

15.13 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

15.14 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.

15.15 Removed

Note: Councils may use either clause 15.14 or clause 15.15.

15.16 Clause [15.14/~~15.15~~], does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.

15.17 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.12. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

Note: Clause 15.17 reflects section 233(2) of the Regulation.

15.18 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.

15.19 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.

15.20 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using only such force as is necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

<u>How disorder by councillors attending meetings by audio-visual link may be dealt with</u>

15.21 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.

15.22 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's audio-visual link to the meeting.

<u>Use of mobile phones and the unauthorised recording of meetings</u>

15.23 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.

15.24 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.

20.9 Clause 20.8 does not apply if all of the members of the council are members of the committee.

Non-members entitled to attend committee meetings

20.10 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:

(a) to give notice of business for inclusion in the agenda for the meeting, or
(b) to move or second a motion at the meeting, or
(c) to vote at the meeting.

Chairperson and deputy chairperson of council committees

20.11 The chairperson of each committee of the council must be:

(a) the mayor, or
(b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
(c) if the council does not elect such a member, a member of the committee elected by the committee.

20.12 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.

20.13 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.

20.14 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting, but if neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

Procedure in committee meetings

20.15 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council unless the council or the committee determines otherwise in accordance with this clause.

20.16 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.15.

20.18 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

Closure of committee meetings to the public

20.19 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.

20.20 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended, and report the resolution or recommendation to the next meeting of the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

20.21 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.20 during a part of the meeting that is webcast.

Disorder in committee meetings

20.22 The provisions of the Act and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way as they apply to meetings of the council.

Minutes of council committee meetings

20.23 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:

(a) the names of councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,
(b) details of each motion moved at a meeting and of any amendments moved to it,
(c) the names of the mover and seconder of the motion or amendment,
(d) whether the motion or amendment was passed or lost, and
(e) such other matters specifically required under this code.

20.24 Removed

20.25 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.

20.26 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.

20.27 When the minutes have been confirmed, they are to be signed by the person presiding at that subsequent meeting.

20.28 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.

20.29 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

21 IRREGULARITES

21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:

(a) a vacancy in a civic office, or
(b) a failure to give notice of the meeting to any councillor or committee member, or
(c) any defect in the election or appointment of a councillor or committee member, or
(d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
(e) a failure to comply with this code.

Note: Clause 21.1 reflects section 374 of the Act.

22 DEFINITIONS

the Act	means the *Local Government Act 1993*
act of disorder	means an act of disorder as defined in clause 15.11 of this code
amendment	in relation to an original motion, means a motion moving an amendment to that motion
audio recorder	any device capable of recording speech
audio-visual link	means a facility that enables audio and visual communication between persons at different places
business day	means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales
chairperson	in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.11 of this code
this code	means the council's adopted code of meeting practice
committee of the council	means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1
council official	has the same meaning it has in the Model Code of Conduct for Local Councils in NSW
day	means calendar day
division	means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion
foreshadowed amendment	means a proposed amendment foreshadowed by a councillor under clause 10.18 of this code during debate on the first amendment
foreshadowed motion	means a motion foreshadowed by a councillor under clause 10.17 of this code during debate on an original motion
open voting	means voting on the voices or by a show of hands or by a visible electronic voting system or similar means
planning decision	means a decision made in the exercise of a function of a council under the *Environmental Planning and Assessment Act 1979* including any decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but not including

	the making of an order under Division 9.3 of Part 9 of that Act
performance improvement order	means an order issued under section 438A of the Act
quorum	means the minimum number of councillors or committee members necessary to conduct a meeting
the Regulation	means the *Local Government (General) Regulation 2021*
webcast	a video or audio broadcast of a meeting transmitted across the internet either concurrently with the meeting or at a later time
year	means the period beginning 1 July and ending the following 30 June

C7 – Wheelchair accessible vehicle

REPORTING OFFICER	Deputy General Manager
ATTACHMENTS	Nil

INTRODUCTION

Council Toyota Coaster bus requires replacing due to its age and changing community needs.

COMMENTARY

Council Toyota Coaster bus was purchased in 2006 and has had minimal use for a vehicle of its age with around 130,000km of usage. It is relatively good condition apart from a scrape on one side awaiting repair but is a year-by-year proposition. As a community transport provider, you are expected to replace your vehicles every 15 years, however you can exceed this under low usage conditions such as ours. Currently the bus is used up to two days a week depending on demand and for special requests usually for persons requiring wheelchair accessibility.

Council is fortunate to have ample cash reserves to replace the bus however it can no longer buy a vehicle outright under the funding conditions. You, however, can use the reserves to lease a vehicle. Quotations have been sought for a modern small people mover with wheelchair accessibility that would provide 5 seats including the driver and a wheelchair for a period of five years. Unfortunately, the vehicle options are very limited at the moment due to the availability of suitable vehicles that can be converted. The vehicle is much more manoeuvrable than the bus and has the added advantage that the driver does not require a light rigid license. Currently, Council does not have a dedicated bus driver and have failed to fill this position after many attempts.

One of the key issues in this case is to what level does Council wish to get into the community transport space given that there is a current commercial service provider. Given the constraints in finding drivers and administrating the service it is recommended that Council only service eligible clients during normal hours with the occasional trip outside of hours for those requiring wheelchair accessibility. That is of course providing the service can access a driver after hours which may not always be possible. It is not proposed to provide an alternative service to the current commercial operator. Given the comfort of the vehicle there would also be the potential to do out of town trips if there was sufficient demand and the service was feasible.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**B. Liveable and vibrant community** *B5 Our community has access to a range of community services* B5.3 Support local health initiatives and programs

FINANCIAL IMPLICATION	Vehicle replacement is funded
LEGISLATIVE IMPLICATION	N/A
POLICY IMPLICATION	Council may set a policy regarding community transport provision
ASSET IMPLICATION	Minimal
RISK IMPLICATION	Service delivery and reputational risks

RECOMMENDATION

That Council

1) Enters into a lease for a five-seater vehicle with wheelchair accessibility;
2) Sells the existing bus and hire a bus if needed from an external provider;
3) Conducts the service during normal business hours with the potential to service clients requiring wheelchair accessibility outside of normal house subject to driver availability.

C8 – NRMA EV Charging Stations

REPORTING OFFICER	General Manager
ATTACHMENTS	Nil

INTRODUCTION

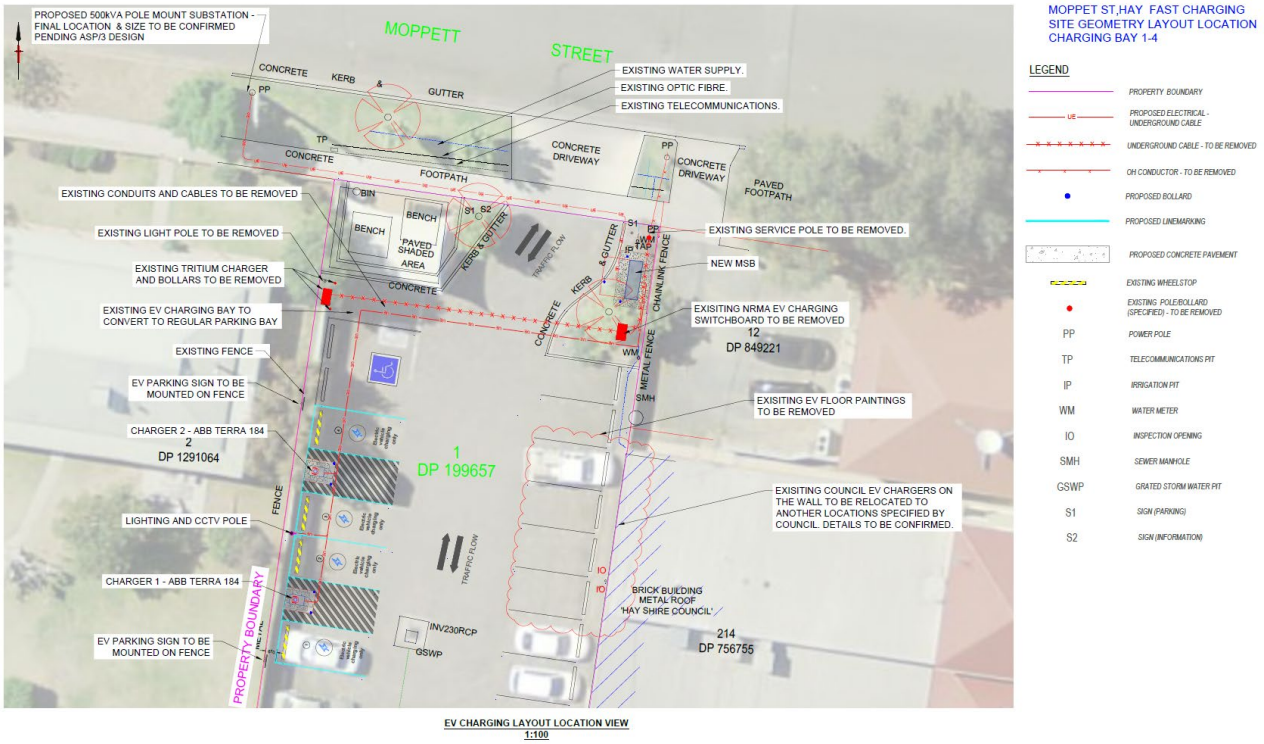
NRMA are proposing to upgrade the EV charging station located in the carpark behind the Administration Building.

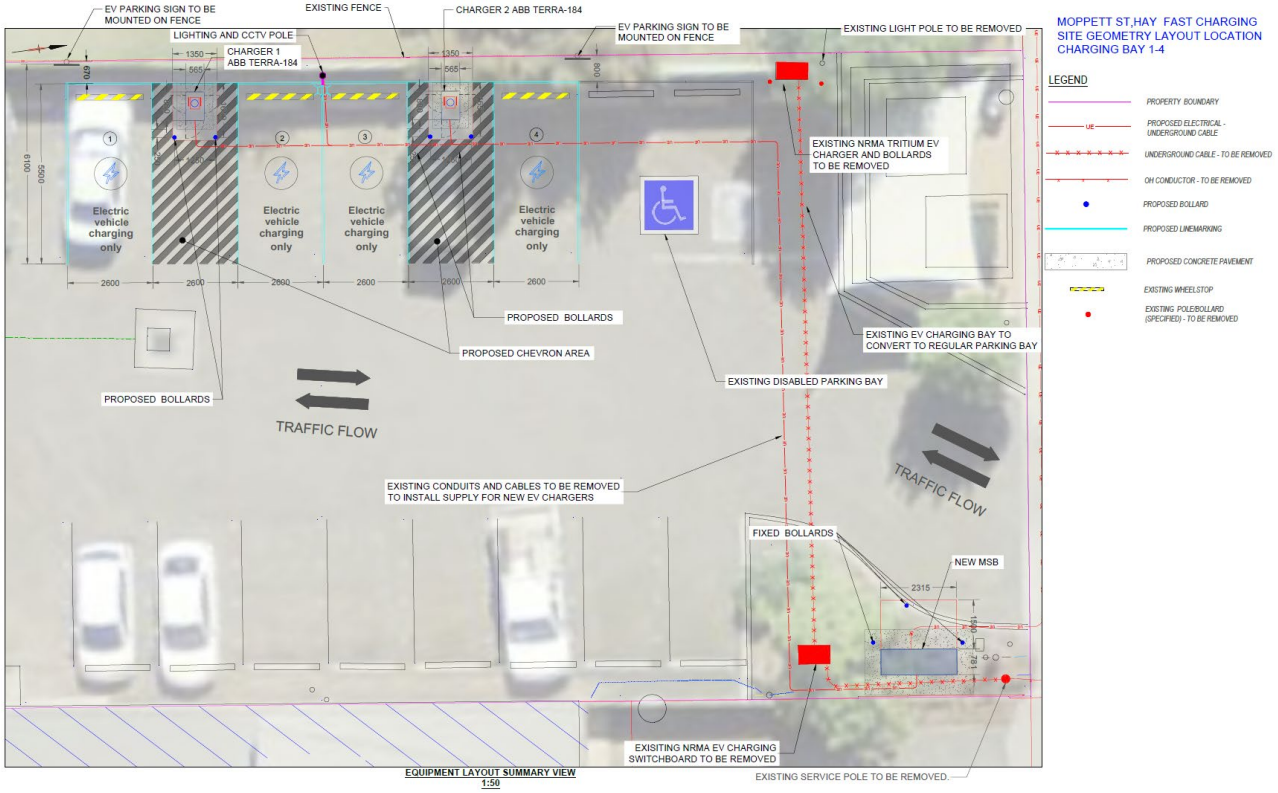
COMMENTARY

NRMA opened its first EV charging station in Hay in early 2020. It has proven popular with passing motorists and tourism trade. Since this time, Tesla has constructed five charging stations in Cal Carpark and Council has installed four charging stations in the same carpark as NRMA.

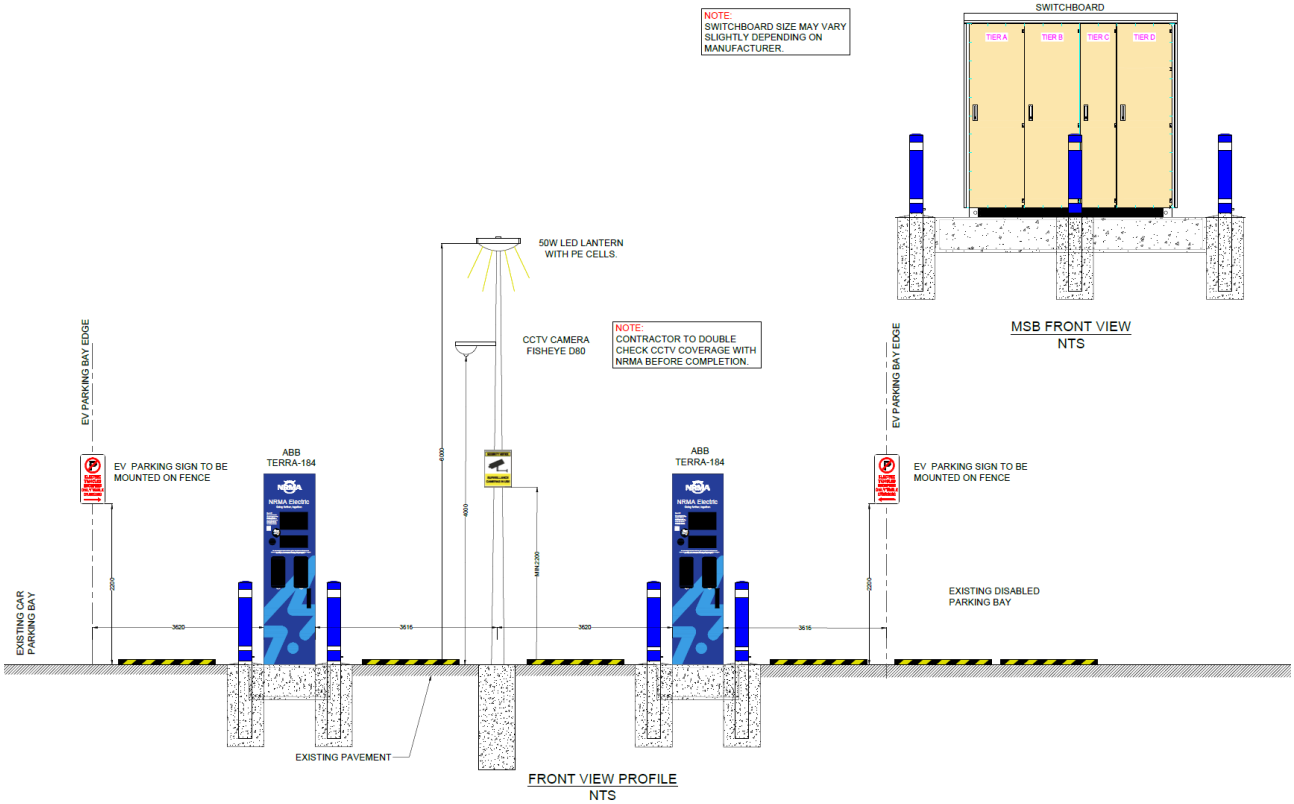
The EV vehicle uptake, while appears has slowed, is still expected to continue to increase in the coming years. In addition, the technology of the chargers has improved. NRMA has approached Council to upgrade the EV charging station by:

- Installing four new superchargers
- Remove existing charger
- Upgrade power supply into the carpark
- Landscaping works





EQUIPMENT LAYOUT SUMMARY VIEW
1:50



MSB FRONT VIEW
NTS

FRONT VIEW PROFILE
NTS

Staff suggest that at least two of the Council EV chargers are moved to the John Houston Memorial Pool complex. This can be funded by either NRMA or the pool replacement project. This would result in net loss of three car parking spaces, which can be offset by Council vehicles and staff utilising the parking area behind the Crown Lands offices.

Staff have met with NRMA to discuss the works and recommend that Council supports the proposed upgrade.

In addition, there is a newly accepted practice of charging an annual lease fee for the use of the carparking spaces. Staff have benchmarked other Council's and recommends that Council introduces the following fees for EV Changing stations as follows:

(i) Upfront fee of $2,000 per car space; and
(ii) Annual lease fee of $1,000 per car space.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**A - Environmental Sustainability** *A1 Celebrate and promote our unique local environment* 1.2 Foster environment of investment for environmental sustainability. 1.3 Implement sustainable and eco friendly tourism initiatives. 1.4 **B. Liveable and vibrant community** *B1 Maintain and beautify the town centres* B1.1 Enhance the atmosphere of the main street and public areas **C Economic prosperity and sustainability** *C1 Our community welcomes new and innovative industry to support our future* C1.1 Create a better business environment C1.3 Facilitate growth industries *C2 Our community values its history and tourism* C2.1 Actively identify promote and enhance tourism initiatives C4.4 Support education and training initiatives **E Our Infrastructure** *E1 Our community can rely on well-maintained infrastructure that is responsive to our service needs* E1.1 Deliver infrastructure and assets that are responsive to community need
FINANCIAL IMPLICATION	Minor NRMA to fund costs of EV charging station works Council to determine if it wishes to charge a lease fee
LEGISLATIVE IMPLICATION	N/A

POLICY IMPLICATION	Investment Attraction Strategy Destination Management Plan Lachlan Street Upgrade Master Plan
ASSET IMPLICATION	Minor
RISK IMPLICATION	Minor

RECOMMENDATION

That Council:

(a) Notes the information in the report and actions being undertaken;
(b) Supports the proposed NRMA EV Charging station upgrade in the carpark area behind the Administration Building;
(c) Approves the introduction of lease fees for EV Changing stations as follows:
    (i) Upfront fee of $2,000 per car space
    (ii) Annual lease fee of $1,000 per car space; and
(d) Authorise the General Manager to negotiate final lease agreement with NRMA.

C9 – John Houston Memorial Swimming Pool Replacement Project

REPORTING OFFICER	General Manager
ATTACHMENTS	Nil

INTRODUCTION

The John Houston Memorial Swimming Pool (JHMS Pool) is named after John Houston who was instrumental in raising funds to construct the pool in Hay, in response to a series of river drownings in the 1960s. Mr Houston's aim was to build a facility where every child, no matter their background, could learn to swim. The pool has become an integral part of Hay's heritage and culture, and its replacement is considered to be of critical importance to meet community need.

The original pool was constructed in 1967 and at the time was at the forefront of modern pool design concepts. However, a number of design flaws in the original construction, has meant the structural integrity was compromised and as a result the pool has deteriorated over the preceding six decades of use. Council invested in a number of remediation works to extend the life of the 50m pool however the underlying structural issues have not been able to be repaired. Despite the remediation work undertaken, the main pool is subject to leakage, breakdowns with inground pipework and filtration equipment failing. It is at the end of its useful life.

Although the pool is meticulously cared for by staff and is always well presented, it is now at a point where repair is no longer an option, and it needs to be replaced. Based on a 2011 review of the 50m pool it is known that structural integrity issues of the pool are such that it could experience a catastrophic failure at any time.

An update, since the January 2025 Extraordinary meeting, on the John Houston Memorial Swimming Pool Replacement Project is provide below.

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 are due to commence on site early March and plan to be completed by early December 2025, weather permitting. This will mean the community will have shorter pool opening seasons for both this year and next.

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.

A suggested Project Control Group (PCG) to monitor all aspects of delivery of the project was presented to the meeting.

Council had been working with the Hay Hydrotherapy Pool Committee in developing the Hay Hydrotherapy Pool project. Unfortunately, when Council went to market (tender) there is insufficient funding to allow the project to procced in the short to medium term. Council at its November 2024 meeting resolved not to award any contracts for the construction of the facility, that the project is deferred, and the development application is withdrawn.
At this point, staff suggested that some of the grant monies raised for the hydrotherapy pool project could be used to heat the swimming pools to allow aqua gentle exercise and rehabilitation. The proposed scope of work for the heating of the pools would be as follows:

- Undertake detailed design of a pool heating system. This is in the scope of the pool contractor Contract.
- Have a heating system that has the LTS pool heated around 28 degrees and the 50m pool having the cold edge taken off, particularly at the start and end of the extended season (i.e. 20 degrees). The LTS will be able to be heated to 28+ degrees and the 50m to 20+ degrees with the correctly sized systems. The exact heating of the pool water is not fully known at this point.
- The Plantroom roof would be filled with an evacuated tube system - The Evacuated Tube heating system uses copper tubes surrounded with glass to collect heat from the sun and runs the hot water through a closed loop system heating the water in the storage tanks. Then each body of water (pool) has its own looped system that runs through the storage tanks and transfers the heat into the pool water & runs back to the pool. These have been installed on other town pools and work well with relatively low energy use.
- The proposal will need a combination of evacuated tubes and heat pumps with storage tanks to allow the 2 bodies of water to be heated at once to the desired temperatures (plus not enough roof space for more evacuated tubes). The proposal is looking at the biggest heat pump unit practical for our situation – 440KW. The more roof space you can use for evacuated tubes, the smaller the heat pump required. Evacuated tubes are

also the cheapest to run however relies on the sun to do the work, so cloudy and rainy days hinder this type of system.

- Propose that a pool cover for the LTS pool is included to keep the heat contained as much as possible.
- The system will require roughly a 400-amp power supply, requiring an upgrade to the power supply into the site (similar to what would have been needed for the hydrotherapy pool)
- In addition, to keep operational costs down, the proposal also includes upgrading the proposed solar PV and battery system that will go on the roof of the new amenities building. The detailed design process would factor the desired pool temp, usage of pool covers, roof area to collect the heat, capital cost & running costs to get the desired outcome.

Until the detailed design is completed, it will not be known the actual heating system budget required and if a new electrical supply needs to be included in the works to accommodate the full development.

As reported to the December 2024 meeting, Council has met with the Committee on several occasions to investigate and discuss options to utilise the grant funding received ($692,524 in total) to heat the new swimming pools in lieu of the hydrotherapy pool. Unfortunately, the Committee has not supported this option, and the grant funding at risk of having to be handed back and the monies will be lost to the community.

Council does, however, have quarantined monies ($320,397) raised by the community over many years for the purpose of establishing a heated pool in Hay. Staff recommend that this money be used for the purpose of heating the John Houston Memorial Swimming Pool Replacement project.

Accordingly, options moving forward include:

(i) Project proceeds without any pool heating at a budget of $7.59M
(ii) Project includes the community raised funds and incorporates a heating system (to be designed) at a budget of $7.9M

Both options allow for a small contingency of approximately $220,000 (3%).

In addition, 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	28/11/2025
Pool Opens – Start of Season	30/11/2025	
Project Completion	1/12/2025	20/12/2025

The project has some risks that Council should be aware:

- The site has limited power supply; accordingly, an allowance has been included in the project budget based on discussions with local contractor to provide a new 315KVA service from Edwards Street. This will be confirmed during detailed design stage once the full load of power is determined for the pools and heating system. This power upgrade may have additional costs once design works and heating system is finalised.
- Asbestos removal. While we have quantified and costed the asbestos removal to the old kiosk building, we anticipate asbestos pipe removal from under the old pools. This will have to be determined once the old concrete structures are demolished.
- Project construction timelines proposed by the contractor has the pool open to the public by late November/early December 2025.

At the December 2024 Ordinary Council meeting resolved to support the use of the community raised funds 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	HSC – Exec Manager Economic Development & Tourism
Kate Stephens	HSC – Finance Manager
Cr Carol Oataway	Mayor
Cr Martyn Quinn	Deputy Mayor
Cr John Perry	Councillor
Mark McLean	ELM Aquatics – Pool Construction Contractor
Stan Wall	LSA – Council Pool Management Contractor
Serena Wall	Community & Swimming Club Representative
Sarah Houston	Houston Family Representative
TBA	First Nations Representative

Since the December 2024 Ordinary meeting, Council has been advised it 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.

In addition, Council has continued to have several further discussions with the Hay Hydrotherapy Pool Committee and the State Government funding bodies in regards to repurposing the two grants received for the Hydrotherapy Pool (SCCF - $392,524 and Clubgrants - $300,000). Unfortunately, an agreement has not been reached, with the Committee adamant that it will not agree with re-purposing the grant funds to heat the new pools. The money will have to be forfeited and handed back to the Government. Council is now no longer conducting any business with the Committee.

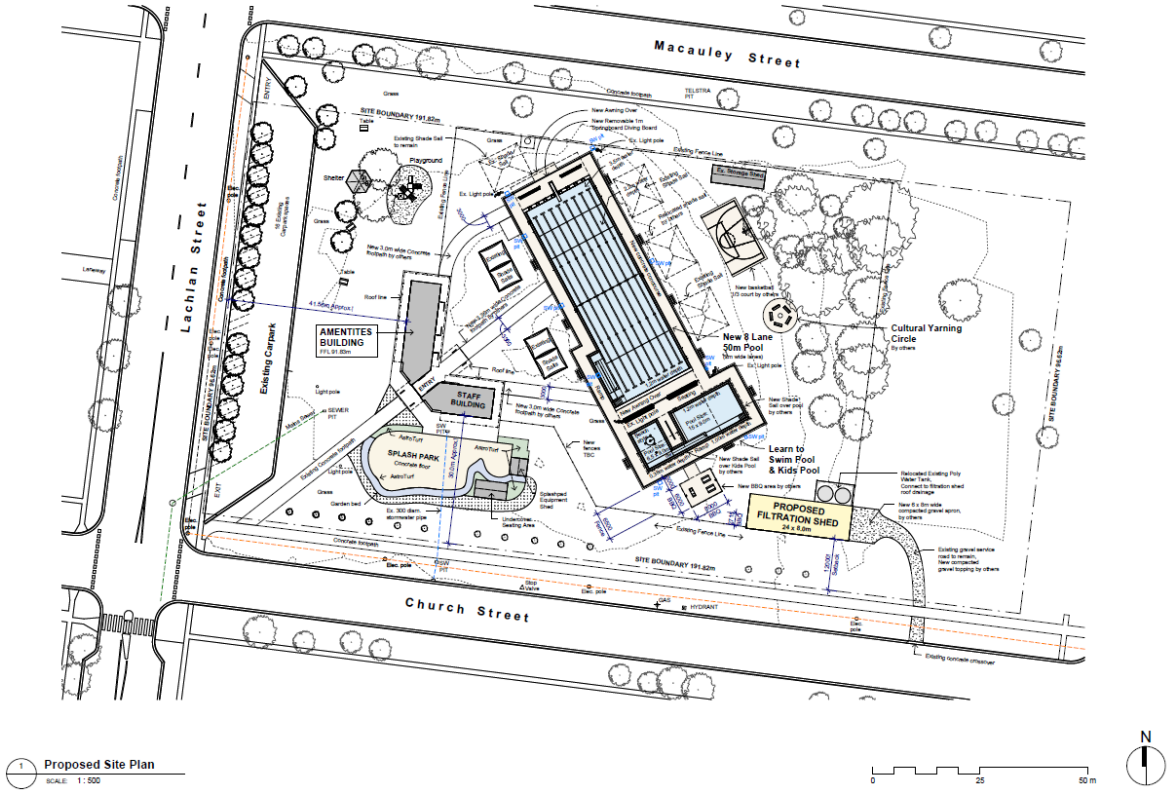
The project budget, following the success of the GRP grant application, is $8,099,275 (including the community raised funds). Based on current costings and estimates this leaves approximately $314,000 in contingencies (3.9% of the project budget). The project will now proceed based on this updated budget. As stated earlier in the report there are still some risks around unknowns that may require funding, and this will be subject to a further report to Council if required.

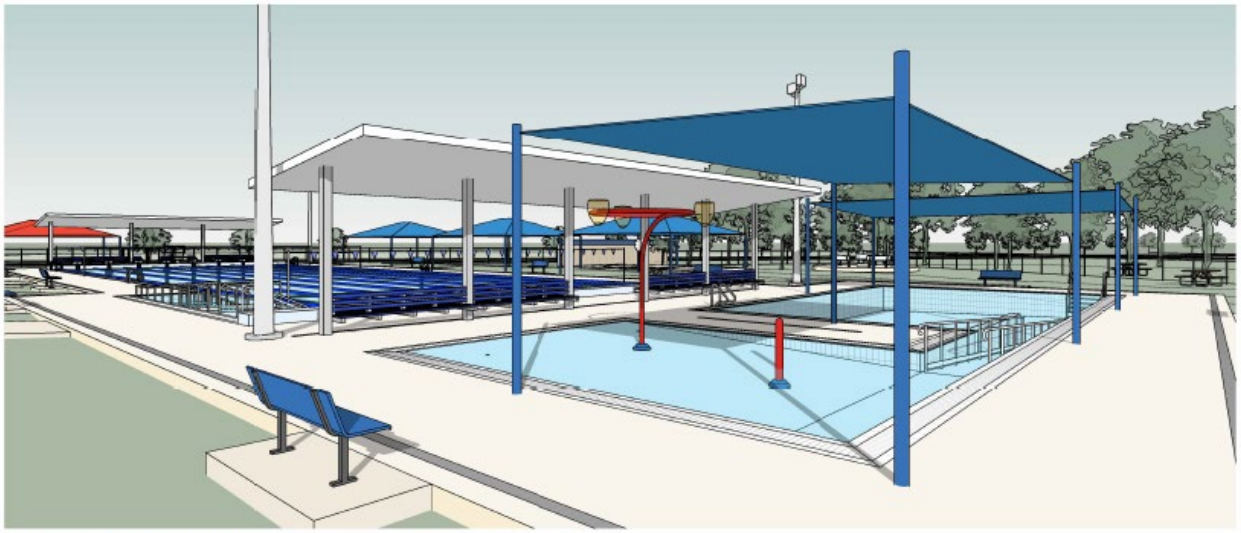
To accommodate the installation of a heating system for the pool(s) the roof area of the plant room shed will be required for the evacuated tubes. The plant room shed will require to be shade free to have an effective heating system. Currently there four larger trees that will shade the new shed that require removal.

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.

Detailed design of the pools is progressing well. It is expected the detailed design will be completed in March 2025.

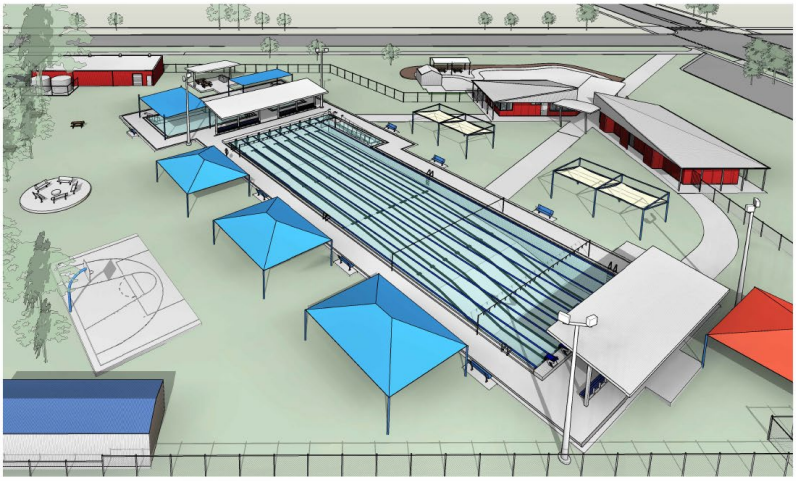




PROPOSED 3D VIEW - KIDS POOL & LTS



PROPOSED 3D VIEW - KIDS POOL & LTS



PROPOSED MASTERPLAN AERIAL VIEWS



A pool heating specialist consultant has prepared calculations for heating of the LTS and 50m pools. A system of evacuated tubes and heat pumps is being considered as this provides the best heating over a 6-month season. This system is being costed, along with second power supply source, as well as solar/battery system. It is anticipated this will be presented to Council at the March 2025 meeting for approval.

The project remains on schedule and on budget. The current pool will close 2nd March 2025.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**B. Liveable and vibrant community** *B1 Maintain and beautify the town centres* B1.1 Enhance the atmosphere of the main street and public areas *B4 All cultures are strong, well supported and flourishing* B4.1 Ensure services are accessible to all groups in our community B4.2 Support cultural programs and initiatives, including First Nations B4.3 Promote inclusion in the community **C Economic prosperity and sustainability** *C2 Our community values its history and tourism* C2.1 Actively identify promote and enhance tourism initiatives C2.2 Promote accommodation and camping facilities

	C2.3 Showcase our open space, recreation and cultural facilities **D Governance and Organisational Performance** *D2 Our Community is connected and informed* D2.1 Enable all residents and groups to participate in local decision making **E Our Infrastructure** *E1 Our community can rely on well-maintained infrastructure that is responsive to our service needs* E1.1 Deliver infrastructure and assets that are responsive to community need E1.2 Ensure Council efficiently manages its infrastructure and assets within available resources. E1.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitable/betterment and funding levels
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:

(a) Notes the information provided in the report and actions being undertaken; and
(b) A further report is brought to Council once the design and costing of the pool heating system is completed.

C10 – Water and Sewerage Infrastructure Assets Insurance Cover

REPORTING OFFICER	Deputy General Manager
ATTACHMENTS	Nil

INTRODUCTION

As an interim measure additional cover has been placed on Councils water and sewer assets which were previously not covered.

COMMENTARY

For many years Council has only insured its water and sewer asset buildings not the reservoirs, pumping equipment and treatment plants. This was a reasonable position to take given the low level of risk associated with these items. The chance of an event happening is extremely low with the most likely being fire and earthquake. However, with the upgrade to the respective equipment and systems, the replacement value of these items is now in excess of $20,000,000 which in the view of staff means that Council can no longer afford to take the risk in not insuring for damage. The quantum is simply too large, and Council would not have the financial means to replace these assets.

Insurance cover has been placed for the previously uninsured assets with a total annual premium of approximately $40,000 in 2024/2025 which will be in the format of a premium adjustment at year end. It should be noted that as a premium adjustment this is subject to a 50% discount in the first year. For the 2025/2026 year the premium is likely to be double the 2024/2025 amount unless Council decides to lower its cover. For instance, Council might be able to get a discount on the premium for reservoirs if it only covers for earthquake.

The premium based on replacement value is very close to be shared 50% between both water and sewer assets. Our insurance account manager is aware of the situation and will present insurance cover options for these assets when the next round of insurance renewal process occurs which is likely in April and May of this year.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**D Governance and Organisational Performance** *D1 Our community is supported by a strong and resilient Council that is responsive to its needs* 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.

	E Our Infrastructure *E1 Our community can rely on well-maintained infrastructure that is responsive to our service needs* E1.1 Deliver infrastructure and assets that are responsive to community need E1.2 Ensure Council efficiently manages its infrastructure and assets within available resources.
FINANCIAL IMPLICATION	Additional recurrent cost to water and sewer budgets
LEGISLATIVE IMPLICATION	
POLICY IMPLICATION	
ASSET IMPLICATION	Council needs to maintain service delivery
RISK IMPLICATION	Financial Service delivery and reputation.

RECOMMENDATION

That Council confirms the action taken to place insurance on previously uninsured water and sewer system assets and note that staff will consider all options when renewing insurance cover for these assets in 2025/2026.

C11 - Monthly Financial Report – December 2024

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 December 2024 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 December 2024.

Fund	September	October	November	December
General	4,195,958.66	3,613,029.73	3,291,939.96	1,907,216.62
Water	2,381,158.26	2,417,549.24	2,667,509.87	2,589,491.11
Sewer	1,538,685.69	1,490,000.94	1,583,787.17	1,553,064.90
Hydrotherapy	320,423.81	320,450.52	320,464.09	320,477.22
Dunera	48,860.22	51,729.76	52,768.59	53,205.67
Total	**8,485,086.64**	**7,892,760.19**	**7,916,469.68**	**6,423,455.52**

3 RATE COLLECTIONS

Rate levied on 31/7/2024 $4,541,540.48

4 RESERVES

Council's Reserve funds are listed below: -

	31/12/2024
GENERAL FUND	
Computer Replacement Reserve	31,919.75
Leave Reserve	670,474.44
Aerodrome Reserve	32,274.20
HACC	414,699.66
Financial Assistance Grant	3,882,077.00
Swimming Pool	6,000.00
Carry over Works	321,008.00
Capital Works	1,213,352.58
Land Development Reserve	61,168.49
Waste Services	100,000.00
Youth Services	3,014.29
Levee Bank Reserve	524,931.85
Library reserve	13,927.28
LEP reserve	3,677.22
Plant Reserve	284,147.07
Duval Scholarship	20,266.20
Total General Fund	7,582,938.03
WATER FUND	
Renewals Reserve	875,372.50
Total Water Fund	875,372.50
SEWER FUND	
Renewals Reserve	206,602.51
Future Requirements Reserve	1,574,209.46
Total Sewer Fund	1,780,811.97
TOTAL RESERVES	10,239,122.50
Funds Invested other than Reserves	
General Working Funds	3,491,190.50
TOTAL FUNDS INVESTED	13,730,313.00

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	03-10-2024	03-01-2025	4.83	92	20,966.17	1,722,174.19
CBA	25-11-2024	24-02-2025	4.87	91	32,898.09	2,709,525.47
NAB - 164525911	04-12-2024	04-03-2025	4.95	90	10,239.40	838,917.27
NAB - 171325926	04-12-2024	04-03-2025	4.95	90	4,020.44	329,395.15
NAB - 762338411	19-11-2024	17-02-2025	4.95	90	26,689.19	2,186,655.68
NAB - 808501318	08-12-2024	08-03-2025	4.95	90	30,743.20	2,518,802.04
I.M.B. - 48169	09-10-2024	08-01-2025	4.80	91	9,017.34	753,509.47
Bendigo - 2619308	11-12-2024	11-03-2025	4.80	90	4,330.55	365,891.20
Westpac - 146449	13-12-2024	13-03-2025	4.57	90	9,096.74	807,272.53
A.N.Z - 11373	22-10-2024	22-01-2025	4.73	92	17,861.47	1,498,170.00
CBA	03-10-2024	03-01-2025	4.83	92	20,966.17	1,722,174.19
Total Investments						**13,730,313.00**

CERTIFICATION

I hereby certify that all investments as of 31st December 2024 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.

C12 - Monthly Financial Report – January 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 January 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 January 2025.

Fund	October	November	December	January
General	3,613,029.73	3,291,939.96	1,907,216.62	2,003,939.71
Water	2,417,549.24	2,667,509.87	2,589,491.11	2,447,915.49
Sewer	1,490,000.94	1,583,787.17	1,553,064.90	1,493,613.58
Hydrotherapy	320,450.52	320,464.09	320,477.22	320,490.80
Dunera	51,729.76	52,768.59	53,205.67	53,337.35
Total	**7,892,760.19**	**7,916,469.68**	**6,423,455.52**	**6,319,296.93**

3 RATE COLLECTIONS

Rate levied on 31/7/2024 $4,541,540.48

4 RESERVES

Council's Reserve funds are listed below: -

	31/01/2025
GENERAL FUND	
Computer Replacement Reserve	31,919.75
Leave Reserve	670,474.44
Aerodrome Reserve	32,274.20
HACC	414,699.66
Financial Assistance Grant	3,882,077.00
Swimming Pool	6,000.00
Carry over Works	321,008.00
Capital Works	1,213,352.58
Land Development Reserve	61,168.49
Waste Services	100,000.00
Youth Services	3,014.29
Levee Bank Reserve	524,931.85
Library reserve	13,927.28
LEP reserve	3,677.22
Plant Reserve	284,147.07
Duval Scholarship	20,266.20
Total General Fund	7,582,938.03
WATER FUND	
Renewals Reserve	878,408.33
Total Water Fund	878,408.33
SEWER FUND	
Renewals Reserve	207,319.00
Future Requirements Reserve	1,579,668.85
Total Sewer Fund	1,786,987.85
TOTAL RESERVES	10,248,334.21
Funds Invested other than Reserves	
General Working Funds	3,529,595.88
TOTAL FUNDS INVESTED	13,777,930.09

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	03-01-2025	07-04-2025	4.84	94	21,724.81	1,742,912.47
CBA	25-11-2024	24-02-2025	4.87	91	32,898.09	2,709,525.47
NAB - 164525911	04-12-2024	04-03-2025	4.95	90	10,239.40	838,917.27
NAB - 171325926	04-12-2024	04-03-2025	4.95	90	4,020.44	329,395.15
NAB - 762338411	19-11-2024	17-02-2025	4.95	90	26,689.19	2,186,655.68
NAB - 808501318	08-12-2024	08-03-2025	4.95	90	30,743.20	2,518,802.04
I.M.B. - 48169	08-01-2025	08-04-2025	4.80	90	9,024.97	762,526.81
Bendigo - 2619308	11-12-2024	11-03-2025	4.80	90	4,330.55	365,891.20
Westpac - 146449	13-12-2024	13-03-2025	4.57	90	9,096.74	807,272.53
A.N.Z - 11373	22-01-2025	22-04-2025	4.73	90	17,681.50	1,516,031.47
CBA	03-01-2025	07-04-2025	4.84	94	21,724.81	1,742,912.47
Total Investments						**13,777,930.09**

CERTIFICATION

I hereby certify that all investments as of 31st January 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.

C13 – Quarterly Budget Review Report

REPORTING OFFICER	Deputy General Manager
ATTACHMENTS	1.QBR Statement and Budget Papers

INTRODUCTION

Quarterly Budget Review Report as at 31st December 2024.

COMMENTARY

A Quarterly Budget Review has been completed to 31st December 2024 comparing Councils original budget to actual performance.

The estimated Working Capital (unrestricted cash) results are now: -

	Original		31s December 2024 Review		Estimated Result	
General Fund	Surplus	$406,002	Surplus	$169,349	Surplus	$106,575
Water Fund	Deficit	$32,500	Deficit	$60,000	Deficit	$32,056
Sewer Fund	Deficit	$164,776	Deficit	$20,000	Deficit	$174,776

The results for the second quarter are satisfactory and as previously advised the financial activity and resulting variations has stabilised and there are much fewer budget changes in this quarter. The total expenditure for the swimming pool replacement project has not been amended in the budget given that the funding agreement has not been completed which this will be finalised at the next review. However, given that Council is extremely unlikely to require the loan funds an adjustment has been made to the projected expenditure on loan repayments which has realised a saving of $169,316 for the year. This is 50% of the projected annual loan repayment cost.

The overall result in General fund is a surplus of $69,349 is pleasing given the prevailing economic conditions. The most significant variation apart of the interest payments and the recognition of grant funds is in relation to waste. The budget review shows an overall reduction of $150,000 in waste income for both annual and user charges however this is somewhat offset by a $50,000 reduction in waste expenditure. When the current budget was framed assumptions were made on how many additional bins property owners would require and also how many rural properties would utilise the Council service. In hindsight these were overestimated, and property owners are making do with less bins. Simply the cost of the service has triggered changes in the way residents are managing their waste which is the overall goal, but this has had an effect on the overall viability of the waste service.

One other item to be adjusted in the next review is the transfer of the museum's funds to Council. This process is already underway and will be completed in the coming weeks. The outlook for

Council in the General fund given current commitments for this financial year is reasonably positive with spending until control and inflation moderating.

In relation to water and sewer services there has been internal adjustments made regarding classification of capital and operational expenditure and both funds have had minor impacts on their operational expenditure due to infrastructure issues. Unfortunately, due to the age of our infrastructure these issues are likely to be ongoing.

The Quarterly Budget Review Report is made up of the following 6 key Statements:
1. Statement by the Responsible Accounting Officer on Council's financial position
2. Budget Review Income and Expenses Statement,
3. Budget Review Capital Budget,
4. Budget Review Cash and Investments Position,
5. Budget Review Key Performance Indicators, and
6. Budget Review Contracts and Other Expenses.

These statements are presented on a consolidated basis incorporating the three funds.

A completed list of the variances is tabled for Council adoption, some of which are not material and are not separately disclosed in the Quarterly Budget Review Report.

Budget Item	Quarterly Budget Review December Changes
01100. Corporate Services Revenue	**(3,000)**
0110. User Fees & Charges	(3,000)
01110. Rates Revenue	**(1,500)**
0100. Rates & Charges	(1,500)
01120. Financial Control Revenue	**(9,000)**
0125. Reimbursements	(9,000)
01210. Foreshores & Beaches Revenue	**(98,300)**
0135. Capital Grants Received	(98,300)
01230. Parks Reserves & Horticulture Revenue	**(20,000)**
0115. Grants & Subsidies Recurrent	(20,000)
01260. Roads & Bridges Revenue	**(64,891)**
0135. Capital Grants Received	(64,891)
01390. Street Lighting Revenue	**(1,000)**
0115. Grants & Subsidies Recurrent	(1,000)
01410. Waste Management Revenue	**150,000**
0100. Rates & Charges	150,000
01490. Buildings Revenue	**(4,353)**
0115. Grants & Subsidies Recurrent	(4,353)
01710. Libraries	**(1,000)**
0110. User Fees & Charges	(1,000)
01820. Health Related Transport Revenue	**(10,000)**
0115. Grants & Subsidies Recurrent	(10,000)

01910. Events Promotion Revenue	**(19,260)**
0115. Grants & Subsidies Recurrent	(19,260)
01920. Tourism Revenue	**(5,000)**
0110. User Fees & Charges	(5,000)
02010. Town Planning Office Revenue	**(20,000)**
0105. Statutory Fees & Charges	(20,000)
02170. Economic Development Revenue	**(40,000)**
0115. Grants & Subsidies Recurrent	(40,000)
02171. Youth Programs	**(3,300)**
0115. Grants & Subsidies Recurrent	(3,300)
03121. Loan Repayments	**(169,316)**
0945. Loan Repayments	(169,316)
03230. Parks Reserves & Horticulture	**0**
0510. Grounds Maintenance	(20,000)
0530. Building Maintenance	20,000
03240. Sport Grounds & Recreation Facilities	**0**
0510. Grounds Maintenance	(7,000)
0530. Building Maintenance	7,000
03430. Waste Disposal Site Operations	**(50,000)**
0623. Waste Site Maintenance	200,000
0624. Recycling Operations	(250,000)
03460. Other Sanitation Expenditure	**7,000**
0500. General Maintenance	7,000
03510. Aerodrome Operations	**0**
0350. Office Administration Expenditure	(7,000)
0610. Airstrip Apron & Marker Maintenance	7,000
03530. Cemetery Operations	**10,000**
0630. Cemetery Maintenance	10,000
03570. Works Depot Operations	**0**
0530. Building Maintenance	20,000
0591. Fixed Plant & Equipment Maintenance	(20,000)
03710. Libraries	**(20,000)**
0300. Employee Costs	(20,000)
03871. Community Development	**(10,000)**
0400. Volunteer Support	(10,000)
03880. Theatres & Museums	**10,000**
0415. Utilities	5,000
0530. Building Maintenance	5,000
03900. Area Promotion	**14,260**
0350. Office Administration Expenditure	9,260
0396. Merchandise	5,000
03910. Events Staging & Promotion	**10,000**
0460. Community Programs & Events	10,000
04010. Town Planning Office	**18,248**
0310. Staff Training	18,248
04030. Parking & Other Ranger Services	**50,000**

0300. Employee Costs	50,000
04070. Fire Control Expenses	**(50,000)**
0510. Grounds Maintenance	(50,000)
04172. Youth Programs	**3,300**
0460. Community Programs & Events	3,300
07230. Parks Reserves & Horticulture Capital Works	**98,300**
0712. Other Improvements to Land Capital Works	98,300
07240. Sport Grounds & Recreation Facilities Capital Work	**35,600**
0730. Building Capital Works	35,600
07350. Sealed Rural Roads Capital Works	**64,891**
0740. Road Capital Works	64,891
07490. Buildings Capital Works	**(1,516)**
0730. Building Capital Works	(1,516)
07530. Cemetery Capital Works	**(19,512)**
0712. Other Improvements to Land Capital Works	(19,512)
07540. Plant Purchases	**(20,000)**
0705. Plant Purchases	(20,000)
07720. Swimming Pool(s) Capital Works	**100,000**
0791. Fixed Plant & Equipment Capital Works	100,000
23000. Water Infrastructure Operations Fund 2	**124,500**
0360. Professional Services	124,500
23100. Water Infrastructure Asset Maintenance Fund 2	**60,000**
0581. Water Mains Maintenance	20,000
0583. Filtration Plant Maintenance	20,000
0584. Reservoir Maintenance	20,000
27000. Water Infrastructure Capital Works Fund 2	**(124,500)**
0783. Filtration Plant Capital Works	(124,500)
33000. Sewerage Services Operations Fund 3	**290,500**
0360. Professional Services	290,500
33100. Sewerage Services Asset Maintenance Fund 3	**20,000**
0601. Sewer Mains Maintenance	20,000
37000. Sewerage Services Infrastructure Capital Works	**(290,500)**
0791. Fixed Plant & Equipment Capital Works	(290,500)
Grand Total	**10,651**

RELEVANCE TO COMMUNITY STRATEGIC 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. D1.4 Council decision making is based on a sound appreciation of community issues and needs, supported by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will continuously seek to improve *D.2 Our Community is connected and informed* D2.1 Enable all residents and groups to participate in local decision making D2.2 Effectively communicate the range, availability and operation of services and facilities
FINANCIAL IMPLICATION	High
LEGISLATIVE IMPLICATION	Local Government Act 1993, Financial Regulation
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Council needs to provide appropriate resources to ensure service provision and long life of its assets
RISK IMPLICATION	If Councils finances and assets are not properly managed it can increase financial, service provision, reputation, personal injury and compliance risk.

RECOMMENDATION

That the Quarterly Budget Review Report to 31th December 2024 be adopted and the amended votes as detailed in attached variation summary be approved.

Table of Contents

1. Responsible Accounting Officer's Statement
2. Income & Expenses Budget Review Statement's
3. Capital Budget Review Statement
4. Cash & Investments Budget Review Statement
5. Key Performance Indicator (KPI) Budget Review Statement
6. Contracts & Other Expenses Budget Review Statement

7. Additional Statements
   General Fund Quarterly Budget Review with working Capital calculation
   Water Fund Quarterly Budget Review with working Capital calculation
   Sewerage Fund Quarterly Budget Review with working Capital calculation

Hay Shire Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Hay Shire Council for the quarter ended 31/12/24 indicates that Council's projected financial position at 30/6/25 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____ **date:** 6/2/2025

Mark Dowling
Responsible Accounting Officer

Hay Shire Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2024
Income & Expenses - Council Consolidated

($000's)	Original Budget 2024/25	Approved Changes: Other than by a QBRS	Approved Changes: Sep QBRS	Approved Changes: Dec QBRS	Revised Budget 2024/25	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
Income									
Administration	7,966		(3,835)		4,131	14		4,145	3,429
Public Order & Safety	180		332		512			512	110
Health	5				5			5	2
Environment	1,185		317		1,502	(150)		1,352	838
Community Services & Education	926		82		1,008	13		1,021	626
Housing & Community Amenities	454		227		681	25		706	561
Water Supplies	1,425		152		1,577			1,577	612
Sewerage	1,196		10		1,206			1,206	1,152
Recreation & Culture	3,353		799		4,152	119		4,271	1,158
Manufacturing & Construction	10				10			10	6
Transport & Communication	3,142		1,921		5,063	65		5,128	732
Economic Affairs	499		(334)		165	64		229	172
Total Income from Continuing Operations	**20,341**	**-**	**(329)**	**-**	**20,012**	**150**		**20,162**	**9,398**
Expenses									
Administration	2,861		(16)		2,845	(169)		2,676	1,405
Public Order & Safety	727		27		754			754	319
Health	10				10			10	1
Environment	335		73		408			408	505
Community Services & Education	1,082		(246)		836	(7)		829	358
Housing & Community Amenities	2,685		125		2,810	(15)		2,795	655
Water Supplies	886		118		1,004	184		1,188	522
Sewerage	1,423		253		1,676	311		1,987	433
Recreation & Culture	1,444		92		1,536	(10)		1,526	573
Manufacturing & Construction	77		30		107			107	50
Transport & Communication	3,213		933		4,146			4,146	733
Economic Affairs	1,045		489		1,534	24		1,558	572
Total Expenses from Continuing Operations	**15,788**	**-**	**1,878**	**-**	**17,666**	**318**		**17,984**	**6,126**
Net Operating Result from Continuing Operations	**4,553**	**-**	**(2,207)**	**-**	**2,346**	**(168)**		**2,178**	**3,272**
Discontinued Operations					-			-	
Net Operating Result from All Operations	**4,553**	**-**	**(2,207)**	**-**	**2,346**	**(168)**		**2,178**	**3,272**
Net Operating Result before Capital Items					-			-	

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/3/2024 and should be read in conjuction with the total QBRS report

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details	
	Income	
	Sandy Point Grant Received	$98,300
	Heavy Vehicle Grants - Cobb Highway and Sturt Highway	$64,891
	Waste Income reduction	-$150,000
	Expenditure	
	Loan - interest reduction due to loan no longer required for Pool	-$114,199
	Loan - principal reduction due to loan no longer required for Pool	-$55,117
	Waste Disposal Site Operations	$200,000
	Waste Recycling	-$250,000
	Bushfire grounds maintenance saving	-$50,000
	Increase in water mains expenditure	$20,000
	Increase in filtration plant maintenance expenditure	$20,000
	Increase in reservoir maintenance expenditure	$20,000
	Increase in sewer mains maintenance expenditure	$20,000

Expenditure

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2024

Capital Budget - Council Consolidated

($000's)	Original Budget 2024/25	Approved Changes: Other than by a QBRS	Approved Changes: Sep QBRS	Approved Changes: Dec QBRS	Revised Budget 2024/25	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
Capital Expenditure									
New Assets									
- Plant & Equipment					-			-	
- Land & Buildings					-			-	
- Other	-				-			-	
Renewal Assets (Replacement)					-			-	
- Plant & Equipment	556		513		1,069	(21)		1,048	289
- Land & Buildings	405		874		1,279			1,279	304
- Roads, Bridges, Footpaths	2,577		1,883		4,460	65		4,525	635
Other including waste & Stormwater	7,425		827		8,252			8,252	543
Water	515		231		746	(124)		622	114
Sewerage	595				595	(291)		304	
Loan Repayments (Principal)	317				317			317	129
Other Expenditure	76				76	214		290	
Total Capital Expenditure	**12,466**	**-**	**4,328**	**-**	**16,794**	**(157)**		**16,637**	**2,014**
Capital Funding									
Rates & Other Untied Funding	3,846		431		4,277	(157)		4,120	891
Capital Grants & Contributions	4,620		3,897		8,517			8,517	1,123
Reserves:					-				
- External Restrictions/Reserves					-			-	
- Internal Restrictions/Reserves					-			-	
New Loans	4,000				4,000			4,000	
Receipts from Sale of Assets					-				
- Plant & Equipment					-			-	
- Land & Buildings					-			-	
Total Capital Funding	**12,466**	**-**	**4,328**	**-**	**16,794**	**(157)**		**16,637**	**2,014**
Net Capital Funding	**-**	**-**	**-**	**-**	**-**	**-**		**-**	**-**

Hay Shire Council

for the period 01/10/24 to 31/12/24

Capital Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details	
	Income	
	Sandy Point Grant Received	$98,300
	Expenditure	
	Council contribution to Pool Project	$100,000
	Scada - Water Fund transfer to correct ledger	-$124,500
	Scada - Water Fund transfer to correct ledger	$124,500
	Scada - Sewer Fund transfer to correct ledger	$290,500
	Scada - Sewer Fund transfer to correct ledger	-$290,500

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2024

Cash & Investments - Council Consolidated

($000's)	Original Budget 2024/25	Approved Changes: Other than by a QBRS	Approved Changes: Sep QBRS	Approved Changes: Dec QBRS	Revised Budget 2024/25	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
Externally Restricted (1)									
					-			-	
Water Fund	3,445		61		3,506	(20)		3,486	3,464
Sewerage Fund	3,086		10		3,096	(60)		3,036	3,334
					-			-	
					-			-	
Total Externally Restricted	**6,531**	**-**	**71**	**-**	**6,602**	**(80)**		**6,522**	**6,798**
(1) Funds that must be spent for a specific purpose									
Internally Restricted (2)									
Duval Scholarship	20				20			20	20
Computer Replacement Reserve	32				32			32	32
Leave Reserve	671				671			671	671
Aerodrome Reserve	52				52			52	32
Domestic Waste Dep Reserves	100				100			100	100
HACC	415				415			415	415
Community Projects	370								370
Carry over works	-				-			-	321
Financial Assistance Grant	-				-	-		-	3,882
Swimming Pool	6				6			6	6
Capital Works	1,248				1,248	(100)		1,148	1,213
Land Development Reserve	61				61			61	61
Youth Services	3				3			3	3
Levee Bank Reserve	625				625			625	525
Library reserve	14				14			14	14
LEP reserve	4				4			4	4
Plant Reserve	284				284			284	284
Total Internally Restricted	**3,905**	**-**	**-**	**-**	**3,535**	**(100)**		**3,435**	**7,953**
(2) Funds that Council has earmarked for a specific purpose									
Unrestricted (ie. available after the above Restrictions)	3,549	-	(469)		3,450	106		3,556	5,029
Total Cash & Investments	**13,985**		**(398)**		**13,587**	**(74)**		13,513	**19,780**

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/3/2024 and should be read in conjuction with the total QBRS report.

Cash & Investments Budget Review Statement

Comment on Cash & Investments Position

Not Applicable

Investments

Investments have been invested in accordance with Council's Investment Policy.

Cash

The value of Cash at Bank which has been included in the Cash & Investment Statement totals $22,052

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/12/24

Reconciliation Status

The YTD Cash & Investment figure reconciles to the actual balances held as follows:		**$ 000's**
Cash at Bank (as per bank statements)		6,532
Investments on Hand		13,730
less: Unpresented funds	(Timing Difference)	(482)
add: Undeposited Funds	(Timing Difference)	-
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	-
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	
Reconciled Cash at Bank & Investments		19,780
Balance as per Review Statement:		19,780

Difference:

Recommended changes to revised budget

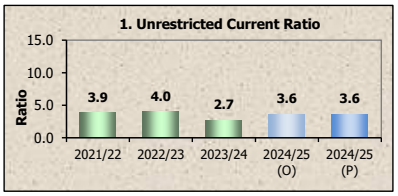
Budget Variations being recommended include the following material items:

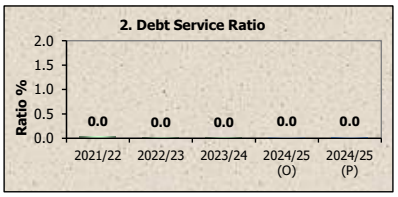
Notes	Details
	Transfer from Capital Works project for Swimming Pool project

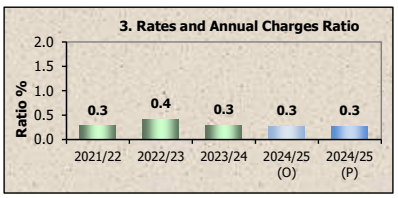
Key Performance Indicators Budget Review Statement

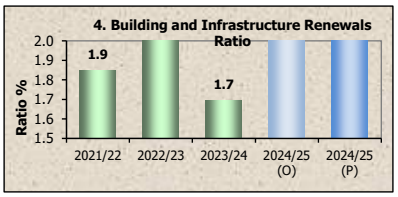
Budget review for the quarter ended 31 December 2024

($000's)	Current Projection Amounts 24/25	Indicator 24/25	Original Indicator 24/25	Actuals Prior Periods 23/24	22/23
The Council monitors the following Key Performance Indicators:					
1. Unrestricted Current Ratio					
Current Assets (unrestricted) / Current Liabilities (unrestricted)	14148 / 3908	3.62	3.62	2.67	4.01
2. Debt Service Ratio					
Debt Service Cost / Income from Continuing Operations	481 / 20341	2.36%	2.36%	1.5%	1.5%
3. Rates and Annual Charges Ratio					
Rates & Annual Charges / Income from Continuing Operations	5527 / 20162	27.41%	27.17%	29.2%	41.1%
4. Building and Infrastructure Renewals Ratio					
Asset Renewals / Depreciation	13320 / 4162	320.04%	297.7%	169.6%	245.7%









Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2024
Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
Bitupave	Reseal Works	$637,351.00	19/11/24	6 months	Y	
Stellar Washrooms	VIC Works	$192,240.00	27/11/24	12 months	Y	
David Kenton Building Services	VIC Toilets Refurb	$202,827.00	03/12/24	12 months	Y	
RTs Building Repairs and Maintenance	Maude Hall Refurb	$68,683.00	21/11/24	12 months	Y	
ELM Aquatics (ELM Group Pty Ltd)	Design & construction of the John Houston Memorial Swimming Pool Plant Room Shed	$181,700.00	03/12/24	12 months	Y	
ELM Aquatics (ELM Group Pty Ltd)	Design & construction of the John Houston Memorial Swimming Pool	$6,011,636.00	03/12/24	12 months	Y	
David Kenton Building Services	Water Treatment Plant Shed - construction of new storage shed	$88,590.00	27/11/24	12 months	Y	

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or $50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Contracts Budget Review Statement
Comments & Explanations relating to Contractors Listing

Notes	Details
	Nil

Hay Shire Council

Quarterly Budget Review Statement
for the period 1/1/24 to 31/3/24

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Bugeted (Y/N)
Consultancies	-	
Legal Fees	-	

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments

Expenditure included in the above YTD figure but not budgeted includes:

Details
Nil

Hay Shire Council
General Fund
December 31 QBR

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
Income	**(21,719,932)**	**(21,229,138)**	**(8,303,387)**	**(150,604)**	**(21,379,742)**	**(10,943,702)**
General Manager	**(629,379)**	**(362,959)**	**(291,033)**	**(67,560)**	**(430,519)**	**(132,411)**
Tourism and Events	**(35,000)**	**(35,000)**	**(47,061)**	**(24,260)**	**(59,260)**	**(8,536)**
01910. Events Promotion Revenue	**0**	**0**	**(17,260)**	**(19,260)**	**(19,260)**	**(2,000)**
0115. Grants & Subsidies Recurrent	0	0	(17,260)	(19,260)	(19,260)	(2,000)
01920. Tourism Revenue	**(35,000)**	**(35,000)**	**(29,801)**	**(5,000)**	**(40,000)**	**(6,536)**
0110. User Fees & Charges	(35,000)	(35,000)	(29,541)	(5,000)	(40,000)	(6,856)
0130. Other Income	0	0	(260)	0	0	320
Business and Economic Development	**(594,379)**	**(327,959)**	**(243,972)**	**(43,300)**	**(371,259)**	**(123,875)**
02170. Economic Development Revenue	**(334,116)**	**0**	**(40,000)**	**(40,000)**	**(40,000)**	**0**
0115. Grants & Subsidies Recurrent	(334,116)	0	(40,000)	(40,000)	(40,000)	0
02171. Youth Programs	**(260,263)**	**(327,959)**	**(203,972)**	**(3,300)**	**(331,259)**	**(123,875)**
0115. Grants & Subsidies Recurrent	(260,263)	(327,959)	(203,972)	(3,300)	(331,259)	(123,875)
Corporate Services	**(12,636,092)**	**(8,894,203)**	**(4,067,671)**	**(24,500)**	**(8,918,703)**	**(4,817,918)**
Manager Corporate Service Office	**(44,000)**	**(65,800)**	**(58,467)**	**(3,000)**	**(68,800)**	**(10,210)**
01100. Corporate Services Revenue	**(44,000)**	**(65,800)**	**(58,467)**	**(3,000)**	**(68,800)**	**(10,210)**
0110. User Fees & Charges	(4,000)	(4,000)	(4,168)	(3,000)	(7,000)	(3,910)
0115. Grants & Subsidies Recurrent	0	(21,800)	(21,830)	0	(21,800)	30
0125. Reimbursements	(25,000)	(25,000)	(21,916)	0	(25,000)	(1,944)
0130. Other Income	(15,000)	(15,000)	(10,554)	0	(15,000)	(4,386)
Rates	**(2,804,592)**	**(2,804,592)**	**(2,784,339)**	**(1,500)**	**(2,806,092)**	**(19,061)**
01110. Rates Revenue	**(2,804,592)**	**(2,804,592)**	**(2,784,339)**	**(1,500)**	**(2,806,092)**	**(19,061)**
0100. Rates & Charges	(2,286,662)	(2,286,662)	(2,270,764)	(1,500)	(2,288,162)	(14,565)
0101. Base Charge Income	(488,430)	(488,430)	(488,970)	0	(488,430)	(202)
0105. Statutory Fees & Charges	(8,000)	(8,000)	(5,085)	0	(8,000)	(2,315)
0115. Grants & Subsidies Recurrent	(21,500)	(21,500)	(19,521)	0	(21,500)	(1,979)
Finance	**(9,045,000)**	**(5,213,740)**	**(713,351)**	**(9,000)**	**(5,222,740)**	**(4,509,389)**
01120. Financial Control Revenue	**(5,045,000)**	**(1,213,740)**	**(713,351)**	**(9,000)**	**(1,222,740)**	**(509,389)**
0115. Grants & Subsidies Recurrent	(4,640,000)	(708,740)	(354,370)	0	(708,740)	(354,370)
0121. Interest on Direct Investments	(405,000)	(505,000)	(261,898)	0	(505,000)	(243,102)
0125. Reimbursements	0	0	0	(9,000)	(9,000)	(9,000)
0950. Proceeds on Sales of Assets	0	0	(97,083)	0	0	97,083
01121. Loan Funds Received/Drawn	**(4,000,000)**	**(4,000,000)**	**0**	**0**	**(4,000,000)**	**(4,000,000)**
0940. Loan Funding Received	(4,000,000)	(4,000,000)	0	0	(4,000,000)	(4,000,000)
Libraries	**(76,500)**	**(73,683)**	**(73,586)**	**(1,000)**	**(74,683)**	**(785)**
01710. Libraries	**(76,500)**	**(73,683)**	**(73,586)**	**(1,000)**	**(74,683)**	**(785)**
0110. User Fees & Charges	(1,500)	(1,500)	(1,404)	(1,000)	(2,500)	(784)
0115. Grants & Subsidies Recurrent	(75,000)	(72,183)	(72,182)	0	(72,183)	(1)
Children Youth and Family Services	**(39,000)**	**(53,193)**	**(21,005)**	**0**	**(53,193)**	**(28,728)**
01780. Children and Family Revenue	**(39,000)**	**(53,193)**	**(20,765)**	**0**	**(53,193)**	**(28,968)**
0115. Grants & Subsidies Recurrent	(39,000)	(53,193)	(20,765)	0	(53,193)	(28,968)
01800. Other Education Revenue	**0**	**0**	**(240)**	**0**	**0**	**240**
0125. Reimbursements	0	0	(240)	0	0	240
Aged and Disability Care Services	**(421,000)**	**(421,000)**	**(285,927)**	**(10,000)**	**(431,000)**	**(168,674)**
01810. Aged & Disabled Revenue	**(373,000)**	**(373,000)**	**(250,655)**	**0**	**(373,000)**	**(149,130)**
0110. User Fees & Charges	(10,000)	(10,000)	(7,904)	0	(10,000)	(809)

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
0115. Grants & Subsidies Recurrent	(350,000)	(350,000)	(238,943)	0	(350,000)	(139,744)
0125. Reimbursements	(10,000)	(10,000)	(3,305)	0	(10,000)	(6,080)
0130. Other Income	(3,000)	(3,000)	(503)	0	(3,000)	(2,497)
01820. Health Related Transport Revenue	**(23,000)**	**(23,000)**	**(20,910)**	**(10,000)**	**(33,000)**	**(11,597)**
0110. User Fees & Charges	(8,000)	(8,000)	(5,392)	0	(8,000)	(2,115)
0115. Grants & Subsidies Recurrent	(15,000)	(15,000)	(15,518)	(10,000)	(25,000)	(9,482)
01830. Meals On Wheels Revenue	**(25,000)**	**(25,000)**	**(14,362)**	**0**	**(25,000)**	**(7,947)**
0110. User Fees & Charges	(25,000)	(25,000)	(14,362)	0	(25,000)	(7,947)
Community Transport	**(206,000)**	**(206,000)**	**(145,124)**	**0**	**(206,000)**	**(43,959)**
01860. Community Transport Revenue	**(206,000)**	**(206,000)**	**(145,124)**	**0**	**(206,000)**	**(43,959)**
0110. User Fees & Charges	(16,000)	(16,000)	(4,293)	0	(16,000)	(10,847)
0115. Grants & Subsidies Recurrent	(190,000)	(190,000)	(140,831)	0	(190,000)	(33,112)
Arts and Culture	**0**	**(56,195)**	**14,129**	**0**	**(56,195)**	**(37,112)**
01880. Theatres & Museums Revenue	**0**	**(56,195)**	**14,129**	**0**	**(56,195)**	**(70,324)**
0130. Other Income	0	(500)	(175)	0	(500)	(325)
0135. Capital Grants Received	0	(55,695)	14,304	0	(55,695)	(69,999)
01881. Bishops Lodge Museum	**0**	**0**	**0**	**0**	**0**	**32,662**
0110. User Fees & Charges	0	0	0	0	0	116
0130. Other Income	0	0	0	0	0	32,546
01882. Hay Gaol Museum	**0**	**0**	**0**	**0**	**0**	**526**
0110. User Fees & Charges	0	0	0	0	0	526
01883. Dunera Museum	**0**	**0**	**0**	**0**	**0**	**24**
0110. User Fees & Charges	0	0	0	0	0	24
Engineering	**(8,089,461)**	**(11,379,795)**	**(3,405,028)**	**(34,191)**	**(11,413,986)**	**(5,937,123)**
Manager Engineering Office	**(72,750)**	**(47,000)**	**(15,156)**	**0**	**(47,000)**	**(17,338)**
01200. Engineering Operations Revenue	**(72,750)**	**(47,000)**	**(15,156)**	**0**	**(47,000)**	**(17,338)**
0110. User Fees & Charges	(5,000)	(5,000)	(3,378)	0	(5,000)	(1,295)
0115. Grants & Subsidies Recurrent	(65,750)	0	0	0	0	0
0125. Reimbursements	0	(40,000)	(11,259)	0	(40,000)	(14,683)
0130. Other Income	(2,000)	(2,000)	(520)	0	(2,000)	(1,360)
Parks and Reserves	**(35,000)**	**(271,643)**	**(163,934)**	**(118,300)**	**(389,943)**	**(216,009)**
01210. Foreshores & Beaches Revenue	**0**	**(192,618)**	**(192,618)**	**(98,300)**	**(290,918)**	**(98,300)**
0115. Grants & Subsidies Recurrent	0	(192,618)	(192,618)	0	(192,618)	0
0135. Capital Grants Received	0	0	0	(98,300)	(98,300)	(98,300)
01220. Noxious Weeds Revenue	**(35,000)**	**(35,000)**	**0**	**0**	**(35,000)**	**(35,000)**
0115. Grants & Subsidies Recurrent	(35,000)	(35,000)	0	0	(35,000)	(35,000)
01230. Parks Reserves & Horticulture Revenue	**0**	**(44,025)**	**28,684**	**(20,000)**	**(64,025)**	**(82,709)**
0115. Grants & Subsidies Recurrent	0	(44,025)	28,684	(20,000)	(64,025)	(82,709)
Sport and Recreation Facilities	**(20,000)**	**(20,000)**	**(11,455)**	**0**	**(20,000)**	**(7,607)**
01240. Sport Grounds & Recreation Facilities Reve	**(20,000)**	**(20,000)**	**(11,455)**	**0**	**(20,000)**	**(7,607)**
0110. User Fees & Charges	(20,000)	(20,000)	(11,455)	0	(20,000)	(7,607)
Roads Bridges Footpaths	**(3,115,292)**	**(5,036,074)**	**(1,421,339)**	**(64,891)**	**(5,100,965)**	**(3,679,476)**
01260. Roads & Bridges Revenue	**(895,292)**	**(1,572,743)**	**(723,441)**	**(64,891)**	**(1,637,634)**	**(914,043)**
0110. User Fees & Charges	0	0	(191)	0	0	341
0115. Grants & Subsidies Recurrent	(895,292)	(1,187,892)	(478,754)	0	(1,187,892)	(709,138)
0135. Capital Grants Received	0	(384,851)	(244,496)	(64,891)	(449,742)	(205,246)
01340. Regional Roads Revenue	**(2,220,000)**	**(3,463,331)**	**(697,898)**	**0**	**(3,463,331)**	**(2,765,433)**
0115. Grants & Subsidies Recurrent	(850,000)	(854,000)	(379,500)	0	(854,000)	(474,500)
0135. Capital Grants Received	(1,370,000)	(2,609,331)	(318,398)	0	(2,609,331)	(2,290,933)
Street Lighting	**(40,000)**	**(40,000)**	**(41,072)**	**(1,000)**	**(41,000)**	**72**
01390. Street Lighting Revenue	**(40,000)**	**(40,000)**	**(41,072)**	**(1,000)**	**(41,000)**	**72**

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
0115. Grants & Subsidies Recurrent	(40,000)	(40,000)	(41,072)	(1,000)	(41,000)	72
Stormwater Drainage	**(99,163)**	**(132,219)**	**4,004**	**0**	**(132,219)**	**(136,223)**
01400. Stormwater Drainage Revenue	**(99,163)**	**(132,219)**	**4,004**	**0**	**(132,219)**	**(136,223)**
0115. Grants & Subsidies Recurrent	(99,163)	(132,219)	4,004	0	(132,219)	(136,223)
Waste Management	**(1,050,256)**	**(1,334,349)**	**(841,170)**	**150,000**	**(1,184,349)**	**(333,557)**
01410. Waste Management Revenue	**(1,050,256)**	**(1,334,349)**	**(841,170)**	**150,000**	**(1,184,349)**	**(333,557)**
0100. Rates & Charges	(875,256)	(875,256)	(753,644)	150,000	(725,256)	32,795
0110. User Fees & Charges	(175,000)	(175,000)	(71,012)	0	(175,000)	(98,774)
0115. Grants & Subsidies Recurrent	0	(11,153)	(16,515)	0	(11,153)	5,362
0135. Capital Grants Received	0	(272,940)	0	0	(272,940)	(272,940)
Aerodrome	**(12,000)**	**(12,000)**	**(9,630)**	**0**	**(12,000)**	**(2,370)**
01510. Aerodrome Revenue	**(12,000)**	**(12,000)**	**(9,630)**	**0**	**(12,000)**	**(2,370)**
0110. User Fees & Charges	(12,000)	(12,000)	(9,630)	0	(12,000)	(2,370)
Cemeteries	**(80,000)**	**(80,000)**	**(33,666)**	**0**	**(80,000)**	**(36,356)**
01530. Cemetery Revenue	**(80,000)**	**(80,000)**	**(33,666)**	**0**	**(80,000)**	**(36,356)**
0110. User Fees & Charges	(80,000)	(80,000)	(33,666)	0	(80,000)	(36,356)
Plant Operations	**(15,000)**	**(15,000)**	**(60,287)**	**0**	**(15,000)**	**47,069**
01540. Plant & Workshop Operating Revenue	**(15,000)**	**(15,000)**	**(23,971)**	**0**	**(15,000)**	**10,753**
0110. User Fees & Charges	(15,000)	(15,000)	(5,073)	0	(15,000)	(8,145)
0190. Profit on Sale of Assets	0	0	(18,898)	0	0	18,898
01550. Plant Disposal Proceeds Revenue	**0**	**0**	**(36,316)**	**0**	**0**	**36,316**
0950. Proceeds on Sales of Assets	0	0	(36,316)	0	0	36,316
Private Works	**(130,000)**	**(130,000)**	**(87,165)**	**0**	**(130,000)**	**(41,288)**
01600. Private Works Revenue	**(130,000)**	**(130,000)**	**(87,165)**	**0**	**(130,000)**	**(41,288)**
0110. User Fees & Charges	(130,000)	(130,000)	(87,165)	0	(130,000)	(41,288)
Recreation Sport Leisure	**(3,250,000)**	**(3,759,023)**	**(618,055)**	**0**	**(3,759,023)**	**(1,140,968)**
01720. Swimming Pool(s) Revenue	**(3,250,000)**	**(3,759,023)**	**(618,055)**	**0**	**(3,759,023)**	**(1,140,968)**
0115. Grants & Subsidies Recurrent	0	(132,843)	(132,843)	0	(132,843)	0
0135. Capital Grants Received	(3,250,000)	(3,626,180)	(485,212)	0	(3,626,180)	(1,140,968)
Fire Prevention and Emergency Services	**(170,000)**	**(502,487)**	**(106,104)**	**0**	**(502,487)**	**(373,072)**
02070. Fire Control Revenue	**(170,000)**	**(502,487)**	**(106,104)**	**0**	**(502,487)**	**(373,072)**
0115. Grants & Subsidies Recurrent	(170,000)	(197,103)	(106,104)	0	(197,103)	(67,688)
0135. Capital Grants Received	0	(305,384)	0	0	(305,384)	(305,384)
Development and Environmental Services	**(365,000)**	**(592,181)**	**(539,654)**	**(24,353)**	**(616,534)**	**(56,250)**
Buildings and Property	**(289,000)**	**(340,743)**	**(222,083)**	**(4,353)**	**(345,096)**	**(110,477)**
01490. Buildings Revenue	**(289,000)**	**(340,743)**	**(222,083)**	**(4,353)**	**(345,096)**	**(110,477)**
0105. Statutory Fees & Charges	(3,000)	(3,000)	(50)	0	(3,000)	(2,750)
0110. User Fees & Charges	(86,000)	(86,000)	(30,290)	0	(86,000)	(47,727)
0115. Grants & Subsidies Recurrent	(200,000)	(101,743)	(101,743)	(4,353)	(106,096)	0
0135. Capital Grants Received	0	(150,000)	(90,000)	0	(150,000)	(60,000)
Planning	**(45,000)**	**(80,620)**	**(163,987)**	**(20,000)**	**(100,620)**	**69,465**
02010. Town Planning Office Revenue	**(45,000)**	**(80,620)**	**(163,987)**	**(20,000)**	**(100,620)**	**69,465**
0105. Statutory Fees & Charges	(37,000)	(37,000)	(37,754)	(20,000)	(57,000)	(13,782)
0110. User Fees & Charges	0	0	(273)	0	0	273
0115. Grants & Subsidies Recurrent	0	(35,620)	(119,337)	0	(35,620)	83,717
0125. Reimbursements	(8,000)	(8,000)	(6,624)	0	(8,000)	(743)
Building	**(16,000)**	**(155,818)**	**(147,542)**	**0**	**(155,818)**	**(7,077)**
01740. Halls & Community Centres Revenue	**(6,000)**	**(145,818)**	**(141,609)**	**0**	**(145,818)**	**(3,882)**
0110. User Fees & Charges	(6,000)	(6,000)	(1,790)	0	(6,000)	(3,882)
0115. Grants & Subsidies Recurrent	0	(139,818)	(139,818)	0	(139,818)	0
02020. Building Control Office Revenue	**(10,000)**	**(10,000)**	**(5,933)**	**0**	**(10,000)**	**(3,195)**

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0105. Statutory Fees & Charges	(10,000)	(10,000)	(5,933)	0	(10,000)	(3,195)
Regulatory Services	**(10,000)**	**(10,000)**	**(3,671)**	**0**	**(10,000)**	**(6,123)**
02030. Parking & Other Ranger Services Revenue	**(8,000)**	**(8,000)**	**(3,671)**	**0**	**(8,000)**	**(4,123)**
0105. Statutory Fees & Charges	(8,000)	(8,000)	(2,943)	0	(8,000)	(4,850)
0110. User Fees & Charges	0	0	(727)	0	0	727
02050. Other Law & Order Revenue	**(2,000)**	**(2,000)**	**0**	**0**	**(2,000)**	**(2,000)**
0110. User Fees & Charges	(2,000)	(2,000)	0	0	(2,000)	(2,000)
Public Health	**(5,000)**	**(5,000)**	**(2,372)**	**0**	**(5,000)**	**(2,038)**
02100. Health Administration & Inspection Revenue	**(5,000)**	**(5,000)**	**(2,372)**	**0**	**(5,000)**	**(2,038)**
0105. Statutory Fees & Charges	(5,000)	(5,000)	(2,372)	0	(5,000)	(2,038)
Expenditure	**24,706,930**	**30,310,766**	**6,931,201**	**81,255**	**30,392,021**	**22,431,251**
General Manager	**2,281,674**	**2,453,750**	**1,097,767**	**27,560**	**2,481,310**	**1,236,921**
General Manager`s Office	**509,200**	**459,200**	**253,740**	**0**	**459,200**	**187,134**
03000. General Manager's Office	**509,200**	**459,200**	**253,740**	**0**	**459,200**	**187,134**
0300. Employee Costs	387,000	387,000	213,459	0	387,000	157,569
0310. Staff Training	15,200	25,200	13,223	0	25,200	9,639
0350. Office Administration Expenditure	1,000	1,000	1,333	0	1,000	(333)
0360. Professional Services	88,000	28,000	25,700	0	28,000	2,300
0370. Subscriptions and Memberships	3,000	3,000	25	0	3,000	2,959
0970. Plant Hire (Internal)	15,000	15,000	0	0	15,000	15,000
Elected Members	**285,000**	**255,000**	**108,430**	**0**	**255,000**	**132,270**
03020. Elected Members Expenses	**243,000**	**213,000**	**108,430**	**0**	**213,000**	**90,270**
0310. Staff Training	18,000	18,000	10,266	0	18,000	6,574
0330. Mayor & Elected Member Expenses	158,000	158,000	77,495	0	158,000	69,225
0340. Civic Functions & Ceremonies	24,000	24,000	11,174	0	24,000	10,966
0405. Grants / Donations Paid	43,000	13,000	9,495	0	13,000	3,505
03040. Election Expenditure	**42,000**	**42,000**	**0**	**0**	**42,000**	**42,000**
0335. Election Expenses	42,000	42,000	0	0	42,000	42,000
Governance	**294,700**	**298,657**	**147,558**	**0**	**298,657**	**126,521**
03050. Other Governance	**294,700**	**298,657**	**147,558**	**0**	**298,657**	**126,521**
0300. Employee Costs	227,000	227,000	112,484	0	227,000	91,546
0310. Staff Training	5,700	5,700	203	0	5,700	3,889
0350. Office Administration Expenditure	0	0	825	0	0	(825)
0360. Professional Services	37,000	37,000	7,115	0	37,000	29,885
0370. Subscriptions and Memberships	25,000	28,957	26,931	0	28,957	2,026
Tourism and Events	**449,000**	**449,000**	**173,817**	**24,260**	**473,260**	**252,055**
03900. Area Promotion	**77,000**	**77,000**	**28,857**	**14,260**	**91,260**	**52,712**
0350. Office Administration Expenditure	16,000	16,000	408	9,260	25,260	24,129
0370. Subscriptions and Memberships	0	0	531	0	0	(531)
0396. Merchandise	29,000	29,000	18,493	5,000	34,000	14,039
0405. Grants / Donations Paid	30,000	30,000	7,500	0	30,000	15,000
0460. Community Programs & Events	2,000	2,000	1,925	0	2,000	75
03910. Events Staging & Promotion	**123,000**	**123,000**	**31,136**	**10,000**	**133,000**	**86,789**
0350. Office Administration Expenditure	1,000	1,000	1,999	0	1,000	(1,678)
0460. Community Programs & Events	122,000	122,000	29,137	10,000	132,000	88,500
0500. General Maintenance	0	0	0	0	0	(33)
03920. Tourism Operations	**249,000**	**249,000**	**113,825**	**0**	**249,000**	**112,554**
0300. Employee Costs	195,000	195,000	95,423	0	195,000	79,721
0310. Staff Training	5,000	5,000	585	0	5,000	4,171
0350. Office Administration Expenditure	9,000	9,000	1,595	0	9,000	7,223
0370. Subscriptions and Memberships	32,000	32,000	15,660	0	32,000	14,208

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0375. Office Equipment & Furniture	1,000	1,000	270	0	1,000	595
0460. Community Programs & Events	5,000	5,000	291	0	5,000	4,636
0970. Plant Hire (Internal)	2,000	2,000	0	0	2,000	2,000
Business and Economic Development	**743,774**	**991,893**	**414,221**	**3,300**	**995,193**	**538,941**
04160. Commercial Undertakings Operations	**10,000**	**10,000**	**3,344**	**0**	**10,000**	**3,311**
0415. Utilities	10,000	10,000	3,344	0	10,000	3,311
04170. Economic Development	**256,000**	**256,000**	**96,160**	**0**	**256,000**	**145,270**
0300. Employee Costs	176,000	176,000	87,857	0	176,000	73,573
0310. Staff Training	5,000	5,000	2,435	0	5,000	2,565
0350. Office Administration Expenditure	2,000	2,000	0	0	2,000	2,000
0360. Professional Services	20,000	20,000	0	0	20,000	20,000
0370. Subscriptions and Memberships	13,000	13,000	5,000	0	13,000	8,000
0460. Community Programs & Events	35,000	35,000	868	0	35,000	34,132
0970. Plant Hire (Internal)	5,000	5,000	0	0	5,000	5,000
04171. Economic Development Programs	**180,011**	**669,200**	**304,014**	**0**	**669,200**	**343,670**
0460. Community Programs & Events	180,011	669,200	304,014	0	669,200	343,670
04172. Youth Programs	**297,763**	**51,693**	**5,794**	**3,300**	**54,993**	**46,599**
0300. Employee Costs	37,500	37,500	0	0	37,500	37,500
0460. Community Programs & Events	260,263	14,193	5,794	3,300	17,493	9,099
08190. Land Development & Sales Capital Expendit	**0**	**5,000**	**4,909**	**0**	**5,000**	**91**
0700. Other Capital Works (new/improved asset)	0	5,000	4,909	0	5,000	91
Corporate Services	**2,251,409**	**2,369,146**	**1,194,992**	**(189,316)**	**2,179,830**	**756,640**
Manager Corporate Service Office	**207,000**	**217,000**	**115,004**	**0**	**217,000**	**(12,374)**
03100. Corporate Services Management	**207,000**	**217,000**	**115,004**	**0**	**217,000**	**(12,374)**
0300. Employee Costs	860,000	860,000	440,792	0	860,000	328,514
0310. Staff Training	10,000	10,000	2,525	0	10,000	7,475
0350. Office Administration Expenditure	98,000	98,000	46,522	0	98,000	45,343
0360. Professional Services	143,000	143,000	27,350	0	143,000	98,109
0365. Legal & Debt Recovery Costs	7,000	17,000	750	0	17,000	16,250
0375. Office Equipment & Furniture	2,000	2,000	565	0	2,000	1,435
0680. Depreciation	12,000	12,000	0	0	12,000	12,000
0970. Plant Hire (Internal)	7,000	7,000	0	0	7,000	7,000
0980. Overheads / Internal Recharges	(932,000)	(932,000)	(403,500)	0	(932,000)	(528,500)
Finance	**559,224**	**559,224**	**274,819**	**(169,316)**	**389,908**	**114,060**
03120. Financial Control Operations	**226,000**	**226,000**	**192,715**	**0**	**226,000**	**32,256**
0380. Bank Charges	20,000	20,000	8,530	0	20,000	10,441
0410. Insurance	206,000	206,000	184,182	0	206,000	21,818
0450. Sundry Expenses	0	0	2	0	0	(3)
03121. Loan Repayments	**333,224**	**333,224**	**82,104**	**(169,316)**	**163,908**	**81,804**
0945. Loan Repayments	333,224	333,224	82,104	(169,316)	163,908	81,804
Information Technology	**358,000**	**408,000**	**303,928**	**0**	**408,000**	**94,648**
03140. IT Services	**327,000**	**377,000**	**294,568**	**0**	**377,000**	**73,008**
0355. Computer / IT Costs	327,000	377,000	294,568	0	377,000	73,008
07140. IT Services Capital Expenditure	**31,000**	**31,000**	**9,360**	**0**	**31,000**	**21,640**
0703. IT Capital Expenditure	31,000	31,000	9,360	0	31,000	21,640
Libraries	**341,785**	**344,099**	**162,052**	**(20,000)**	**324,099**	**133,815**
03710. Libraries	**341,785**	**344,099**	**162,052**	**(20,000)**	**324,099**	**133,815**
0300. Employee Costs	198,000	198,000	84,708	(20,000)	178,000	73,905
0310. Staff Training	2,785	2,785	122	0	2,785	2,485
0350. Office Administration Expenditure	8,500	8,500	2,407	0	8,500	3,224
0360. Professional Services	35,000	35,000	32,286	0	35,000	2,714

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
0370. Subscriptions and Memberships	6,000	6,000	1,081	0	6,000	4,919
0375. Office Equipment & Furniture	5,000	5,000	(145)	0	5,000	4,557
0390. Library Resources	20,000	21,834	8,886	0	21,834	10,636
0410. Insurance	13,500	13,980	13,980	0	13,980	0
0415. Utilities	4,500	4,500	3,015	0	4,500	1,485
0420. Security	1,000	1,000	330	0	1,000	505
0425. Cleaning Costs	15,000	15,000	5,295	0	15,000	8,823
0450. Sundry Expenses	1,500	1,500	788	0	1,500	712
0460. Community Programs & Events	5,000	5,000	543	0	5,000	4,457
0510. Grounds Maintenance	10,000	10,000	5,205	0	10,000	3,867
0530. Building Maintenance	15,000	15,000	3,210	0	15,000	10,998
0970. Plant Hire (Internal)	1,000	1,000	343	0	1,000	528
Children Youth and Family Services	**38,000**	**38,000**	**18,062**	**0**	**38,000**	**16,670**
03780. Children and Family Services	**38,000**	**38,000**	**18,062**	**0**	**38,000**	**16,670**
0300. Employee Costs	34,000	34,000	17,072	0	34,000	13,724
0350. Office Administration Expenditure	4,000	4,000	990	0	4,000	2,946
Aged and Disability Care Services	**421,500**	**421,500**	**162,342**	**0**	**421,500**	**227,349**
03810. Aged & Disabled	**398,000**	**398,000**	**156,329**	**0**	**398,000**	**210,697**
0300. Employee Costs	191,500	191,500	89,575	0	191,500	82,589
0310. Staff Training	7,000	7,000	0	0	7,000	7,000
0350. Office Administration Expenditure	47,500	47,500	8,700	0	47,500	38,522
0375. Office Equipment & Furniture	12,000	12,000	7,959	0	12,000	3,896
0400. Volunteer Support	15,000	15,000	7,627	0	15,000	6,908
0460. Community Programs & Events	125,000	125,000	42,469	0	125,000	71,782
03820. Health Related Transport	**22,000**	**22,000**	**6,013**	**0**	**22,000**	**15,152**
0400. Volunteer Support	5,000	5,000	2,685	0	5,000	2,075
0460. Community Programs & Events	9,000	9,000	3,328	0	9,000	5,077
0680. Depreciation	8,000	8,000	0	0	8,000	8,000
03840. Senior Citizens	**1,500**	**1,500**	**0**	**0**	**1,500**	**1,500**
0460. Community Programs & Events	1,500	1,500	0	0	1,500	1,500
Community Transport	**204,500**	**204,500**	**80,391**	**0**	**204,500**	**110,674**
03860. Community Transport	**204,500**	**204,500**	**80,391**	**0**	**204,500**	**110,674**
0300. Employee Costs	97,000	97,000	20,299	0	97,000	73,361
0310. Staff Training	4,500	4,500	0	0	4,500	4,500
0350. Office Administration Expenditure	15,000	15,000	11,117	0	15,000	3,723
0375. Office Equipment & Furniture	6,000	6,000	0	0	6,000	6,000
0400. Volunteer Support	12,000	12,000	4,910	0	12,000	6,360
0460. Community Programs & Events	70,000	70,000	44,064	0	70,000	16,730
Community and Social Development	**10,000**	**10,000**	**0**	**(10,000)**	**0**	**0**
03871. Community Development	**10,000**	**10,000**	**0**	**(10,000)**	**0**	**0**
0400. Volunteer Support	10,000	10,000	0	(10,000)	0	0
Arts and Culture	**111,400**	**166,823**	**78,395**	**10,000**	**176,823**	**71,798**
03880. Theatres & Museums	**80,900**	**80,628**	**66,497**	**10,000**	**90,628**	**15,302**
0405. Grants / Donations Paid	31,200	31,200	31,200	0	31,200	0
0410. Insurance	13,000	12,728	12,728	0	12,728	0
0415. Utilities	6,700	6,700	9,336	5,000	11,700	2,364
0510. Grounds Maintenance	24,000	24,000	10,591	0	24,000	7,890
0530. Building Maintenance	6,000	6,000	2,436	5,000	11,000	5,254
0532. Other Structures Maintenance	0	0	206	0	0	(206)
03890. Other Culture	**30,500**	**30,500**	**3,355**	**0**	**30,500**	**27,145**
0460. Community Programs & Events	9,500	9,500	3,355	0	9,500	6,145

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
0680. Depreciation	21,000	21,000	0	0	21,000	21,000
07880. Theatres & Museums Capital Works	**0**	**55,695**	**8,544**	**0**	**55,695**	**29,351**
0700. Other Capital Works (new/improved asset)	0	55,695	8,544	0	55,695	29,351
Engineering	**18,264,832**	**22,905,802**	**3,943,985**	**176,279**	**23,082,081**	**18,588,240**
Manager Engineering Office	**716,680**	**716,680**	**358,740**	**0**	**716,680**	**299,092**
03200. Engineering Operations Management	**716,680**	**716,680**	**358,740**	**0**	**716,680**	**299,092**
0300. Employee Costs	625,000	625,000	332,334	0	625,000	234,424
0310. Staff Training	20,680	20,680	4,149	0	20,680	16,429
0345. Meals Entertainment & Other Functions	0	0	24	0	0	(24)
0350. Office Administration Expenditure	9,000	9,000	6,184	0	9,000	2,789
0370. Subscriptions and Memberships	3,000	3,000	2,418	0	3,000	582
0375. Office Equipment & Furniture	0	0	327	0	0	(327)
0680. Depreciation	9,000	9,000	0	0	9,000	9,000
0970. Plant Hire (Internal)	50,000	50,000	13,304	0	50,000	36,219
Parks and Reserves	**799,500**	**1,094,161**	**446,825**	**98,300**	**1,192,461**	**706,866**
03220. Noxious Weeds Expenditure	**70,000**	**70,000**	**41,414**	**0**	**70,000**	**24,589**
0519. Pest Plant Control	70,000	70,000	41,414	0	70,000	24,589
03230. Parks Reserves & Horticulture	**677,500**	**747,518**	**218,540**	**0**	**747,518**	**494,205**
0415. Utilities	61,500	61,500	12,563	0	61,500	48,838
0510. Grounds Maintenance	349,000	349,000	163,046	(20,000)	329,000	141,147
0512. Irrigation System Maintenance	17,000	17,000	1,042	0	17,000	11,582
0513. Playground Maintenance	7,000	7,000	1,808	0	7,000	4,986
0515. Tree Maintenance/Management	20,000	20,000	4,256	0	20,000	14,564
0530. Building Maintenance	33,000	33,000	33,680	20,000	53,000	15,214
0531. Public Amenities Maintenance	10,000	80,018	2,144	0	80,018	77,874
0680. Depreciation	180,000	180,000	0	0	180,000	180,000
07230. Parks Reserves & Horticulture Capital Work	**52,000**	**276,643**	**186,871**	**98,300**	**374,943**	**188,072**
0712. Other Improvements to Land Capital Works	52,000	244,618	154,907	98,300	342,918	188,011
0713. Playground Capital Works	0	32,025	31,964	0	32,025	61
Sport and Recreation Facilities	**52,000**	**64,000**	**39,773**	**35,600**	**99,600**	**59,704**
03240. Sport Grounds & Recreation Facilities	**52,000**	**52,000**	**28,648**	**0**	**52,000**	**23,229**
0510. Grounds Maintenance	52,000	52,000	27,020	(7,000)	45,000	17,920
0530. Building Maintenance	0	0	1,628	7,000	7,000	5,309
07240. Sport Grounds & Recreation Facilities Capit	**0**	**12,000**	**11,125**	**35,600**	**47,600**	**36,475**
0711. Sport & Recreation Capital Works	0	12,000	11,125	0	12,000	875
0730. Building Capital Works	0	0	0	35,600	35,600	35,600
Roads Bridges Footpaths	**5,626,542**	**8,405,322**	**1,343,802**	**64,891**	**8,470,213**	**6,874,277**
03260. Roads & Bridges Maintenance	**46,125**	**46,125**	**16,942**	**0**	**46,125**	**28,805**
0550. Road Signs Maintenance	46,125	46,125	16,942	0	46,125	28,805
03280. Bridges Maintenance	**60,000**	**60,000**	**0**	**0**	**60,000**	**60,000**
0680. Depreciation	60,000	60,000	0	0	60,000	60,000
03300. Footpaths & Bike Track Maintenance	**152,000**	**152,000**	**5,500**	**0**	**152,000**	**141,914**
0560. Footpath Maintenance	30,000	30,000	5,500	0	30,000	19,914
0680. Depreciation	122,000	122,000	0	0	122,000	122,000
03310. Kerb & Gutter Maintenance	**20,000**	**20,000**	**8,996**	**0**	**20,000**	**11,004**
0546. Kerb & Gutter Maintenance	20,000	20,000	8,996	0	20,000	11,004
03320. Road Furniture Maintenance	**22,000**	**22,000**	**2,139**	**0**	**22,000**	**19,441**
0547. Road Furniture Maintenance	9,000	9,000	2,139	0	9,000	6,441
0680. Depreciation	13,000	13,000	0	0	13,000	13,000
03330. Urban Streets Maintenance	**510,251**	**510,251**	**86,025**	**0**	**510,251**	**416,500**
0515. Tree Maintenance/Management	51,251	51,251	21,532	0	51,251	25,588

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
0540. Road Maintenance	123,000	123,000	64,493	0	123,000	54,912
0680. Depreciation	336,000	336,000	0	0	336,000	336,000
03340. Regional Roads Maintenance	**708,000**	**995,000**	**61,908**	**0**	**995,000**	**928,739**
0540. Road Maintenance	155,000	442,000	61,908	0	442,000	375,739
0680. Depreciation	553,000	553,000	0	0	553,000	553,000
03350. Sealed Rural Roads	**830,875**	**1,028,875**	**21,865**	**0**	**1,028,875**	**1,005,061**
0540. Road Maintenance	184,875	382,875	21,865	0	382,875	359,061
0680. Depreciation	646,000	646,000	0	0	646,000	646,000
03360. Unsealed Rural Roads Maintenance	**700,000**	**1,127,458**	**475,317**	**0**	**1,127,458**	**623,992**
0540. Road Maintenance	700,000	1,127,458	475,317	0	1,127,458	623,992
07280. Bridges Capital Works	**0**	**2,704,437**	**412,258**	**0**	**2,704,437**	**2,109,748**
0745. Bridge & Culvert Capital Works	0	2,704,437	412,258	0	2,704,437	2,109,748
07300. Footpaths & Bike Track Capital Works	**50,000**	**50,000**	**0**	**0**	**50,000**	**50,000**
0761. Bike Track Capital Works	50,000	50,000	0	0	50,000	50,000
07320. Road Furniture Capital Works	**17,000**	**17,000**	**0**	**0**	**17,000**	**17,000**
0749. Road Furniture Capital Works	17,000	17,000	0	0	17,000	17,000
07330. Urban Streets Capital Works	**305,291**	**539,328**	**103,202**	**0**	**539,328**	**435,694**
0740. Road Capital Works	305,291	539,328	103,202	0	539,328	435,694
07340. Regional Roads Capital Works	**1,730,000**	**599,844**	**3,740**	**0**	**599,844**	**590,534**
0740. Road Capital Works	1,730,000	599,844	3,740	0	599,844	590,534
07350. Sealed Rural Roads Capital Works	**275,000**	**348,004**	**66,074**	**64,891**	**412,895**	**339,793**
0740. Road Capital Works	275,000	348,004	66,074	64,891	412,895	339,793
07360. Unsealed Rural Roads Capital Works	**200,000**	**185,000**	**79,837**	**0**	**185,000**	**96,052**
0740. Road Capital Works	200,000	185,000	79,837	0	185,000	96,052
Street Lighting	**110,000**	**110,000**	**39,265**	**0**	**110,000**	**63,622**
03390. Street Lighting Operations	**110,000**	**110,000**	**39,265**	**0**	**110,000**	**63,622**
0415. Utilities	110,000	110,000	39,265	0	110,000	63,622
Stormwater Drainage	**420,000**	**432,201**	**49,643**	**0**	**432,201**	**382,559**
03400. Stormwater Drainage Maintenance	**265,000**	**327,201**	**49,643**	**0**	**327,201**	**277,559**
0570. Stormwater Drainage Maintenance	60,000	60,000	21,837	0	60,000	38,163
0572. Levy Works	0	62,201	27,805	0	62,201	34,396
0680. Depreciation	205,000	205,000	0	0	205,000	205,000
07400. Stormwater Drainage Capital Works	**155,000**	**105,000**	**0**	**0**	**105,000**	**105,000**
0770. Stormwater Drainage Capital Works	155,000	105,000	0	0	105,000	105,000
Waste Management	**1,148,700**	**1,527,987**	**679,719**	**(50,000)**	**1,477,987**	**745,301**
03420. Domestic Refuse Collection	**160,000**	**160,000**	**75,636**	**0**	**160,000**	**69,064**
0622. Kerb Side Collections	160,000	160,000	75,636	0	160,000	69,064
03430. Waste Disposal Site Operations	**968,700**	**979,853**	**371,565**	**(50,000)**	**929,853**	**523,128**
0623. Waste Site Maintenance	477,200	477,200	336,877	200,000	677,200	307,856
0624. Recycling Operations	341,500	352,653	34,688	(250,000)	102,653	65,272
0680. Depreciation	150,000	150,000	0	0	150,000	150,000
07410. Waste Management Capital Works	**20,000**	**388,134**	**232,517**	**0**	**388,134**	**155,617**
0821. Waste Management Capital Works	20,000	388,134	232,517	0	388,134	155,617
07430. Waste Disposal Site Capital Works	**0**	**0**	**0**	**0**	**0**	**(2,508)**
0820. Waste Disposal Capital Works	0	0	0	0	0	(2,508)
Sanitation	**143,000**	**201,000**	**109,374**	**7,000**	**208,000**	**76,139**
03440. Street Cleaning	**0**	**0**	**5,035**	**0**	**0**	**0**
0625. Street Sweeping	0	0	5,035	0	0	0
03450. Public Amenities Maintenance	**136,000**	**186,000**	**93,315**	**0**	**186,000**	**65,782**
0425. Cleaning Costs	130,000	180,000	93,075	0	180,000	60,022
0531. Public Amenities Maintenance	6,000	6,000	240	0	6,000	5,760

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03460. Other Sanitation Expenditure	**7,000**	**15,000**	**11,024**	**7,000**	**22,000**	**10,357**
0500. General Maintenance	7,000	15,000	11,024	7,000	22,000	10,357
Aerodrome	**163,600**	**200,600**	**39,058**	**0**	**200,600**	**158,256**
03510. Aerodrome Operations	**163,600**	**183,600**	**39,058**	**0**	**183,600**	**141,256**
0350. Office Administration Expenditure	600	20,600	163	(7,000)	13,600	13,397
0415. Utilities	11,000	11,000	2,884	0	11,000	8,116
0510. Grounds Maintenance	21,000	21,000	12,004	0	21,000	8,558
0530. Building Maintenance	13,000	13,000	6,559	0	13,000	6,249
0610. Airstrip Apron & Marker Maintenance	20,000	20,000	17,449	7,000	27,000	6,936
0680. Depreciation	98,000	98,000	0	0	98,000	98,000
07510. Aerodrome Capital Works	**0**	**17,000**	**0**	**0**	**17,000**	**17,000**
0741. Reseals/Overlays Capital Works	0	17,000	0	0	17,000	17,000
Quarry Operations	**10,000**	**10,000**	**5,022**	**0**	**10,000**	**4,978**
03520. Quarries & Pits Operations	**10,000**	**10,000**	**5,022**	**0**	**10,000**	**4,978**
0640. Quarry Operations	10,000	10,000	5,022	0	10,000	4,978
Cemeteries	**137,610**	**137,610**	**74,053**	**(9,512)**	**128,098**	**44,826**
03530. Cemetery Operations	**114,000**	**114,000**	**72,797**	**10,000**	**124,000**	**41,984**
0514. Memorial Monument & Plaque Maintenance	24,000	24,000	13,734	0	24,000	7,899
0630. Cemetery Maintenance	85,000	85,000	59,063	10,000	95,000	29,085
0680. Depreciation	5,000	5,000	0	0	5,000	5,000
07530. Cemetery Capital Works	**23,610**	**23,610**	**1,256**	**(19,512)**	**4,098**	**2,842**
0712. Other Improvements to Land Capital Works	23,610	23,610	1,256	(19,512)	4,098	2,842
Plant Operations	**525,000**	**732,531**	**90,873**	**(20,000)**	**712,531**	**627,983**
03550. Plant Operating Expenses	**970,000**	**970,000**	**392,077**	**0**	**970,000**	**545,554**
0505. Plant Operating Expenditure	640,000	640,000	389,057	0	640,000	218,573
0680. Depreciation	330,000	330,000	3,019	0	330,000	326,981
03560. Plant Recovery of Operating Costs	**(970,000)**	**(970,000)**	**(571,992)**	**0**	**(970,000)**	**(359,313)**
0975. Plant Hire Recovery (Internal)	(970,000)	(970,000)	(571,992)	0	(970,000)	(359,313)
07540. Plant Purchases	**525,000**	**732,531**	**270,789**	**(20,000)**	**712,531**	**441,742**
0705. Plant Purchases	525,000	732,531	270,789	(20,000)	712,531	441,742
Depot Operations	**151,500**	**151,500**	**(52,397)**	**0**	**151,500**	**121,190**
03570. Works Depot Operations	**151,500**	**151,500**	**41,480**	**0**	**151,500**	**106,041**
0350. Office Administration Expenditure	0	0	151	0	0	(151)
0415. Utilities	11,000	11,000	4,080	0	11,000	6,557
0450. Sundry Expenses	15,000	15,000	4,716	0	15,000	10,072
0501. Tools Replacement/Repairs	11,000	11,000	0	0	11,000	11,000
0530. Building Maintenance	9,000	9,000	6,608	20,000	29,000	21,019
0591. Fixed Plant & Equipment Maintenance	105,500	105,500	25,925	(20,000)	85,500	57,544
03580. Works / Labour Overheads	**1,474,255**	**1,474,255**	**746,501**	**0**	**1,474,255**	**500,330**
0300. Employee Costs	1,428,000	1,428,000	710,081	0	1,428,000	493,627
0310. Staff Training	46,255	46,255	36,420	0	46,255	6,703
03590. Works / Labour Overhead Recovery	**(1,474,255)**	**(1,474,255)**	**(840,378)**	**0**	**(1,474,255)**	**(485,181)**
0986. Oncosts Recovered	(1,474,255)	(1,474,255)	(840,378)	0	(1,474,255)	(485,181)
Private Works	**120,000**	**120,000**	**103,312**	**0**	**120,000**	**7,495**
03600. Private Works	**120,000**	**120,000**	**103,312**	**0**	**120,000**	**7,495**
0695. Private Works	120,000	120,000	103,312	0	120,000	7,495
Recreation Sport Leisure	**7,541,500**	**8,070,523**	**391,922**	**100,000**	**8,170,523**	**7,764,214**
03720. Swimming Pool(s) Operations	**291,500**	**311,500**	**97,741**	**0**	**311,500**	**199,373**
0300. Employee Costs	0	0	200	0	0	(200)
0415. Utilities	36,500	36,500	13,229	0	36,500	22,444
0535. Swimming Pool Maintenance	185,000	205,000	84,311	0	205,000	107,129

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0680. Depreciation	70,000	70,000	0	0	70,000	70,000
07720. Swimming Pool(s) Capital Works	**7,250,000**	**7,759,023**	**294,182**	**100,000**	**7,859,023**	**7,564,841**
0730. Building Capital Works	0	132,843	34,590	0	132,843	98,253
0791. Fixed Plant & Equipment Capital Works	7,250,000	7,626,180	259,592	100,000	7,726,180	7,466,588
Fire Prevention and Emergency Services	**599,200**	**931,687**	**225,000**	**(50,000)**	**881,687**	**651,738**
04070. Fire Control Expenses	**578,000**	**605,103**	**216,339**	**(50,000)**	**555,103**	**333,882**
0350. Office Administration Expenditure	16,500	16,500	9,502	0	16,500	3,607
0400. Volunteer Support	5,000	5,000	636	0	5,000	4,364
0405. Grants / Donations Paid	283,000	283,000	134,776	0	283,000	148,224
0415. Utilities	7,000	7,000	1,241	0	7,000	5,759
0425. Cleaning Costs	500	500	0	0	500	500
0510. Grounds Maintenance	50,000	91,000	25,311	(50,000)	41,000	15,689
0530. Building Maintenance	11,000	11,000	5,678	0	11,000	4,820
0591. Fixed Plant & Equipment Maintenance	80,000	66,103	39,194	0	66,103	25,919
0680. Depreciation	125,000	125,000	0	0	125,000	125,000
04080. State Emergency Service Expenses	**21,200**	**21,200**	**8,661**	**0**	**21,200**	**12,472**
0350. Office Administration Expenditure	7,200	7,200	3,263	0	7,200	3,870
0375. Office Equipment & Furniture	0	0	336	0	0	(336)
0405. Grants / Donations Paid	14,000	14,000	5,062	0	14,000	8,938
08070. Fire Control Capital Expenditure	**0**	**305,384**	**0**	**0**	**305,384**	**305,384**
0705. Plant Purchases	0	305,384	0	0	305,384	305,384
Development and Environmental Services	**1,909,015**	**2,582,068**	**694,457**	**66,732**	**2,648,800**	**1,849,450**
Buildings and Property	**1,336,650**	**1,909,679**	**359,908**	**(1,516)**	**1,908,163**	**1,523,846**
03490. Buildings Maintenance & Operations	**931,650**	**928,303**	**240,678**	**0**	**928,303**	**665,028**
0410. Insurance	50,000	46,653	46,652	0	46,653	1
0415. Utilities	94,000	94,000	66,859	0	94,000	25,973
0425. Cleaning Costs	46,000	46,000	22,650	0	46,000	19,575
0510. Grounds Maintenance	39,000	39,000	13,399	0	39,000	22,272
0530. Building Maintenance	212,650	212,650	91,118	0	212,650	115,262
0591. Fixed Plant & Equipment Maintenance	0	0	0	0	0	(8,055)
0680. Depreciation	490,000	490,000	0	0	490,000	490,000
07490. Buildings Capital Works	**405,000**	**981,376**	**119,230**	**(1,516)**	**979,860**	**858,818**
0700. Other Capital Works (new/improved asset)	0	0	849	0	0	(849)
0730. Building Capital Works	405,000	981,376	118,381	(1,516)	979,860	859,667
Planning	**303,065**	**373,685**	**156,017**	**18,248**	**391,933**	**183,448**
04010. Town Planning Office	**303,065**	**373,685**	**156,017**	**18,248**	**391,933**	**183,448**
0300. Employee Costs	265,000	265,000	131,137	0	265,000	102,535
0310. Staff Training	20,065	25,065	23,617	18,248	43,313	795
0350. Office Administration Expenditure	1,000	1,000	162	0	1,000	838
0360. Professional Services	0	65,620	1,100	0	65,620	62,280
0365. Legal & Debt Recovery Costs	2,000	2,000	0	0	2,000	2,000
0970. Plant Hire (Internal)	15,000	15,000	0	0	15,000	15,000
Building	**131,800**	**161,204**	**83,219**	**0**	**161,204**	**67,850**
03740. Halls & Community Centres	**64,800**	**64,204**	**38,413**	**0**	**64,204**	**23,944**
0410. Insurance	18,000	17,404	17,403	0	17,404	1
0415. Utilities	16,800	16,800	9,855	0	16,800	6,945
0425. Cleaning Costs	10,000	10,000	3,687	0	10,000	5,698
0510. Grounds Maintenance	8,000	8,000	1,066	0	8,000	6,934
0530. Building Maintenance	12,000	12,000	6,401	0	12,000	4,366
04020. Building Control Office	**67,000**	**97,000**	**44,806**	**0**	**97,000**	**43,906**
0300. Employee Costs	59,000	89,000	43,190	0	89,000	40,671

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
0399. Agency Fees	8,000	8,000	1,450	0	8,000	3,591
0970. Plant Hire (Internal)	0	0	166	0	0	(356)
Regulatory Services	**127,500**	**127,500**	**94,107**	**50,000**	**177,500**	**67,222**
04030. Parking & Other Ranger Services	**126,500**	**126,500**	**93,377**	**50,000**	**176,500**	**66,952**
0300. Employee Costs	101,000	101,000	68,969	50,000	151,000	69,564
0310. Staff Training	2,500	2,500	2,611	0	2,500	(111)
0350. Office Administration Expenditure	3,000	3,000	2,746	0	3,000	(205)
0351. Animal Control	10,000	10,000	2,360	0	10,000	7,113
0970. Plant Hire (Internal)	10,000	10,000	16,691	0	10,000	(9,409)
04050. Other Law & Order Expenditure	**1,000**	**1,000**	**730**	**0**	**1,000**	**270**
0352. Abandoned Vehicles	1,000	1,000	730	0	1,000	270
Public Health	**10,000**	**10,000**	**1,207**	**0**	**10,000**	**7,084**
04100. Health Administration & Inspection	**10,000**	**10,000**	**1,207**	**0**	**10,000**	**7,084**
0300. Employee Costs	10,000	10,000	798	0	10,000	7,638
0350. Office Administration Expenditure	0	0	305	0	0	(305)
0970. Plant Hire (Internal)	0	0	105	0	0	(249)
Grand Total	**2,986,998**	**9,081,628**	**(1,372,187)**	**(69,349)**	**9,012,279**	**11,487,549**
Add back Non Cash Depreciation	**3,433,000**				**3,433,000**	
Result before capital Movements	**446,002**				**-5,579,279**	
Capital Movements						
Reserves Transfers to						
Levee Bank	100000				100000	
Aerodrome	20000				20000	
Long Paddock					9260	
Total Transfers To	**120000**				**129260**	
Reserves Transfer from						
Carry Over Works	80000				321008	
Financial Asssitance Grant					3882077	
Capital Works (Pool)					100000	
Total Transfers From	**80000**				**4303085**	
Add back reduction in restricted non-creditor grants						
Drought resilience - grant					99975	
RLRRP - carry forward					166995	
RERRF - Heavy Patching					716005	
OLG					529054	
Total change in Non creditor Grants					**1512029**	
Estimated Working Capital Result (unrestricted cash)	**406,002**				**106,575**	

Hay Shire Council
Sewer Fund
QBR December 2024

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
Income	**(1,196,800)**	**(1,206,800)**	**(1,158,086)**	**0**	**(1,206,800)**	**(45,623)**
Engineering	**(1,196,800)**	**(1,206,800)**	**(1,158,086)**	**0**	**(1,206,800)**	**(45,623)**
Sewer	**(1,196,800)**	**(1,206,800)**	**(1,158,086)**	**0**	**(1,206,800)**	**(45,623)**
31000. Sewerage Services Revenue Fund 3	**(1,196,800)**	**(1,206,800)**	**(1,158,086)**	**0**	**(1,206,800)**	**(45,623)**
0100. Rates & Charges	(1,077,400)	(1,077,400)	(1,070,613)	0	(1,077,400)	(4,813)
0110. User Fees & Charges	(40,000)	(40,000)	(33,875)	0	(40,000)	(4,411)
0115. Grants & Subsidies Recurrent	(11,900)	(11,900)	(11,333)	0	(11,900)	(567)
0120. Interest & Investment Income	(67,500)	(77,500)	(41,668)	0	(77,500)	(35,832)
0130. Other Income	0	0	(596)	0	0	0
Expenditure	**1,729,576**	**1,982,701**	**574,253**	**20,000**	**2,002,701**	**1,412,214**
Engineering	**1,729,576**	**1,982,701**	**574,253**	**20,000**	**2,002,701**	**1,412,214**
Sewer	**1,729,576**	**1,982,701**	**574,253**	**20,000**	**2,002,701**	**1,412,214**
33000. Sewerage Services Operations Fund 3	**888,576**	**1,141,701**	**412,055**	**290,500**	**1,432,201**	**1,010,746**
0310. Staff Training	3,000	3,000	2,627	0	3,000	373
0360. Professional Services	0	253,125	153,096	290,500	543,625	383,962
0370. Subscriptions and Memberships	800	800	727	0	800	73
0415. Utilities	59,000	59,000	26,717	0	59,000	29,450
0680. Depreciation	368,000	368,000	0	0	368,000	368,000
0945. Loan Repayments	147,776	147,776	73,888	0	147,776	73,888
0980. Overheads / Internal Recharges	310,000	310,000	155,000	0	310,000	155,000
33100. Sewerage Services Asset Maintenance Fun	**245,500**	**245,500**	**162,197**	**20,000**	**265,500**	**96,468**
0590. Pump Station Maintenance	65,500	65,500	29,023	0	65,500	33,777
0591. Fixed Plant & Equipment Maintenance	115,000	115,000	73,063	0	115,000	38,958
0601. Sewer Mains Maintenance	65,000	65,000	60,111	20,000	85,000	23,733
37000. Sewerage Services Infrastructure Capital W	**595,500**	**595,500**	**0**	**(290,500)**	**305,000**	**305,000**
0790. Pump Station Capital Works	15,000	15,000	0	0	15,000	15,000
0791. Fixed Plant & Equipment Capital Works	290,500	290,500	0	(290,500)	0	0
0801. Sewer Mains Capital Works	290,000	290,000	0	0	290,000	290,000
Grand Total	**532,776**	**775,901**	**(583,833)**	**20,000**	**795,901**	**1,366,591**
Depreciation	368,000				368,000	
Transfer from Reserve					253125	
Working Capital Result	**(164,776)**				**(174,776)**	

Hay Shire Council
Water Fund
QBR December 24

Budget Item	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review December Changes	Quarterly Budget Review December	Remaining Budget
Income	**(1,424,750)**	**(1,576,370)**	**(613,327)**	**0**	**(1,576,370)**	**(948,949)**
Engineering	**(1,424,750)**	**(1,576,370)**	**(613,327)**	**0**	**(1,576,370)**	**(948,949)**
Water	**(1,424,750)**	**(1,576,370)**	**(613,327)**	**0**	**(1,576,370)**	**(948,949)**
21000. Water Revenue Fund 2	**(1,424,750)**	**(1,576,370)**	**(613,327)**	**0**	**(1,576,370)**	**(948,949)**
0100. Rates & Charges	(800,000)	(800,000)	(327,696)	0	(800,000)	(472,302)
0110. User Fees & Charges	(480,000)	(480,000)	(105,831)	0	(480,000)	(363,154)
0115. Grants & Subsidies Recurrent	(110,000)	(220,620)	(122,427)	0	(220,620)	(98,193)
0120. Interest & Investment Income	(33,750)	(38,750)	(20,310)	0	(38,750)	(18,440)
0130. Other Income	(1,000)	(37,000)	(37,063)	0	(37,000)	3,140
Expenditure	**1,818,000**	**2,167,493**	**728,231**	**60,000**	**2,227,493**	**1,419,663**
Engineering	**1,818,000**	**2,167,493**	**728,231**	**60,000**	**2,227,493**	**1,419,663**
Water	**1,818,000**	**2,167,493**	**728,231**	**60,000**	**2,227,493**	**1,419,663**
23000. Water Infrastructure Operations Fund 2	**886,000**	**1,004,076**	**385,166**	**124,500**	**1,128,576**	**728,603**
0310. Staff Training	15,000	15,000	3,613	0	15,000	10,520
0350. Office Administration Expenditure	0	0	18	0	0	(18)
0360. Professional Services	0	118,076	154,996	124,500	242,576	81,014
0370. Subscriptions and Memberships	1,000	1,000	713	0	1,000	287
0415. Utilities	142,000	142,000	42,328	0	142,000	92,300
0680. Depreciation	361,000	361,000	0	0	361,000	361,000
0980. Overheads / Internal Recharges	367,000	367,000	183,500	0	367,000	183,500
23100. Water Infrastructure Asset Maintenance Fur	**417,500**	**417,500**	**228,738**	**60,000**	**477,500**	**185,299**
0581. Water Mains Maintenance	95,000	95,000	45,003	20,000	115,000	45,830
0582. Water Meter Maintenance	37,000	37,000	9,001	0	37,000	22,741
0583. Filtration Plant Maintenance	179,000	179,000	115,671	20,000	199,000	57,339
0584. Reservoir Maintenance	27,500	27,500	22,147	20,000	47,500	21,234
0590. Pump Station Maintenance	79,000	79,000	36,916	0	79,000	38,155
27000. Water Infrastructure Capital Works Fund 2	**514,500**	**745,917**	**114,327**	**(124,500)**	**621,417**	**505,761**
0781. Water Mains Capital Works	200,000	131,145	28,006	0	131,145	102,745
0783. Filtration Plant Capital Works	209,500	339,772	24,961	(124,500)	215,272	190,311
0790. Pump Station Capital Works	105,000	105,000	8,982	0	105,000	95,083
0791. Fixed Plant & Equipment Capital Works	0	170,000	52,378	0	170,000	117,622
Grand Total	**393,250**	**591,123**	**114,904**	**60,000**	**651,123**	**470,714**
Depreciation	361,000				361,000	
Transfer from reserve - (carry over)					88067	
Add back reduction in restricted non-creditor grants					170000	
Working Capital Result	**(32,250)**				**(32,056)**	

C14 – Circulars and other Government Correspondence

REPORTING OFFICER	General Manager
ATTACHMENTS	*(i) OLG Circular 24-23 –17th December 2024 – Consultation on reforms to council meeting practices https://www.olg.nsw.gov.au/wp-content/uploads/2024/12/Consultation-draft-of-the-new-Model-Code-of-Meeting-Practice-for-Local-Councils-in-NSW.pdf* *(ii) OLG Circular 25-01 – 24 January 2025 – Cyber security guidelines for councils* *(iii) OLG – IP&R Peer review Program – Hay Shire Council – January 2025* *(iv) Standing Committee on Regional Development, Infrastructure and Transport's interim report for the inquiry into local government sustainability, dated 14th February 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 24-23 –17th December 2024 – Consultation on reforms to council meeting practices

The OLG has released a draft updated version of the Model Code of Meeting Practice for Local Councils in NSW (refer to attached link to full Model Code). The Minister has made a significant number of suggested changes to ensure councillors are visibly in control of their councils and that they undertake their full duties as required.

Of note is:

- New clauses around that if a full council is not present at a meeting, then Council is unable to deal with items in which it is been given notice (i.e. the Business Paper); and
- Virtual attendance can only be by resolution of Council and only if the councillor is unwell or caring for someone who is unwell.

Of particular interest is if a council cannot deal with its business, then it could trigger action under the Local Government Act 1993, Section 257:

257 Declaration of council as non-functioning

(1) An administrator may be appointed for an area by the Governor without the necessity for a public inquiry if the Governor declares the council to be non-functioning because—

(a) the requirements of this Act as to the making and levying of an ordinary rate have not been followed, or

(b) the council has not exercised its functions for 6 months or more, or

(c) there are not enough councillors for there to be a quorum at council meetings.

(2) The Governor may, as an alternative to the appointment of an administrator on the ground referred to in subsection (1)(c), appoint (or authorise a special election to elect) councillors to fill all the vacancies on the council or such number of those vacancies as will provide a quorum at meetings.

Staff have prepared a draft submission in consultation with the Mayor, and have made comments on the proposed changes that may impact Hay Shire Council as follows:

- Clause 3.10 – Notice of Motion: The removal of the requirement of the General Manager to make comment on a Notice of Motion could result in Council making decisions without all the information, particularly around legal, strategic, financial or policy implications. This is considered dangerous at best.

- Clause 3.27 – We are unclear the intent of this clause nor how it would be applied, and we seek clarification.

- Clause 5.44 – Attendance by Other Staff: The amendment of this clause to allow Council to determine which other staff is to attend a Council meeting is in breach of the Local Government Act (1993). Council is unable to direct staff.

- Clause 7.1 – Council supports the requirement to stand, where possible, when addressing Council. The stipulation to stand when the mayor enters the room is unnecessary and may cause division in Council. The mayor is among equals and any, in what could be considered special treatment, may result in resentment from other Councillors.

- Clause 9.10 – Mayoral Minutes: The removal of the requirement to defer any mayoral minute decision if it requires expenditure of funds, again, could be problematic and have unintended consequences.

- Clause 9.5 – Again, we are unclear the intent of this clause nor how it would be applied, and we seek clarification.

- Clause 10.7 – Foreshadowed Motions: The removal of the ability for a Councillor to propose a foreshadowed motion may stifle debate on a motion.

- Clause 13.7 – it is unclear why reference to the Council's Code of Conduct would be removed from this clause.

- Clause 20.8 – Again, it is unclear why this clause has been removed. Councillors should be held accountable to attend committee meetings of which they are the official Council delegate.

In general, staff are supportive of change that improves the integrity and trust in local government as well as of changes that promotes debate and informed decision making by Council.

It is recommended that a submission is made on the draft Model Code.

(ii) OLG Circular 25-01 – 24 January 2025 – Cyber security guidelines for councils

The OLG has released updated guidelines on cyber security for councils. This is an ever-moving target and one the external auditors seem to have a focus. It is unclear as to what the new guidelines mean for Council.

(iii) *OLG – IP&R Peer review Program – Hay Shire Council – January 2025*

OLG has released a peer review into Council's IP&R documentation. We scored comparably with like rural councils. Staff have commenced, with the new IP&R documents, implementing improvements where possible.

(iv) Standing Committee on Regional Development, Infrastructure and Transport's interim report for the inquiry into local government sustainability

The Federal Government House of Representatives Standing Committee on Regional Development, Infrastructure and Transport has released its interim report for the inquiry into local government sustainability. The vast majority of local governments that made submissions to this inquiry and participated in public hearings spoke about how their role has evolved significantly from administering roads, rates and rubbish to navigating complex regulatory environments, managing limited financial resources, and addressing diverse and sometimes competing community needs and expectations. The interim report makes no formal policy recommendations to government but highlights these emerging themes.

Chair of the Committee, Mr Luke Gosling OAM, MP, said 'local governments around Australia are increasingly being called upon to provide healthcare services and housing, manage ageing infrastructure and assets, and respond to current and future climate adaptation needs. These additional responsibilities are placing a significant financial strain on local governments who are struggling to meet community expectations.'

'The Committee is thoroughly reviewing the substantial evidence it has received to date and carefully considering the numerous and varied recommendations put forward in the submissions aimed at improving the sustainability of local governments. The Committee is looking forward to announcing its final recommendations in due course,' Mr Gosling said.

One clear message in the interim report is the need for the redistribution of FAGs, which Council has been advocating for some time. We watch with interest on the recommendations in the final report.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**D Governance and Organisational Performance** *D1 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. D1.4 Council decision making is based on a sound appreciation of community issues and needs, supporting by reliable information and asset management systems. D1.5 Council will lead by example. D1.6 Council will seek to continuously improve D1.7 Obtain a sustainable funding model D1.8 Develop and encourage internal capabilities *D2 Our Community is connected and informed* D2.1 Enable all residents and groups to participate in local decision making

	D2.2 Effectively communicate the range, availability and operation of services and facilities
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
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Nil
RISK IMPLICATION	Minimal

RECOMMENDATION

That Council:

(a) Notes the information provided in the report; and
(b) Makes a submission on the reforms to draft Model Code of Meeting Practice for Local Councils in NSW.

Department of Planning, Housing and Infrastructure
Office of Local Government

Circular to Councils

Subject/title	Consultation on reforms to council meeting practices
Circular Details	Circular No 24-23 / Date 17 December 2024 / A939075
Previous Circular	*Council Circular 24-17 Councillor conduct and meeting practices – a discussion paper*
Who should read this	Councillors / General Managers / Council Governance staff
Contact	Council Governance / 02 4428 4100 / olg@olg.gov.nsw.au
Action required	Response to OLG

What's new or changing?

- The Office of Local Government (OLG) is inviting feedback from the local government sector and others on proposed amendments to the Model Code of Meeting Practice for Local Councils in NSW (Model Meeting Code).
- A discussion paper on the proposed amendments and a consultation draft of the new Model Meeting Code and accompanying paper has been published on OLG's website at www.olg.nsw.gov.au. The proposed amendments to the Model Meeting Code are indicated in track changes.

What will this mean for council?

- Submissions may be made in writing by email at olg@olg.nsw.gov.au or by completing the online submission form. Submissions may also be made by post addressed to: Locked Bag 3015, NOWRA NSW 2541
- Submissions should be labelled "Model Meeting Code amendments" and marked to the attention of OLG's Council Governance Team.
- The closing date for submissions is **COB Friday, 28 February 2025.**

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

Key points

- The amendments are part of the NSW Government's agenda to ensure that councillors are visibly in control of their councils, demonstrating to the community that decision making is genuinely local.
- The reform of the code and procedures governing how councillors gather, debate and make decisions, was flagged by the Minister for Local Government as part of the discussion paper issued in September 2024, "Councillor conduct and meeting practice: a new framework".
- The proposed amendments to the Model Meeting Code are the first tranche of reforms to the regulation of meetings. The second tranche will be legislated in 2025 as part of the measures implemented to reform the regulation of councillor conduct and will have a particular focus on behaviour at meetings.
- The feedback OLG receives will be used to inform the amendments that are ultimately made to the Model Meeting Code.
- It is anticipated that the new Model Meeting Code will be prescribed in early 2025.

Where to go for further information

- The discussion paper and consultation draft of the Model Meeting Code and accompanying paper have been published on OLG's website at www.olg.nsw.gov.au.
- For more information, contact OLG's Council Governance Team by email at olg@olg.nsw.gov.au or by telephone at 02 4428 4100.

Brett Whitworth
Deputy Secretary
Office of Local Government

Department of Planning, Housing and Infrastructure
Office of Local Government

Circular to Councils

Subject	Cyber Security Guidelines for Councils
Circular Details	Circular No 25-01 / 24 January 2025 / Doc ID A941198
Previous Circular	22-39 - Release of Cyber Security Guidelines for NSW Local Government
Who should read this	Councillors / General Managers / All council staff
Contact	Cyber Security NSW / community@cyber.nsw.gov.au
Action required	Information / Council to Implement

What's new or changing?

- The updated Cyber Security Guidelines – Local Government (the Guidelines) allow councils to assess their cyber security maturity and plan their maturity uplift.
- The Guidelines outline cyber security standards and controls recommended by Cyber Security NSW for NSW local government.

What will this mean for council?

- Councils can adopt the Guidelines or use them to form the basis of an internally developed cyber security policy.
- Adherence to the Guidelines is strongly recommended.

Key points

- Councils are increasingly dependent on digital technologies and are a target for state-based, criminal and activist threat actors.
- A cyber-attack or incident has a risk of major disruption to services and operations, with genuine risk to critical infrastructure and services.
- Strong cyber security enables the effective use of emerging technologies and ensures confidence in the services provided by NSW local governments.

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

- The Guidelines should form the basis of an internally developed cyber security policy for individual councils.
- Cyber Security NSW does not offer funding assistance for the implementation of the Guidelines or other cyber security maturity uplift.

Where to go for further information

- The Guidelines and relevant templates for council use are hosted on the Councils and Cyber Security NSW Microsoft Teams forum. To join the forum, contact community@cyber.nsw.gov.au.
- Cyber Security NSW offers various services to assist councils in boosting their cyber security capability. Contact info@cyber.nsw.gov.au for more information.
- For questions about the Guidelines, contact the Policy Development and Coordination Team at policy@cyber.nsw.gov.au.
- The Guidelines are available on the Office of Local Government website here.



Brett Whitworth
Deputy Secretary
Office of Local Government

Office of Local Government
olg.nsw.gov.au

Integrated Planning and Reporting Peer Review Program

Hay Shire Council

As part of the IP&R Peer Review Program, the following documents underwent a peer review:

01 Community Strategic Plan
02 Delivery Program
03 Operational Plan
04 Annual Report
05 End of Term Report

The information presented in this report details the outcomes of the peer review conducted for your council. For each document reviewed, a completed checklist is included, accompanied by written feedback that emphasises both the strengths identified and areas that may benefit from improvement.

By sharing these findings, we aim to enhance future iterations of your IP&R documentation and inform upcoming versions of guidance provided by Office of Local Government.

The information presented in this report is based on the peer reviews conducted as part of the Program. Participants undertaking the peer reviews had varying levels of understanding and experience with the IP&R Framework.

While every effort has been made to ensure the reliability and relevance of the content, the findings and conclusions reflect the perspectives of the participants and do not represent the views of the Office of Local Government.

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Community Strategic Plan

FEEDBACK

- The Community Strategic Plan is concise and easy to read.
- A community vision statement, community outcomes and objectives have been included.
- Reference was made to the community engagement undertaken to inform the development of the Plan and should be further enhanced by demonstrating how the engagement outcomes informed the Plan.
- Measures to assess and monitor progress have been included. These should be further enhanced by identifying data sources and targets for each performance measure.
- Council may wish to consider using colour to identify each of the Key Areas and improve connection to the Delivery Program and Operational Plan.

Hay Shire Council - Community Strategic Plan 2022-2032	Yes	No	Unclear
GOOD			
Is it a minimum 10-year timeframe?	✓		
Is it clearly a community plan?	✓		
Are the community priorities and aspirations identified?	✓		
Does it answer the 4 key questions? • Where are we now? • Where do we want to be in 10 years' time? • How will we get there? • How will we know when we have arrived?		✓ ✓ ✓ ✓	
Does it include a community vision statement, strategic objectives and strategies to achieve those objectives?	✓		
Is it clear how the outcomes of the community engagement process have informed the development of the CSP?	✓		
Is it informed by information that identifies key issues and challenges for the local government area, or surrounding region?			✓
Does it consider state and regional plans and priorities?	✓		
Does it reflect the social justice principles of access, equity, participation and rights?	✓		
Does it address the quadruple bottom line (QBL) social, environmental, economic and civic leadership issues in an integrated manner?			✓
Does it consider the levels of service that the community has indicated it expects?		✓	
Does it explain who is responsible for delivering each strategy?		✓	
Is it clear how the strategic directions of the CSP will flow through to the delivery program?	✓		
Has it identified assessment methods to monitor progress in achieving the objectives?		✓	

Community Strategic Plan

Hay Shire Council - Community Strategic Plan 2022-2032	Yes	No	Unclear
BETTER			
Is it easy for the community to navigate, with plain language, use of graphics, colour coding or other visual devices?			✓
Does it identify high-level objectives and strategies, rather than relying on operational detail?	✓		
Does it integrate most of its activities and services with the community's aspirations?	✓		
Does it reflect the community engagement undertaken to inform it (e.g. with quotes or pictures submitted by community members for veracity)?		✓	
Is it informed by engagement with more than 10% of the community and using a variety of tools and methods?			✓
Is it clear how council will work with partners, stakeholders and/or agencies to help deliver CSP objectives?		✓	
Does the CSP demonstrate that these groups have been engaged in developing the CSP?		✓	
Does it consider a wide range of relevant state and regional plans, for example: Joint Organisation Statement of Strategic Priorities, Local Strategic Planning Statement?			✓
BEST			
Does it integrate all activities and services with community aspirations?			✓
Does it effectively achieve community objectives?			✓

Delivery Program

FEEDBACK

- The Delivery Program is clearly linked to the Community Strategic Plan through the alignment of the strategic objectives and strategies and the consistent use of numbering.
- It is clear from the Program what Council has committed to delivering during its term which should be strengthened with the inclusion of the 4-year financial estimates for Council's budget position.
- High level responsibility for each activity is appropriately identified.
- Methods to assess and monitor progress with targets and data sources should be included.

Hay Shire Council - Delivery Program 2022-2026 and Operational Plan 2023-2024	Yes	No	Unclear
GOOD			
Does it cover a four-year timeframe?	✓		
Does it exhibit a clear link between the CSP, DP and OP?	✓		
Are the strategies identified in the CSP carried through to the activities of the DP?	✓		
Is it clear from the DP what council has committed to delivering during its term?	✓		
Does it identify the full range of council's activities including the 'business as usual' activities and work towards the achievement of the CSP objectives?		✓	
Does it cover the areas of service that council will review and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures?		✓	
Has high-level responsibility been assigned to each activity?	✓		
Are there assessment methods to determine effectiveness of each principal activity clearly detailed?		✓	
Does it address ongoing improvements to the efficiency, productivity, financial management and governance of the council?	✓		
Does it include the financial estimates for council's budget position for the 4-year period?		✓	

Delivery Program

Hay Shire Council - Delivery Program 2022-2026 and Operational Plan 2023-2024	Yes	No	Unclear
BETTER			
Does it consider and integrate relevant elements of the Resourcing Strategies: Long-Term Financial Plan, Workforce Management Strategy and Asset Management Plan?		✓	
Does it list all capital expenditure projects and considers all ongoing maintenance costs?		✓	
Does it allocate responsibilities for completing various projects, activities or actions appropriately?			✓
Have risks been identified and managed?		✓	
Are there clear measurable performance indicators and assessment methods to enable council and the community to monitor progress?		✓	
Is there a clear timeframe included for the achievement of each activity?		✓	
BEST			
Does it fully identify all of council's activities and demonstrates how each will deliver CSP objectives?		✓	
Does it consider other plans and strategies, e.g. Disability Inclusion Plan, Local Strategic Planning Statement, Community Participation Plan, Safety Plan?		✓	
Does it identify key performance indicators?		✓	
Does it detail delivery of planned projects and services for each year, aligning each action to a budget and outlining all resourcing issues?		✓	
Does it outline timeframes for each action?		✓	

Operational Plan

FEEDBACK

- The Operational Plan is clearly linked to the Community Strategic Plan and Delivery Program through alignment with the strategic objectives and strategies and consistent use of numbering.
- The Program is a good description of the services, programs and projects to be delivered by Council for the year.
- The Plan should be strengthened by including the required financial information, appropriate responsibilities and measures of efficiency and effectiveness.
- Stronger links between the Plan's actions and the budget should be incorporated.

Hay Shire Council - Delivery Program 2022-2026 and Operational Plan 2023-2024	Yes	No	Unclear
GOOD			
Is it clear what the OP is going to deliver during the year?	✓		
Is it easy to see how it relates to CSP and DP?	✓		
Does it include all activities and actions to be undertaken by the council during that year?	✓		
Are responsibilities allocated for each project, program or action?	✓		
Does it identify what service reviews are to be undertaken?		✓	
Are measures of effectiveness and efficiency identified, and targets set?		✓	
Is there a detailed budget for each action?		✓	
Does it include a Statement of Revenue Policy?	✓		
BETTER			
Does it identify and reflect relevant actions from other documents?	✓		
Has it been developed with input from other organisations and agencies?			✓
Does it include annual capital expenditure and maintenance costs for projects?		✓	
BEST			
Does it demonstrate clear integration between the CSP, DP and OP?	✓		
Does it accurately reflect all activities to be undertaken by the council in that year?			✓
Does it identify key performance indicators?		✓	
Does it outline resourcing requirements (i.e. people, money and asset) for each action and reflects the Resourcing Strategy?		✓	
Does it link responsibilities to staff performance review system?		✓	
Does it consider any proposed land acquisition expenditures?		✓	

Annual Report

FEEDBACK

- The Annual Report is aligned with the outcomes of the Community Strategic Plan, is well presented and easy to read.
- The inclusion of a table of contents, a financial summary and capital works summary would further strengthen the Report and make it easier for the community to navigate and understand.

Hay Shire Council - Annual Report 2022-2023	Yes	No	Unclear
GOOD			
Has it been prepared with the community as its primary audience?		✓	
Does it reference achievements in implementing its DP through that year's OP?			✓
Does it measure the effectiveness of the principal activities undertaken to achieve the objectives in that year?		✓	
Does it contain council's audited financial statements and notes and other information or material required by the Regulation or the Guidelines?	✓		
Does it include information about how the council has progressed on the delivery of the service reviews it has committed to undertake in that year, the results of those reviews and any changes made to levels of service in the areas under review?		✓	
BETTER			
Does it align reporting to the CSP and DP?	✓		
Does it answer these questions: - Did the council do what it said it would do? - If yes, how much did it do and how well did it do it? - If not, why not? Will it happen at a later date, or not at all?	✓	 ✓ ✓	
BEST			
Does it provide a comprehensive summary of activities and progress against CSP and DP?		✓	
Does it include a summary of the Annual Report for the community?		✓	

End of Term Report

FEEDBACK

- The End of Term Report is clearly linked to the Hay Shire Council Community Strategic Plan 2017-2027 through the consistent use of the key areas, colour and numbering.
- The Report provides an overview of the progress made in implementing the previous Community Strategic Plan. It should be strengthened by expanding the performance measure reporting using data, targets and trends through graphs or other visual devices.
- The Report provides the incoming Council with valuable information to support the development of the new Council Community Strategic Plan.

Hay Shire Council - End of Term Report 2016-2021	Yes	No	Unclear
GOOD			
Does the report cover the previous 4 years?	✓		
Is it based around the structure of the CSP?	✓		
Does it include data for the measures contained in the CSP?		✓	
Does it show the progress in clear terms?			✓
Does it show the community's progress towards (or away from) its stated goals and aspirations as identified in the CSP?	✓		
Does it provide valuable status information on key community objectives and the utility of the strategies which were identified to address them?	✓		
BETTER			
Does it include trend data for the measures contained in the CSP?		✓	
Does it identify areas in which progress may be moving away from the desired target?		✓	
Does it demonstrate if the community is better off as a result of the strategies undertaken and identify where strategies may need to be revised if community outcomes are not acceptable?		✓	
BEST			
Does it provide an analysis for the identified areas in which progress was from the desired target?		✓	
Does it reflect on what might be behind outcomes where movement is away from the target or goal?		✓	
Does it provide recommendations for considerations by the incoming council in the review and updating the CSP?		✓	

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NSW GOVERNMENT

Integrated Planning and Reporting Peer Review Program

Outcomes Report

December 2024

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.

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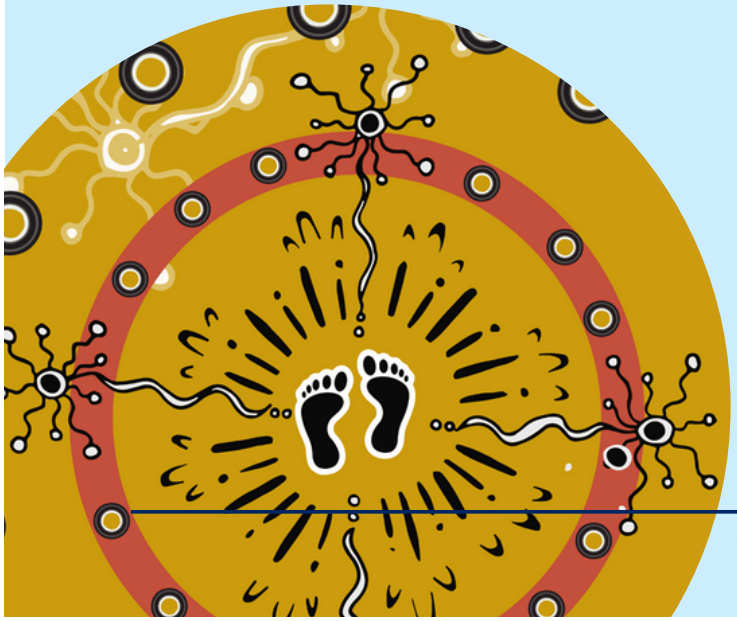
Integrated Planning and Reporting Peer Review Program - Report Back

Published: December 2024

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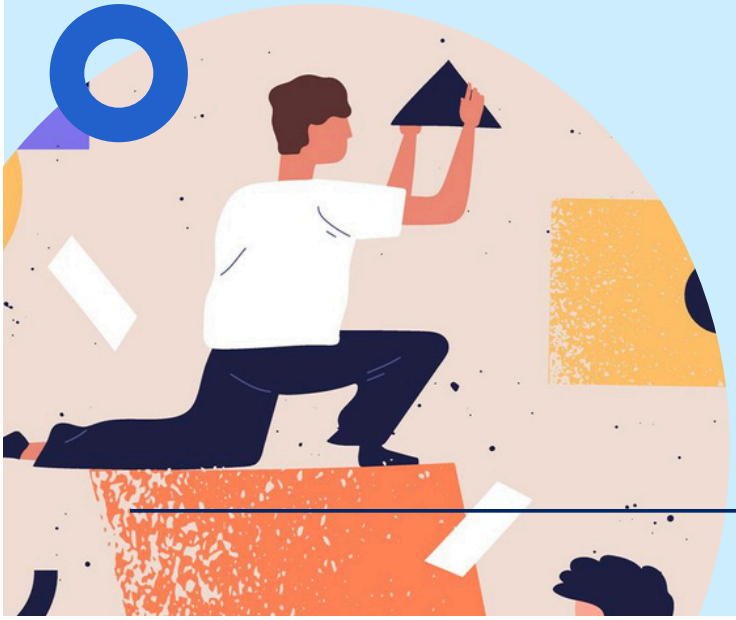
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- Operational Plan
- Annual Report
- End of Term Report

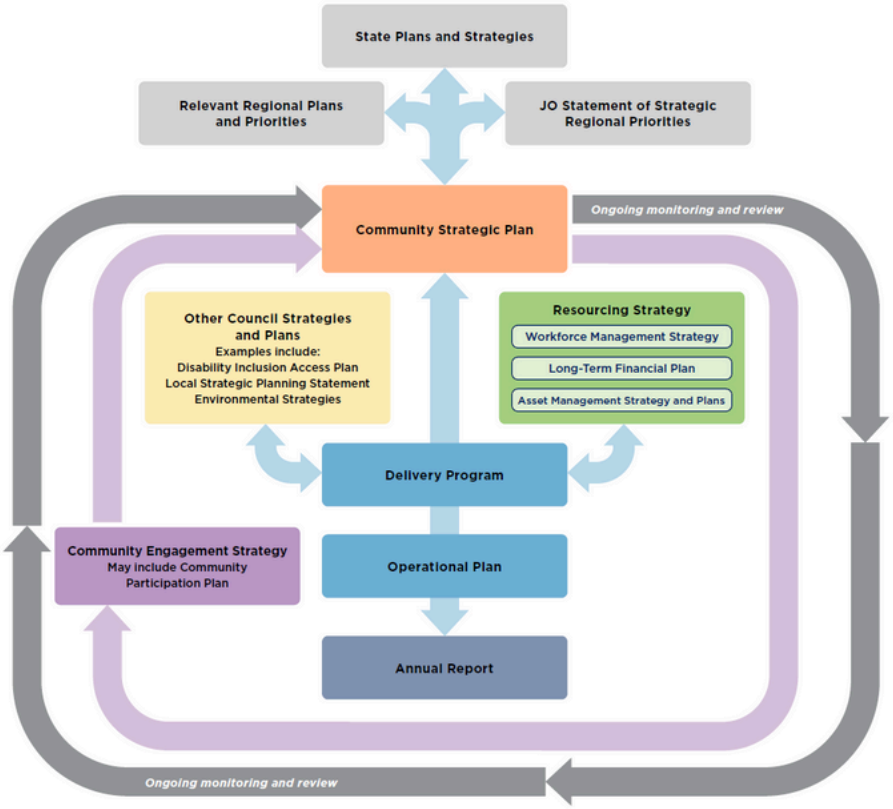


Integrated
Planning & Reporting

It is a framework centred on the premise that all council planning should be based on a sound understanding of the community's expectations around priorities.

The Integrated Planning and Reporting (IP&R) framework was introduced in 2009 and has transformed the way councils in NSW develop, document and report on plans for the future of their communities.

IP&R brings plans and strategies together in a way that supports clear vision for the future and provide an agreed roadmap for delivering community priorities and aspirations.



Overview of the Program

Designed to enhance council capacity by sharing innovative ideas and best practices in Integrated Planning and Reporting documentation for NSW councils.

The Integrated Planning and Reporting (IP&R) Peer Review Program (the Program) was designed to provide a comprehensive understanding of the IP&R Framework capability within the local government sector, providing oversight of any gaps and identifying any areas of risks for further monitoring. Ultimately, this Program offers insights into the sector's maturity in implementing the IP&R Framework through the good, better, and best model.

The program emphasised professional development, presenting a valuable opportunity for council staff to enhance their knowledge and understanding of IP&R. Additionally, it facilitated collaboration with peers from other councils to review IP&R plans.

The insights and findings gained from this initiative will contribute to future revisions of the Office of Local Government's IP&R Guidelines and Handbook.



Undertaking
Peer Reviews

Utilising joint organisations and the NSW planning boundaries, six sessions were held in regional and rural NSW, along with two metropolitan sessions.

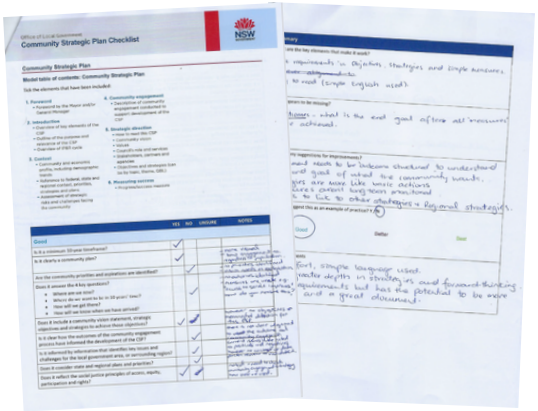
The Program commenced in November and continued into early December 2023, resumed in February 2024 and concluded in April 2024.

During each session, participants were matched according to their experience and the councils they represented. Each pair received an electronic copy of the Integrated Planning and Reporting (IP&R) suite of documents from four councils, along with checklists to document the outcomes of their review.

Participants reviewed the following IP&R documents:

01 Community Strategic Plan
02 Delivery Program
03 Operational Plan
04 Annual Report
05 End of Term Report

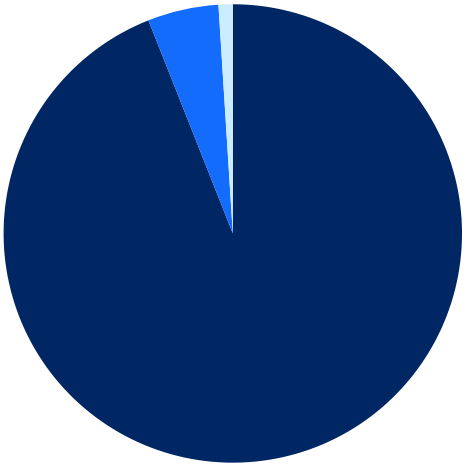
The checklists were developed using the 'good, better, and best' model outlined in the IP&R Handbook. They guided participants through the review process by prompting them to consider whether each element had been addressed. Additionally, the checklists provided an opportunity for further feedback regarding what worked well and potential areas for improvement.





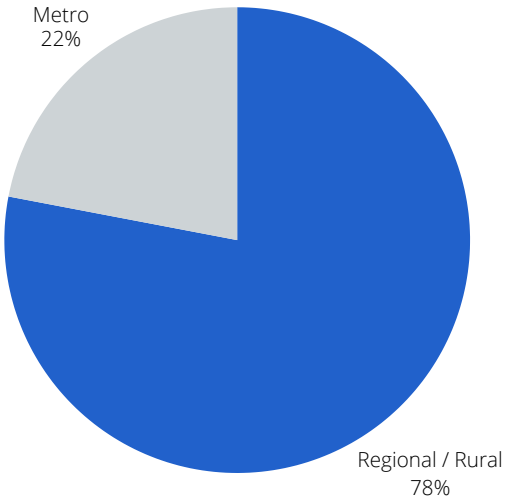
Who Participated

156	94	69%
Participants	Organisations	Council attendance



Organisations

The program successfully attracted 156 participants representing 94 organisations, including 88 councils, 5 joint organisations, and 1 county council.



Council Representation

A significant proportion of councils participated in the program, with 69% attendance overall.

This attendance was divided into 78% from regional / rural councils and 22% from metropolitan councils, reflecting the current distribution of 76% regional / rural and 24% metropolitan.

Outcomes of the Program

All 128 councils' Integrated Planning and Reporting documents were reviewed.

At the conclusion of the program, a total of 865 IP&R documents were reviewed. This figure reflects that each of the 128 councils' had their IP&R documents reviewed once, with an additional review conducted for 46 councils. Most of these reviews were focused on metropolitan councils.

The following section outlines the specific documents reviewed along with the corresponding number of reviews performed.

Community Strategic Plan	178
Delivery Program	175
Operational Plan	173
Annual Report	172
End of Term Report	167



Feedback on the Program

At the conclusion of the program, 70% of respondents rated their overall satisfaction as either 4 or 5 out of 5, with 72% expressing interest in participating in a follow-up workshop.

Participants identified the most valuable aspects of the sessions, highlighting four key themes: networking, conducting peer reviews, understanding available resources, and engaging in exercises and group discussions.

Key takeaways from the program included:

- Establishing professional connections and networking opportunities
- Identifying areas for improvement
- Gaining clarity on the attributes of 'quality'
- Recognising the importance of leadership support and buy-in
- Acknowledging the necessity for proactive communication from OLG regarding IP&R requirements
- Understanding the purpose and target audience for each document

Most participants gained valuable insights into the maturity of their own council documents, recognising their strengths — areas they are performing well — while also identifying opportunities for improvement.

IP&R practitioners consistently seek examples of best practices and frequently inquire about which councils are excelling in IP&R. A significant insight from these sessions was the understanding that no single council excels in every facet of the IP&R framework; rather, each council may possess strong components.



72%

INTERESTED IN A FOLLOW-UP WORKSHOP

Key Findings

As part of the IP&R Peer Review Program, the following documents underwent a peer review:

01 Community Strategic Plan
02 Delivery Program
03 Operational Plan
04 Annual Report
05 End of Term Report

A summary of the findings for each of the documents has been compiled, which includes:

- the total number of documents reviewed, along with a breakdown by regional/rural and metropolitan councils;
- an overview of key strengths and opportunities identified;
- the percentage of councils achieving a rating of 'good' or higher;
- results based on the ‘good, better, and best’ model, categorised by council category; and
- a summary of effective elements and potential areas for improvement.

By sharing these findings, we aim to enhance future iterations of the IP&R documentation and inform upcoming versions of guidance provided by the Office of Local Government (OLG).

The information presented in this report is based on the peer reviews conducted as part of the Program. Participants undertaking the peer reviews had varying levels of understanding and experience with the IP&R Framework.

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Key considerations when developing IP&R documents

- Use clear and simple language in all IP&R documents to engage readers.
- Maintain consistent branding and document formatting throughout all IP&R documents.
- Include the date the document is adopted/endorsed/noted (eg on the cover, inside the cover, or in the introduction).
- Introduce various visual elements to enhance the document's accessibility and clarity. This can include tables, infographics, photographs, hyperlinked tables of contents, and pages that explain how to navigate the document.
- Apply colour coding and numbering throughout the documents to improve connection, alignment, and readability.
- Include measures and indicators with targets to facilitate ongoing monitoring of progress and performance.
- Where councils choose to create their own version of the IP&R diagram, it is essential that it accurately reflects the hierarchy and the interconnected relationships amongst the documents.
- Where possible, incorporate the terminology consistent with the IP&R Guidelines, such as objectives, strategies, principal activities, plans, policies, actions, and programs.
- Maintain a strategic focus in the Community Strategic Plan; operational details should be included in the Delivery Program and Operational Plan.
- Ensure the document covers the relevant timeframe (eg Community Strategic Plan = 10+ years, Delivery Program = 4 years etc)
- Ensure that all documents are easily accessible on council's website.

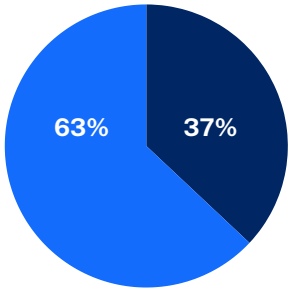
Community Strategic Plan

178

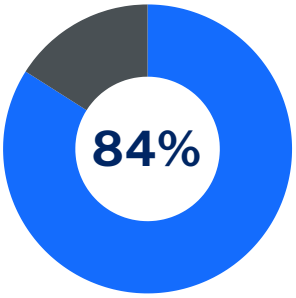
Community Strategic Plans peer reviewed

65 Metropolitan

113 Regional / Rural



Percentage of Metropolitan and Regional / Rural



Percentage of Councils meeting 'good' and above

Checklist Results:

STRENGTHS

94% had a minimum 10 year time frame

89% clearly identified a community vision statement, strategic objectives and strategies

87% were clearly community plans

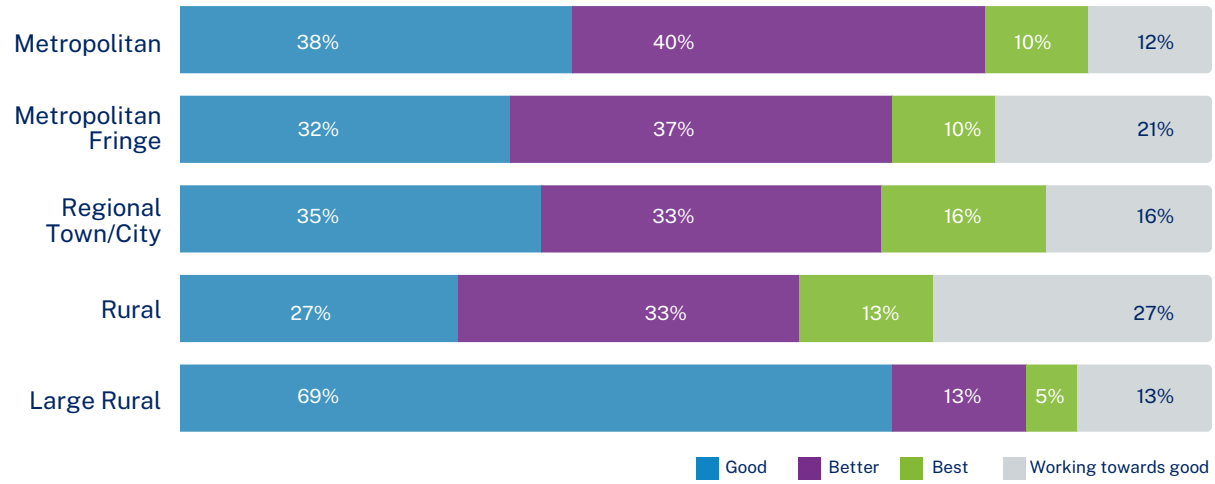
83% clearly identified the communities priorities and aspirations

OPPORTUNITIES

54% did not, or did not clearly state who was responsible for each strategy

36% did not, or did not clearly reflect the social justice principles

Results by council categories:



Community Strategic Plan

What works well

- Easy to read and understand, including using clear and simple language.
- Engaging visual elements to ensure the document is accessible.
- A structured layout that supports overall readability.
- A clear and distinct community voice is maintained throughout the plan.
- Well-defined measures and targets are outlined to gauge success.

Suggestions for improvement

- Clear responses to the 4 key questions:
  - Where are we now?
  - Where do we want to be in 10 years' time?
  - How will we get there?
  - How will we know when we have arrived?
- Clear description of how the Quadruple Bottom Line has been considered.
- Clear description of how the Social Justice Principles have been considered and addressed.
- Strong and clear community vision for the future.
- Defined responsibilities for each goal and strategy, whether assigned to the council or an external party.
- Measures that will test the effectiveness of the strategies in achieving the objectives of the Community Strategic Plan and demonstrate if the community is better off.
- Information used to inform the plan such as key challenges, risks, state and regional plans to be clearly articulated.
- Clear description of the service levels expected by the community to shape the priorities of the Community Strategic Plan and guide the development of other plans.
- Elements such as council's vision and mission statement and other corporate information detract from this being a community plan and are better suited for inclusion in the Delivery Program.
- More detailed information into how the community and stakeholders were engaged, the priorities identified, and how this input has influenced the development of the Community Strategic Plan.



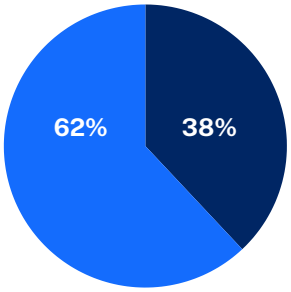
Delivery Program

175

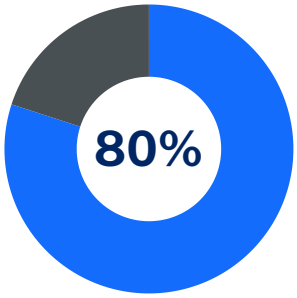
Delivery Programs peer reviewed

66 Metropolitan

109 Regional / Rural



Percentage of Metropolitan and Regional / Rural



Percentage of Councils meeting 'good' and above

Checklist Results:

STRENGTHS

89% of the strategies identified in the Community Strategic Plan carried through to the activities of the Delivery Program

86% exhibited a clear link with the Community Strategic Plan

85% were clear on what they were going to deliver

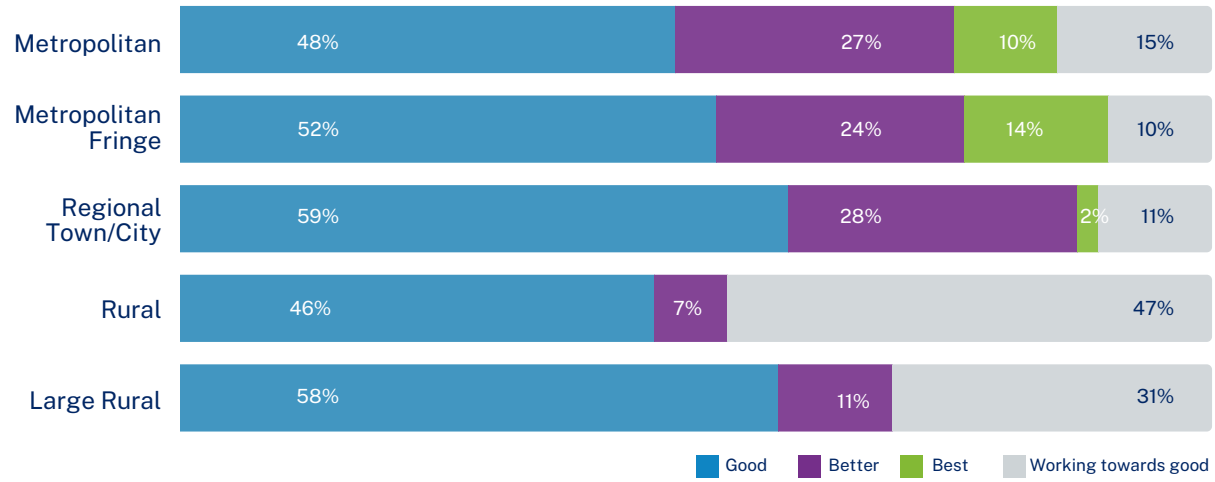
84% cover a 4 year timeframe

OPPORTUNITIES

63% did not, or did not clearly cover the areas of service that Council will review

62% were not clear on how they would address ongoing improvements to the efficiency, productivity, financial management and governance of the council

Results by council categories:



Delivery Program

What works well

- Clear alignment with the other IP&R plans including Resource Strategy and other strategic plans such as Disability Access and Inclusion Plan.
- Engaging visual elements to ensure the document is accessible.
- Well-defined methods of assessment to determine the effectiveness of each principal activity detailed in the Delivery Program.
- Clearly explained financial information presented by strategic direction or principal activity in an integrated format.
- Clear responsibility for each action.

Suggestions for improvement

- Establish measures with targets to facilitate the continuous monitoring of improvements in councils efficiency, productivity, financial management, and governance.
- Provide clear financial information including 4-year budget forecast, budget by outcome or action.
- Outline clear timelines for when actions will be undertaken or completed.
- Detail the capital works program including who is responsible.
- Explain potential risks and challenges, along with a plan to address them.



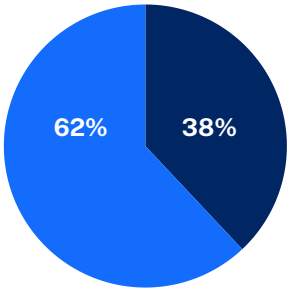
Operational Plan

173

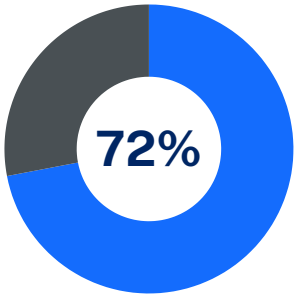
Operational Plans peer reviewed

65 Metropolitan

108 Regional / Rural



Percentage of Metropolitan and Regional / Rural



Percentage of Councils meeting 'good' and above

Checklist Results:

STRENGTHS

85% include a Statement of Revenue Policy

84% allocate responsibilities for each project, program or action

80% clearly show what is going to be delivered during the year

77% make it easy to see how it relates to the Community Strategic Plan and Delivery Program

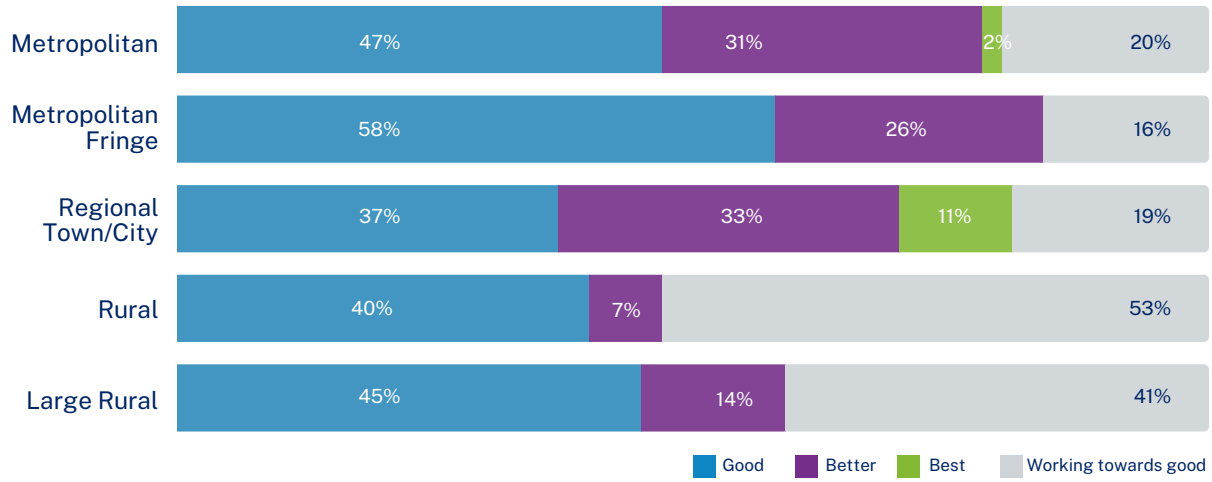
OPPORTUNITIES

71% do not, or do not clearly, include a detailed budget for each action

63% do not, or do not clearly identify what service reviews are to be undertaken

46% do not, or do not clearly show measures of effectiveness and efficiency, and targets

Results by council categories:



Operational Plan

What works well

- Engaging visual elements to ensure the document is accessible.
- Clear deliverables where the community can easily identify what will be achieved in the financial year.
- Clear measures to determine the effectiveness of the projects, programs and actions.
- Detailed information on major projects to be delivered in the financial year.

Suggestions for improvement

- Clear financial information including budget by project, program, or action.
- Establish measures with targets to facilitate the continuous monitoring of improvements in councils efficiency, productivity, financial management, and governance.
- Clear alignment with the other IP&R plans including Resource Strategy and other plans such as Disability Inclusion Action Plan.
- Clearly defined responsibilities for each action.



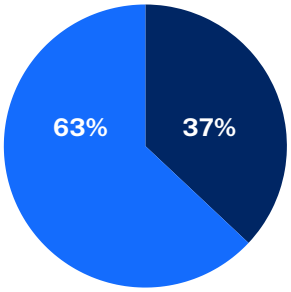
Annual Report

172

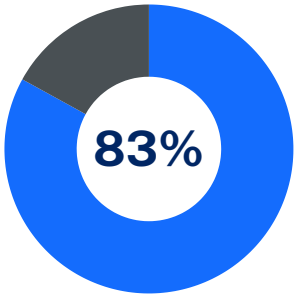
Annual Reports peer reviewed

64 Metropolitan

108 Regional / Rural



Percentage of Metropolitan and Regional / Rural



Percentage of Councils meeting 'good' and above

Checklist Results:

STRENGTHS

86% include council's audited financial statements and other statutory information

79% reference achievements in implementing its Delivery Program through that year's Operational Plan

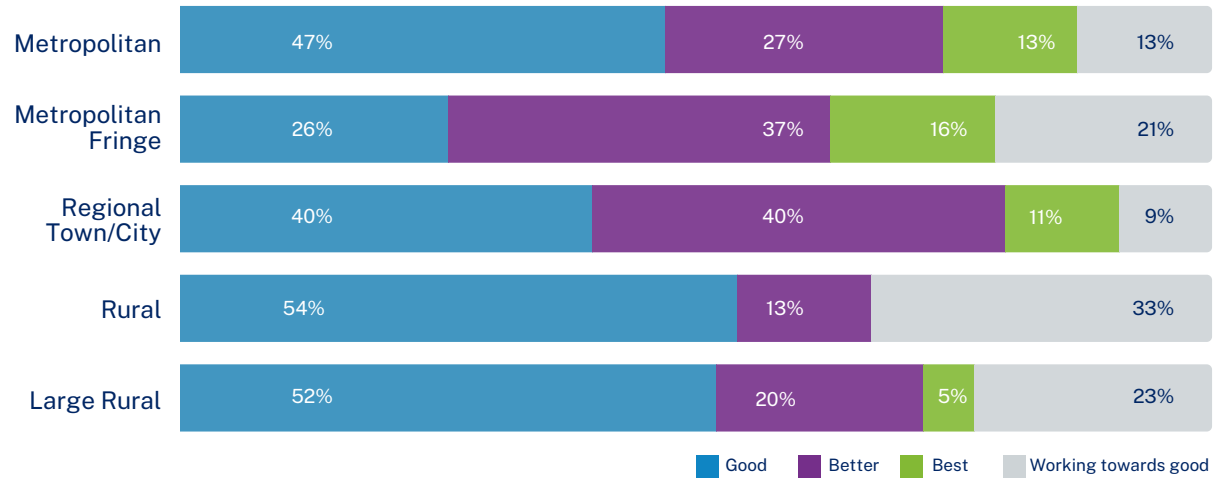
77% have been prepared with the community in mind

OPPORTUNITIES

62% do not, or do not clearly indicate how the council has progressed on the delivery of service reviews

49% do not, or do not clearly measure the effectiveness of the principal activities undertaken

Results by council categories:



Annual Report

What works well

- Engaging visual elements to ensure the document is accessible.
- Easy to read and understand, including using clear and simple language.
- Visual representation of data, utilising traffic lights and graphs.

Suggestions for improvement

- Ensure alignment with the Delivery Program / Operational Plan with clear reporting on the effectiveness of the principal activities.
- Include an evaluation of what was delivered, not delivered, what worked well and what did not.
- Create an annual report summary that presents key information in a community-focussed manner.
- Address all elements of the Annual Report checklist, recording N/A if council has no reporting obligation, rather than leaving it out.
- Include a hyperlinked table of contents for easy navigation.
- Add a 'How to read' diagram for better understanding.



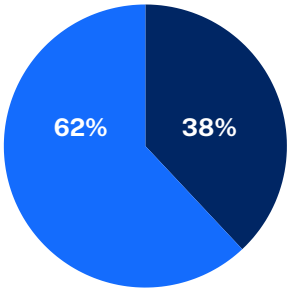
End of Term Report

167

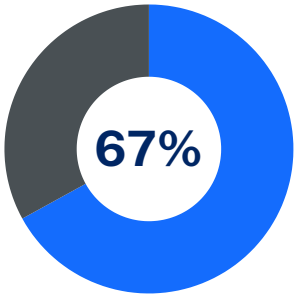
End of Term Reports peer reviewed

64 Metropolitan

103 Regional / Rural



Percentage of Metropolitan and Regional / Rural



Percentage of Councils meeting 'good' and above

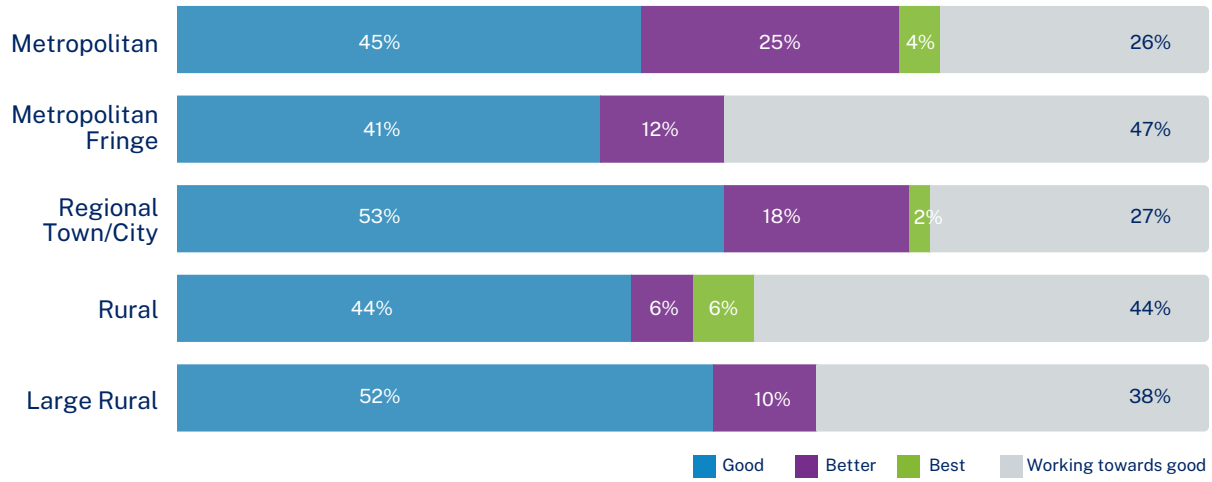
Checklist Results:

OPPORTUNITIES

45% do not, or do not clearly show progress in clear terms

53% do not, or do not clearly show the community's progress towards (or away from) its stated goals and aspirations as identified in the Community Strategic Plan

Results by council categories:



End of Term Report

What works well

- Easy to read and understand, including using clear and simple language.
- Engaging visual elements to ensure the document is accessible.
- Clear alignment with the Community Strategic Plan.
- Reporting against the measures outlined in the Community Strategic Plan.

Suggestions for improvement

- Utilise an analytical approach to reporting, focusing on evaluation rather than promotion. Assess what was successfully delivered, what fell short, what was effective, and what was not.
- Provide recommendations to the new council to inform the development of the next Community Strategic Plan



Office of Local Government

olg.nsw.gov.au

NSW GOVERNMENT

PARLIAMENT OF AUSTRALIA

Interim report into local government sustainability

House of Representatives

Standing Committee on Regional Development, Infrastructure and Transport

February 2025

CANBERRA

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Foreword

Local governments, also known as councils, municipalities and shires, play an essential role as the closest tier of governance to communities, and addressing their individual community's needs. Their responsibilities are diverse and complex; comprising a broad range of services and functions that are crucial for community well-being and development.

The Committee is undertaking a thorough review of all the submissions received and evidence gathered at public hearings throughout the inquiry and will subsequently produce a final report. In the meantime, the Committee has agreed to present an interim report to provide an update on the work it has undertaken to date, along with a brief overview on the key themes emerging from the inquiry.

Evidence reviewed to date shows that local government diversity across urban, regional, rural, and remote areas, changing population trends, varied funding bases, and infrastructure networks place increasing demands on financial sustainability. This is evident within the context of increased service delivery obligations and cost shifting.

The role of local governments has evolved and expanded significantly over time beyond their traditional purview of rates, roads, and rubbish. Local governments are increasingly relied upon to provide services and manage complex infrastructure assets, some of which were formally the responsibility of the Commonwealth, State, and Northern Territory governments.

Evidence considered to date, shows that councils' responsibilities can include:

- health, aged care, childcare, and mental health services
- housing supply planning and development and provision of enabling infrastructure
- progressively complex infrastructure and asset management, including maintaining depreciating assets
- environmental regulatory compliance and management obligations
- climate adaptation and emergency management.

Other challenges raised by stakeholders include the financial impact of expanding service delivery obligations and cost shifting; restrictions associated with revenue raising and access and equitable distribution of grants funding; co-contributions inhibiting financially challenged councils access to grants; and workforce recruitment and retention, including skills shortages.

I wish to extend my sincere thanks to the many local councils, local government organisations, state and territory governments, organisations and individuals who have taken the time to provide submissions to the inquiry and provide evidence at public hearings across Australia.

I also extend my thanks to my parliamentary colleagues on the Committee for their work and ongoing constructive advice and to the Committee Secretariat for their professional approach, diligence and commitment throughout this important inquiry process.

Mr Luke Gosling OAM, MP
Chair

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Terms of reference

The House of Representatives Standing Committee on Regional Development, Infrastructure and Transport will inquire into and report on local government matters, with a particular focus on:

- The financial sustainability and funding of local government
- The changing infrastructure and service delivery obligations of local government
- Any structural impediments to security for local government workers and infrastructure and service delivery
- Trends in the attraction and retention of a skilled workforce in the local government sector, including impacts of labour hire practices
- The role of the Australian Government in addressing issues raised in relation to the above
- Other relevant issues.

Members

Chair

Mr Luke Gosling OAM MP	Solomon, NT

Deputy Chair

Mr Tony Pasin MP	Barker, SA

Members

Mr Colin Boyce MP	Flynn, QLD
Hon Scott Buchholz MP	Wright, QLD
Ms Lisa Chesters MP	Bendigo, VIC
Dr Helen Haines MP	Indi, VIC
Mr Rob Mitchell MP	McEwen, VIC
Ms Tracey Roberts MP	Pearce, WA
Ms Joanne Ryan MP	Lalor, VIC
Mr Tony Zappia MP	Makin, SA

This Committee is supported by staff of the Department of the House of Representatives.

Initial reflections

About this inquiry

1.1 On 21 March 2024, the Committee adopted an inquiry into local government sustainability following a referral from the Minister for Infrastructure, Transport, Regional Development and Local Government, the Hon Catherine King MP.

1.2 The terms of reference for the inquiry are listed on page v of this report.

1.3 The Committee received 287 submissions. These are listed at Appendix A.

1.4 The Committee held 16 public hearings in person and via videoconference, in Canberra, Launceston, Wallan, Adelaide, Cairns, Beaudesert and Perth. These are listed at Appendix B.

1.5 The Committee is undertaking a thorough examination of all the evidence it received and will subsequently produce a final report. The Committee has however decided to use an interim report to provide an update on work undertaken to date and provide a brief overview on emerging themes from the inquiry.

1.6 Local governments (often called councils, municipalities or shires) play a crucial role, acting as the closest tier of governance to the community and addressing various needs and concerns at the grassroots level. Their roles and responsibilities are diverse and multifaceted, encompassing a wide range of services and functions that are essential for the well-being and development of communities.

1.7 Capital city, urban, regional, rural and remote Local Government Areas (LGAs) each face vastly different and unique challenges. The diversity between local governments in each state and the Northern Territory (NT) is substantial and there are significant differences in:

- size and population
- road length and infrastructure
- fiscal position, resources and skills base
- physical, social and cultural environments
- attitudes and aspirations of their communities, and
- legislative frameworks.

1.8 The Centre for Population highlighted the differences in the over 560 LGAs[1] (537 councils)[2] across Australia, noting that their growth rates change year on year:

> LGAs range from being over 300,000 km^2 (e.g. East Pilbara in Western Australia) to close to one square km (e.g. Peppermint Grove in Western Australia). Similarly, population varies greatly between LGAs. The largest LGAs, like Brisbane (Queensland), have populations over 1 million, while the smallest, like Maralinga Tjarutja (South Australia) have populations under 100.[3]

1.9 The Centre also noted that LGAs differ in the speed at which they grow and how they grow:

> There are three components that make up the population growth of an LGA:
>
> - Net overseas migration: The balance between people moving into and out from the LGA from overseas.
> - Net internal migration: The balance between people moving into and out from the LGA from elsewhere in Australia.
> - Natural increase: The difference between the number of births and number of deaths in the LGA.[4]

Local government and the Commonwealth Constitution

1.10 The Commonwealth Constitution establishes Australia's federal system. It is a dualist federal system, in which powers and functions are allocated to two levels of government—at the Commonwealth level (first tier) and at the state and territory level (second tier). Local governments or councils are not mentioned in the Australian Constitution; however, each state and the NT has a local government Act that 'provides the rules for the creation and operation of councils'.[5] In general, these acts 'cover how councils are elected and their power to make and enforce local laws, known as by-laws'.[6]

---

1 Australian Bureau of Statistics, 'Local Government Areas', https://www.abs.gov.au/statistics/standards/australian-statistical-geography-standard-asgs-edition-3/jul2021-jun2026/non-abs-structures/local-government-areas, accessed 15 November 2024.

2 Local Government Information Unit, 'Facts and figures: Australia', https://lgiu.org/resources/local-government-facts-and-figures/facts-and-figures-australia/, accessed 15 November 2024.

3 Centre for Population, 'Fastest growing Local Government Areas', https://population.gov.au/population-topics/topic-growth-lga, accessed 7 November 2024.

4 Centre for Population, 'Fastest growing Local Government Areas', https://population.gov.au/population-topics/topic-growth-lga, accessed 7 November 2024.

5 Parliamentary Education Office, 'How does the Commonwealth Constitution create a third level of Government?', https://peo.gov.au/understand-our-parliament/your-questions-on-notice/questions/how-does-the-commonwealth-constitution-create-a-third-level-of-government, accessed 20 November 2024.

6 Parliamentary Education Office, 'How does the Commonwealth Constitution create a third level of Government?', https://peo.gov.au/understand-our-parliament/your-questions-on-notice/questions/how-does-the-commonwealth-constitution-create-a-third-level-of-government, accessed 20 November 2024.

1.11 The state and NT governments delegate authority to councils to make laws on specific matters, however, council by-laws may be overruled by state and territory legislation as councils derive their powers from their individual state and NT parliaments.[7] Local governments are primarily accountable to the second tier of government and local constituents to discharge their responsibilities under state and territory legislative frameworks.[8]

1.12 A local government's ability to raise revenue is also derived from state and territory legislation. Local governments may raise revenue through rates, duties and charges, user fees, fines and other penalties, developer contributions and charges, the accumulation of interest on financial accounts, and through grants from the Commonwealth, state and NT governments.[9] Local governments' sole source of taxation revenue is from property taxes.[10]

Local Government Financial Assistance Grants

1.13 The Australian Government has been providing Financial Assistance Grants to local governments since 1974–75. Until the territories achieved self-government, these grants did not cover the Australian Capital Territory (ACT) or the NT. Grants for local government bodies in the NT began in 1979–80. And while the ACT does not have a local government system, a grant for municipal purposes was established in 1988–89. Additionally, local roads grants were added to the Financial Assistance Grant program in 1991–92.[11]

1.14 To date, the Australian Government has provided over $70 billion under the Financial Assistance Grant program, under the *Local Government (Financial Assistance) Act 1995* (Cth) (the Act), to local governments.[12]

1.15 Financial Assistance Grants are paid as tied grants through the state and NT governments, and have two components:

- a general purpose component which is distributed between the states and territories according to population (i.e. on a per capita basis), and

7 Parliamentary Education Office, 'How does the Commonwealth Constitution create a third level of Government?', https://peo.gov.au/understand-our-parliament/your-questions-on-notice/questions/how-does-the-commonwealth-constitution-create-a-third-level-of-government, accessed 20 November 2024.

8 Adjunct Professor Graham Sansom, *Submission 280*, p. 2.

9 Section 96 of the Australian Constitution allows the federal government to grant money to the states and to tell the states how this money is to be spent.

10 Australian Bureau of Statistics, 'Taxation Revenue, Australia methodology', https://www.abs.gov.au/methodologies/taxation-revenue-australia-methodology/2022-23, accessed 20 November 2024.

11 Standing Committee on Economics, Finance and Public Administration, *Rates and Taxes: A Fair Share for Responsible Local Government*, October 2003, Appendix F.

12 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, 'Financial Assistance Grant to Local Government', https://www.infrastructure.gov.au/territories-regions-cities/local-government/financial-assistance-grant-local-government, accessed 20 November 2024.

- an identified local road component which is distributed between the states and territories according to fixed historical shares.[13]

1.16 The Department of Infrastructure, Transport, Regional Development, Communications and the Arts website (the Department) states that:

> Both components of the grant are untied in the hands of local government, allowing councils to spend the grants according to local priorities.
>
> Local government grants commissions in each state and the Northern Territory recommend the distribution of the funding under the Financial Assistance Grant program to local governing bodies in accordance with the Act and the National Principles for allocating grants.[14]

1.17 The National Principles relating to the allocation of general purpose grants payable under section 9 of the Act among local governing bodies are:

- Horizontal equalisation—general purpose grants will be allocated to local governing bodies, as far as practicable, on a full horizontal equalisation basis
- Effort neutrality—a policy neutral approach will be used in assessing the expenditure requirements and revenue-raising capacity of each local governing body
- Minimum grant—a minimum general purpose grant allocation for a local governing body in a year will be not less than the amount to which the local governing body would be entitled if 30 per cent of the total amount of general purpose grants to which the state or NT is entitled
- Other grant support—relevant grant support provided to local governing bodies to meet any of the expenditure needs assessed should be taken into account using an inclusion approach
- Aboriginal peoples and Torres Strait Islander peoples—financial assistance shall be allocated to councils in a way, which recognises the needs of Aboriginal peoples and Torres Strait Islander peoples
- Council amalgamation—the general purpose grant provided to the new body for each of the four years following amalgamation should be the total of the amounts that would have been provided to the former bodies.[15]

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13 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, 'Financial Assistance Grant to Local Government', https://www.infrastructure.gov.au/territories-regions-cities/local-government/financial-assistance-grant-local-government, accessed 20 November 2024.

14 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, 'Financial Assistance Grant to Local Government', https://www.infrastructure.gov.au/territories-regions-cities/local-government/financial-assistance-grant-local-government, accessed 20 November 2024.

15 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, 'National principles for the allocation of grants under the Local Government (Financial Assistance) Act 1995', https://www.infrastructure.gov.au/territories-regions-cities/local-government/financial-assistance-grant-local-government/national-principles-allocation-grants, accessed 20 November 2024.

1.18 Additionally, some of the current grants transferred from Commonwealth to state, NT and local governments are Specific Purpose Payments (SPPs):

> Unlike the GST-related grants, these payments are 'tied' to specific policy areas as agreed between the two levels of government. Similar arrangements exist between state and local government. SPPs for current purposes are included with other current grants in deriving adjusted taxation revenue.[16]

Emerging themes

1.19 Over time, the role of local governments has expanded exponentially beyond the three Rs—rates, roads and rubbish. They have increasingly been relied upon to deliver services and infrastructure which were traditionally under the purview of the Commonwealth, state and territory governments. Stakeholders indicated that many new roles and responsibilities are a consequence of the practice of cost shifting.

1.20 Throughout the inquiry to date, the Committee received substantial evidence through submissions and at public hearings on how local government financial sustainability and funding frameworks were being impacted by evolving infrastructure requirements, service delivery obligations and cost shifting.

1.21 The Committee heard that some LGAs have increasingly taken on responsibility for the management of health, aged care and childcare, and mental health related services. LGAs have also been playing an increasing regulatory role in the areas of development and infrastructure/asset management and planning, housing, environmental biodiversity/conservation requirements, and climate adaptation management.

1.22 The Committee also heard about challenges associated with the application of the Financial Assistance Grants.

1.23 A brief overview of the evidence received to date on these themes is provided below.

Financial Assistance Grants

1.24 Submitters were of the view that the current distribution model was not working. The Grattan Institute stated that the current allocation process had three significant impacts:

> First, the general component of the Financial Assistance Grants favours densely populated states, so similar councils in different states get vastly different funding outcomes. Second, the minimum grant to all councils diverts too large a share of funding away from councils that are least able to raise their own revenue. Third, the outdated distribution of the local roads component creates large variations in

[16] Australian Bureau of Statistics, 'Taxation Revenue, Australia methodology', https://www.abs.gov.au/methodologies/taxation-revenue-australia-methodology/2022-23, accessed 20 November 2024.

> outcomes for similar councils in different parts of the country, and provides too large a share of the funding to self-sufficient councils.[17]

1.25 Professor Sansom believed that the current model appeared to be favouring metropolitan regions over rural and remote councils noting that:

> …in 2023–24 ten NSW councils received only the minimum $24.85 per capita grant, indicating effectively no need for assistance, and a further eleven received less than 10 [per cent] more than the minimum (less than $27), suggesting at best very little need. All those councils are located in the Sydney metropolitan region, and the great majority comprised mostly well-established affluent suburbs where the community might be expected to have considerable capacity to pay an extra $27 per capita in council rates. Moreover, for no apparent reason two other notoriously affluent suburban councils received well above the minimum grant.
>
> In total, those 23 councils absorbed around $76 million in general-purpose grants. Such an amount could make a very big difference to sustainability and service delivery amongst rural-remote councils, whilst also providing assistance for fast-growing areas experiencing financial stress.[18]

1.26 The Canberra Region Joint Organisation, Byron Shire Council, South Gippsland Shire Council, Shire of Shark Bay, Upper Hunter Shore Council, and Muswellbrook Shire Council questioned the fairness of the state formula for allocation of Federal Financial Assistance Grants between regional and metropolitan councils.[19]

1.27 Murrindindi Shire Council recommended that the Australian Government review and amend the allocation criteria used for Commonwealth Financial Assistance Grants to recognise small rural LGAs' financial constraints. The Council submitted that small rural councils have 'limited incoming generating options [and a] higher cost base due to lower population density'. Rates and charges are the Council's main source of income, but this represents only 56 per cent of its revenue. Murrindindi is unable to rase rates to more than the Victorian Government's rate cap mechanism, which it advised is set well below inflation and operating cost increases. To underscore this, the Council advised that analysis undertaken by Municipal Association of Victoria and FinPro in 2022, estimated:

> …that cumulatively over the first 4 years of rate capping (introduced in 2016/17) the gap between the increase in the local government cost base and the rate cap increase was 4% for the sector and 9% for small rural councils, indicating a compounding erosion of the rate base.[20]

1.28 Submitters suggested that the horizontal equalisation principle was also ineffective. The Grattan Institute stated that the 'horizontal equalisation principle—that all

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17 Grattan Institute, *Submission 74*, p. 16.

18 Adjunct Professor Graham Sansom, *Submission 280*, p. 6.

19 Canberra Region Joint Organisation, *Submission 258*, p. 15; Byron Shire Council, *Submission 82*, p. 3; South Gippsland Shire Council, *Submission 49*, p. 1; Shire of Shark Bay, *Submission 76*, p. 2; Upper Hunter Shore Council, *Submission 24*, p. 2; Muswellbrook Shire Council, *Submission 177*, p. 5.

20 Murrindindi Shire Council, *Submission 217*, p. 5.

councils should have the capacity to provide similar services to their communities—is in tension with the principle that dictates minimum grants'.[21]

1.29 Murrindindi Shire Council too highlighted horizontal equalisation as a core principle the of Financial Assistance Grants allocation process. Specifically stating that 'the funding allocation should contribute to each council's ability to function, by reasonable effort, at a standard not lower than the average standard of other councils in the State/Territory'.[22] However, despite operating cost effectively, community satisfaction indicators across the Shire show that it is unable to achieve comparable outcomes to the average performance of all other Victorian councils.[23]

1.30 The Shire of Wyndham East Kimberley stated that 'in practice [horizontal equalisation] is not evident in Western Australia as there are extremely large differences in the average standards between the metropolitan local governments and the regional and remote local governments'.[24]

1.31 The West Australian Local Government Grants Commission noted that it was 'unable to distribute on a full horizontal equalization basis due to the size of the General Purpose Grant (GPG) pool being approximately 37 per cent smaller than the Commission's assessment of the relative need for local governments in WA'.[25]

1.32 Mansfield Shire Council recommended that the horizontal equalisation approach be reviewed. The Shire suggested such a review take into account the Victorian Government's 'Fair Go Rates' system to ensure funding is allocated more fairly across 'small shire cohorts who don't have the same scale of rate payer base'.[26]

1.33 The allocation of competitive funding was also considered an ongoing issue by several submitters. The Western Queensland Alliance of Councils stated that there was too much focus on competitive funding programs:

> Both the Australian and State Governments place too heavy a focus on, and allocate too much money to, competitive funding programs that generally target new infrastructure projects ('wants') rather than the renewal, upgrade and maintenance of existing, essential infrastructure projects ('needs') at the expense of smaller Councils in rural and remote areas.[27]

1.34 Several councils and shires called for untied non-competitive funding including the City of Moreton Bay, Shire of Chapman Valley, Shire of Morawa, Yarra Ranges

21 Grattan Institute, *Submission 74*, p. 18.
22 Murrindindi Shire Council, *Submission 217*, p. 4.
23 Murrindindi Shire Council, *Submission 217*, p. 4.
24 Shire of Wyndham East Kimberley, *Submission 67*, p. 2.
25 Western Australian Local Government Grants Commission, *Submission 218*, p. 2.
26 Mansfield Shire Council, *Submission 210*, p. 1.
27 Western Queensland Alliance of Councils, *Submission 176*, p. 3.

Council, Mid Murray Council, the City of Ballarat, and the City of Greater Gelong, to highlight a few.[28]

1.35 A significant number of submitters called for a review of the Financial Assistance Grants program, and in particular the distribution formula, quantum of the funding pool, indexation methodology, and the national principles.[29]

1.36 The Kimberley Regional Group, the Australian Logistics Council, and the Central Desert Regional Council called for a targeted 'review into the distribution formula of the Financial Assistance Grants road component to ensure smaller and remote councils have the capacity to maintain the roads under their responsibility'.[30]

Co-contributions

1.37 The Department of Infrastructure, Transport, Regional Development, Communications and the Arts submission listed a number of supplementary funding programs and initiatives; some of which require eligible applicants to make co-contributions including the Bridges Renewal Program, Heavy Vehicle Rest Area Initiative, Heavy Vehicle Safety and Productivity Program, Mobile Black Spot Program, Mobile Network Hardening Program, Regional Connectivity Program.[31]

1.38 Councils commented that the requirement was problematic and that many were not necessarily capable of co-contributing to grant schemes. The Local Government Association of Queensland stated that:

> …when grant funding is competitive (requiring significant investment of time and resources to apply for the grant), or requires funding to be matched by a council (for example, through a co-contribution), it creates challenges for councils, in particular those with a higher reliance on grants.[32]

1.39 The Country Mayors Association of NSW noted that 'smaller regional councils are missing out on funding opportunities because they do not have available cash surplus to fund a co-contribution'.[33] The Local Government Association of the Northern Territory believed that the co-contribution requirement was acting as an inhibitor for councils to even apply for funding.[34]

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28 City of Moreton Bay, *Submission 99*, p. 5; Shire of Chapman Valley, *Submission 93*, p. 5; Shire of Morawa, *Submission 88*, p. 5; Yarra Ranges Council, *Submission 73*, p. 3; Mid Murray Council, *Submission 260*, p. 5; City of Ballarat, *Submission 251*, p. 3; City of Greater Gelong, *Submission 207*, p. 9.

29 Western Australian Local Government Association, *Submission 96*, p. 6; Local Government Association of Queensland, *Submission 257*, p. 36, Canberra Region Joint Organisation, *Submission 258*, p. 6, Grattan Institute, *Submission 74*, p. 16; Civil Contractors Federation, *Submission 247*, p. 3; Regional Capitals Alliance of WA, *Submission 124*, p. 6.

30 Kimberly Regional Group, *Submission 123*, p. 2; Australian Logistics Council, *Submission 107*, p. 2; Central Desert Regional Council, *Submission 9*, p. 4.

31 Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *Submission 38*, pages. 19-32.

32 Local Government Association of Queensland, *Submission 257*, p. 3.

33 Country Mayors Association of NSW, *Submission 188*, p. 22.

34 Local Government Association of the Northern Territory, *Submission 86*, p. 3.

1.40 A consistent theme was that the co-contribution requirements, and alignment with grantor priorities often pose barriers to accessing funding and restricting financially challenged councils from sourcing competitive grant funding for major (and essential) infrastructure upgrades or critical maintenance.

Healthcare providers

1.41 LGAs from around Australia commented on how they were increasingly required to provide healthcare services for their communities for a multitude of reasons. Some of the evidence received noted that as health services are reduced or removed from communities across Australia, local governments feel they must step in because there is no-one else.[35] Further noted by submitters was that community expectations have increased, along with government expectations, around each councils' role in supporting preventative healthcare, ageing-in-place, dementia and youth services.[36]

1.42 Councils are also providing infrastructure, such as buildings, to house general practitioner services in rural and regional areas.[37] For example, councils in regional South Australia (SA) are taking on and running medical centres due to gaps in that market.[38]

1.43 Other LGAs in WA and the NT commented that they were also experiencing challenges delivering appropriate healthcare to their communities. Sixty-six per cent of WA LGA members advised that they provide financial or in-kind support towards the provision of healthcare services.[39]

Aged care providers

1.44 LGAs have expressed an increased expectation from their communities to provide aged care services. The Department of Health and Aged Care noted that 'there are 152 councils that are involved in providing aged-care services either residential aged care through a facility or through the Commonwealth Home Support Program'.[40]

1.45 LGAs' submissions also noted that the increased prevalence of providing aged care services is impacting their financial sustainability. Several factors have been

35 Mayor Dean Johnson, President, Local Government Association of South Australia, *Committee Hansard*, 7 June 2024, p. 3.
36 Mr Dion Lester, Chief Executive Officer, Local Government Association of Tasmania, *Committee Hansard*, 25 July 2024, p. 7.
37 Mrs Darriea Turley, President, Local Government NSW, *Committee Hansard*, 25 July 2024, p. 11.
38 Mr Simon Millcock, Chief Executive Officer, Northern and Yorke Local Government Association, *Committee Hansard*, 27 September 2024, p. 33.
39 Councillor Karen Chappel, President, Western Australian Local Government Association, *Committee Hansard*, 7 June 2024, p. 6.
40 Ms Trisha Garrett, First Assistant Secretary, Service Delivery Division, Ageing and Aged Care Group, Department of Health and Aged Care, *Committee Hansard*, 4 July 2024, p. 2.

identified for this, including that councils are having to facilitate the provision of aged care due to the absence of state and NT government services,[41] or market failures.[42]

1.46 Communities also identified that independent living and aged care services are not being provided by the market or another provider in their local areas.[43] One council stated that they were reluctant to get out of providing aged care services because there are not many providers wanting to cover markets where there is a high level of demand across large distances.[44] Local Government NSW advised that approximately seven to eight councils, mainly in the states rural and regional areas, provide aged care services due to market gaps.[45]

Childcare providers

1.47 Many LGA's that provided a submission to this inquiry noted that they had also commenced providing childcare services due to the lack of viability in the childcare market for private providers. The Australian Local Government Association highlighted that collectively local governments 'are one of the largest providers of childcare in Australia'.[46]

1.48 Regional Development Australia Tasmania stated that many small, rural councils subsidise or offer these services as they are considered commercially unviable by the private sector.[47]

1.49 The Corangamite Shire Council commented that some councils were considering long-term involvement in the childcare sector as a provider, adding:

> Demand for childcare services is high along with infrastructure costs, workforce is scarce and market failure exists in many communities. Historically, councils have met the cost of market failure, especially in rural communities. For these services to be viable, government funding is required.[48]

1.50 Submitters also noted that a lack of appropriate and affordable childcare was acting as an inhibitor to councils attracting a workforce.[49] The Lockhart Shire Council noted that the closure of private owned childcare had significant 'flow on effects with some parents potentially having to reduce their working hours or, worse still, having to

41 Mr Peter Tegart, Partner, Always Thinking Advisory, *Committee Hansard*, 25 July 2024, p. 25.
42 Mr Dion Lester, Chief Executive Officer, Local Government Association of Tasmania, *Committee Hansard*, 25 July 2024, p. 7.
43 Ms Samantha Batchelor, Tasmanian Coordinator, Australian Services Union, *Committee Hansard*, 25 September 2024, p. 28.
44 Mr Ed Small, Director, Corporate and Governance Services, Moyne Shire Council, *Committee Hansard*, 26 September 2024, p. 29.
45 Mrs Darriea Turley, President, Local Government NSW, *Committee Hansard*, 25 July 2024, p. 11.
46 Australian Local Government Association, *Submission 181*, p. 1.
47 Regional Development Australia Tasmania, *Submission 155*, p. 2.
48 Corangamite Shire Council, *Submission 77*, p. 4.
49 Local Government Association of Queensland, *Submission 257*, p. 22.

cease working all together at a time when local businesses are having difficulty is attracting staff'.[50]

1.51 Local Government NSW noted that 'a lot of the council funded childcare centres now were set up under prior federal government schemes where grants were available, and the buildings or property were contributed' adding that when Government subsidies were removed, councils came to the conclusion 'that they had to be subsidised by their rate base because their communities needed the care'.[51]

Mental health services

1.52 Submitters to the inquiry raised concerns about a lack of funding support to deliver appropriate mental health services in rural, regional and remote Australia. Underscoring that access to mental health services is a significant challenge for many councils and their communities.

1.53 Local governments are expected by communities and other levels of government to support mental healthcare, social inclusion, and support for vulnerable populations.[52] Lesser access to mental health services can leave people in regional, rural and remote areas particularly vulnerable to mental health problems and suicide.[53] As such, essential mental healthcare programs are being provided, funded or subsidised by councils.[54] But local governments are not adequately equipped to respond to and deal with greater levels of mental health issues, domestic violence and substance misuse.[55]

1.54 Additional challenges include:

- a lag time between population growth and sufficient delivery of mental health services, which is evident in all states and the NT, requiring improvement planning for communities being established in growth areas[56]
- infrastructure gaps and limited private commercial space for mental health services has necessitated councils to investigate and fund additional facilities to house providers.[57]

Infrastructure and asset management

1.55 The Local Government Association of SA submitted that around 10 per cent of the infrastructure owned and managed by councils is in poor condition and requires

50 Lockhart Shire Council, *Submission 19*, p. 3.
51 Mr David Reynolds, Chief Executive, Local Government NSW, *Committee Hansard*, 25 July 2024, p. 12
52 Knox City Council, *Submission 105*, p. 9.
53 Suicide Prevention Australia, *Submission 136*, p. 2.
54 Western Queensland Alliance of Councils, *Submission 176*, p. 43.
55 Campaspe Shire Council, *Submission 172*, p. 8.
56 National Growth Areas Alliance, *Submission 228*, p. 7.
57 Redland City Council, *Submission 209*, p. 15.

intervention.[58] In particular, ageing infrastructure was highlighted as a significant contributing factor influencing the financial sustainability of councils.

1.56 Many councils commented on the challenges in meeting the maintenance and rural requirements of their ageing infrastructure.[59] Kiama Municipal Council referenced an Australian Local Government Association report which concluded that $30 billion was required to renew and replace ageing infrastructure in 2018 which was only expected to increase overtime:

> The amount of infrastructure requiring renewal will continue to increase over the next 20 years as structures built during the post-war "Baby boom" and the rapid growth period of the 1960s and '70s age and their condition, capacity and function declines. This infrastructure cliff is fast approaching and requires strategic management and coordination, rather than distribution among political grants / donations.[60]

1.57 Indigo Shire Council stated that ageing infrastructure was increasing financial strain on councils, principally in regional areas.[61]

1.58 Knox City Council commented on the wider impacts of maintaining ageing infrastructure:

> Many councils are facing the challenge of maintaining and upgrading aging infrastructure. This includes roads, bridges, public buildings that require significant investment to ensure safety, inclusion and functionality. Where councils are unable to renew infrastructure in a timely manner this results in increased maintenance costs and may result in a reduction of overall facilities to communities if councils are unable to renew due to funding constraints may result in the loss of facilities within communities.[62]

1.59 Infrastructure Australia's 2019 Infrastructure Audit identified a number of challenges across varied sectors due to ageing infrastructure including:

- much of Australia's school infrastructure is ageing and not fit for purpose for 21st century learning
- competing priorities are reducing the focus on maintaining ageing assets in tertiary education infrastructure

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58 Mayor Dean Johnson, President, Local Government Association of South Australia, *Committee Hansard*, 7 June 2024 p. 1.

59 Rural Councils Victoria, *Submission 138*, p. 6; Western Queensland Alliance of Councils, *Submission 176*, p. 2; Hindmarsh Shire Council, *Submission 169*, p. 3; Always Thinking Advisory, *Submission 80*, p. 4; Glen Eira City Council, *Submission 33*, p. 9; Broken Hill Shore Council, *Submission 261*, p. 2; Local Government Association of QLD, *Submission 257*, p. 4; Regional Capital Alliance of Western Australia, *Submission 124*, p. 8.

60 Kiama Municipal Council, *Submission 75*, p. 13.

61 Indigo Shie Council, *Submission 29*, p. 3.

62 Knox City Council, *Submission 105*, p. 9.

- ageing justice infrastructure assets are not fit-for-purpose for changing user demographics and needs
- many major coal generation assets are ageing and approaching retirement
- urban water sector faces considerable risks, including the impacts of climate change, population growth, ageing assets
- many regional and remote utilities face mounting costs to maintain, renew or upgrade ageing water and wastewater assets, but have limited funding through grants or revenue.[63]

1.60 State and NT LGAs highlighted several challenges they were experiencing including revenue, construction and maintenance costs, ageing infrastructure, project backlog, and management obligations.

1.61 Local Government NSW put forward the view that 'the financial sustainability of councils has been undermined by a relative decline in financial assistance from federal and state governments, councils' rate pegging and other factors for over 40 years, [resulting in the] under provision of community infrastructure and services and the deferral of infrastructure maintenance and renewal expenditure'.[64]

1.62 With population growth, ageing infrastructure and project backlogs for new infrastructure to support that growth is becoming increasingly challenging.[65] Infrastructure is outdated and many building assets are at or near end of life; there is not enough budget to conduct the required annual maintenance or build fit for purpose replacements and divest liabilities.[66]

1.63 These needs are not being met due to an inability for councils to generate sufficient funds themselves.[67] Additionally, subsiding or providing other community services is diverting resources away from the construction and maintenance of public infrastructure.[68]

1.64 Councils have significant asset management obligations, with aged infrastructure and increasing maintenance and renewal costs, and depreciation impacts.[69] It costs over $35 billion to manage assets and infrastructure within some LGA boundaries; while the cost of replacing assets in poor condition exceeds the total annual revenue available to those local governments.[70]

1.65 This shortfall provides a strong incentive for councils to delay the maintenance of long-term infrastructure assets like roads and bridges, since the costs of delaying

63 Infrastructure Australia, *An Assessment of Australia's Future Infrastructure Needs*, *The Australian Infrastructure Audit 2019*, pages. 57-73.
64 Mrs Darriea Turley, President, Local Government NSW, *Committee Hansard*, 25 July 2024, p. 9.
65 Mr Stephen, Hughes, Northern Manager, United Services Union, *Committee Hansard*, 25 July 2024, p. 28.
66 Australian Services Union, *Submission 140*. p. 11.
67 Mr Stephen, Hughes, Northern Manager, United Services Union, *Committee Hansard*, 25 July 2024, p. 28.
68 Mr Peter Tegart, Partner, Always Thinking Advisory, *Committee Hansard*, 25 July 2024, p. 23.
69 City of Mount Gambier, *Submission 65*, p. 4.
70 Local Government Association of South Australia, *Submission 95*, p. 20.

maintenance are not felt for some time.[71] In 2006 there was a national local government infrastructure backlog ranging between $12.0 billion and $15.3 billion, with an annual shortfall in expenditure on existing local infrastructure renewal of between $0.9 billion to $1.2 billion.[72]

Maintaining depreciating assets

1.66 Councils manage significant physical assets such as infrastructure (roads, water, sewerage, storm water drains, bridges) and buildings. Many of these assets have long lifespans and are prone to substantial variations in value throughout the duration of council ownership, usually to reflect wear and tear. Initially these assets are measured and presented at their fair value. Over time, 'assets are re-measured periodically to reflect changes in their current value, with the resulting change, generally, being reflected in an asset revaluation reserve'.[73]

1.67 Submitters defined depreciation as:

> Depreciation is a planned, gradual reduction in the recorded value of an asset over its useful life by charging it to expense. The use of depreciation is intended to spread expense recognition over the period of time when a business expects to earn revenue from the use of the asset.[74]

1.68 The Local Government Association of Queensland estimated that 'around 20 per cent of local government expenditure is spent on maintaining depreciating assets, compared with less than [six] per cent for the States and less than [two] per cent for the Federal Government'.[75]

1.69 Local Government Finance Professionals Queensland were of the view that the current depreciation accounting standard compliance resulted 'in an overstatement of the expense and negatively impacts on a councils operating performance and financial sustainability forecasts'.[76]

1.70 The Country Mayors Association of NSW also commented that depreciation was adversely impacting councils' financial sustainability:

> Local Councils are required to set funds aside for infrastructure maintenance / renewal, contributing significantly to the expenses column in their financials, while also being required to include depreciation for road and plant assets as an expense. This means that costs associated with maintaining capital items are

71 Grattan Institute, *Submission 74*, p. 13.
72 Emeritus Professor Brian Dollery, *Submission 68*, p. 5.
73 CPA Australia, *A guide to understanding the financial reports of local governments*.
74 Central NSW Joint Organisation, *Submission 109*, p. 5; Kiama Municipal Council, *Submission 75*, p. 5; Country Mayors Association of NSW, *Submission 188*, p. 11; Murry River Council, *Submission 14*, p. 6.
75 Local Government Association of Queensland, *Submission 257*, p. 37.
76 Local Government Finance Professionals Queensland, *Submission 244*, p. 11.

> being counted twice and this impacts on perceived performance and borrowing capacity of a council.[77]

1.71 Kiama Municipal Council, the Central NSW Joint Organisation, Canberra Region Joint Organisation, Tablelands Regional Council, and Yass Valley Council were all of the view that depreciation provided no taxation offset or benefit for councils:

> It is also accepted that in the commercial environment depreciation expenses are integral in determining the profit distribution through dividends, this however is not afforded to councils as there is no taxation offset or benefit.[78]

1.72 Local Government Finance Professionals Queensland recommended that Commonwealth and state governments consider adjustments to depreciation reporting requirements for local government:

> …to allow depreciation expenses currently required to be recognised for grant funded and contributed assets to be excluded, should councils produce appropriate evidence that they do not plan on replacing those assets in the future.
>
> This change would require discussion between the relevant stakeholders (state governments, Australian Accounting Standards Board, Audit Offices and state local government finance professional bodies to work towards an agreed approach).[79]

Housing supplies

1.73 Housing supply is a significant challenge for LGAs nationally. Councils play an essential role in the long-term planning that underpins new housing developments to ensure community liveability and access to basic services.[80] Evidence received has focused on resourcing, planning and approval time frames.

1.74 Housing is in the top three issues faced by every regional LGA in WA; where there is little appetite from the private sector to get involved in the housing market in challenging locations.[81] In the NT, an increasing number of properties owned or managed by community housing providers is increasing pressure on local governments due to rate exemptions.[82] Whilst in SA, the 75 per cent rebate for community housing has become a burden for councils because the State Government has transferred a significant number of its properties to the not-for-profit

77 Country Mayors Association of NSW, *Submission 188*, p. 10.
78 Kiama Municipal Council, *Submission 75*, p. 6; Central NSW Joint Organisation, *Submission 109*, p. 5; Canberra Region Joint Organisation, *Submission 258*, p. 3; Tablelands Regional Council, *Submission 235*, p. 2; Yass Valley Council, *Submission 164*, p. 3
79 Local Government Finance Professionals Queensland, *Submission 244*, p. 11.
80 Australian Local Government Association, *Submission 181*. p. 13.
81 Mr Jamie Criddle, Chief Executive Officer, Shire of Chapman Valley, *Committee Hansard*, 28 August 2024, p. 19.
82 City of Palmerston, *Submission 71*. p. 2.

sector in recent years.[83] Housing for key workers, teachers, healthcare and emergency service workers, in regional areas is also a significant issue.[84]

1.75 The national housing shortage is also exacerbating local government financial sustainability problems.[85] Only seven per cent of Australian Services Union survey respondents believed their council is appropriately resourced to deliver housing initiatives.[86] Housing is also routinely becoming part of a rural LGAs' service mix when market failure or service cuts by other levels of government result in declining local services.[87]

1.76 Councils are increasingly expected to fund the gap between the infrastructure contributions collected from developers and the current higher construction costs, which is directly impacting on their financial viability.[88]

1.77 Backlogs in planning, approval and construction times, is another significant inhibitor to building houses.[89] High levels of community expectations of infrastructure and housing delivery has also arguably led to an increase in poor quality supplies, an inexperienced workforce, which is resulting in unreasonable defects and works requiring remedial measures.[90]

1.78 Essential infrastructure elements also need to be in place before the construction of new homes can begin such as water, drainage, electricity and gas, and transportation. Councils rely on developer contributions to fund 'essential infrastructure, such as water and drainage, so new homes are habitable and connected to existing transport hubs.'[91]

1.79 Councils believed however that developer contributions were acting as an impediment to housing and infrastructure development and growth. Macedon Ranges Shire Council commented that developer contributions were not being distributed equally, adding:

> …development and growth is not evenly distributed across our shires, and developer contributions are related to the area in which the greatest growth is happening—and rightly so, in terms of servicing those neighbourhoods. However, what that means is: an unequal or uneven distribution, in terms of the benefits, across shires, where other areas or wards may not be experiencing similar growth, and so you end up with ageing infrastructure that's rapidly degrading in

83 Grattan Institute, *Submission 74*, p. 12.
84 Shire of Chapman Valley, *Submission 93*. p. 2.
85 Regional Cities Victoria, *Submission 236*. p. 3.
86 Australian Services Union, *Submission 140*. p. 5.
87 Canberra Region Joint Organisation, *Submission 258*. p. 4.
88 National Growth Areas Alliance, *Submission 228*. p. 4.
89 Mr Nicholas Proud, CEO, Civil Contractors Federation, *Committee Hansard*, 15 August 2024, p. 2.
90 City of Cockburn, *Submission 141*. p. 18.
91 Standing Committee on Tax and Revenue, Inquiry into housing affordability and supply in Australia, *Submission 78*, p. 2.

> some parts of our municipalities, where others are rapidly having investment due to developer contributions and rapid growth in housing.[92]

1.80 The Urban Development Institute of Australia reported in 2021 that the majority of lots expected to be delivered in NSW over the next eight years do not have the required infrastructure:

> …76 per cent of expected lots needing sewer infrastructure and 70 per cent needing water. 50 per cent of lots anticipated to be delivered in the next [eight] years still require power, roads, or a combination of these. Non-infrastructure constraints, such as lengthy VPA negotiations and flooding impact 27 per cent of future supply, while 18 per cent of lots face additional issues, including biodiversity offsets and government agency decisions.[93]

1.81 The City of Greater Geelong noted that developer contributions do not cover the full cost of providing the necessary community infrastructure in newly developed areas.[94] Circular Head Council submitted that 'a developer contribution scheme can act to impede or delay new housing supply if not clearly and consistently implemented so that the risk of unanticipated costs for developers (and therefore impact on margins) is minimised'.[95]

1.82 Local Government NSW identified that while 'developer contributions provide some funding for capital costs in new development, they do not provide for recurrent costs, and councils are required to fund the ongoing maintenance, operating and depreciation expense associated with new infrastructure'.[96]

1.83 Other issues identified included economic cycles being out of sync with development cycles, a decrease in foreign investment and the need for essential infrastructure development to support new homes.[97]

Environmental obligations

1.84 The Committee heard that LGAs are often the custodians of programs requiring compliance with a broad array of Commonwealth, state and NT legislation; 'all of which bring with them a range of compliance costs and timing implications [which] are felt more acutely in regional and rural councils due to disparate communities with small populations and priorities for [those] communities'.[98]

1.85 LGAs play an essential role in the conservation and management of biodiversity and biosecurity for threatened species and are increasingly called upon to ensure

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92 Ms Adele Drago-Stevens, Director, Corporate, Macedon Ranges Shire Council, *Committee Hansard*, 26 September 2024, pages. 2–3.
93 Urban Development Institute of Australia (NSW), *Greenfield Land Supply pipeline Report*, June 2021, p. 5.
94 City of Greater Geelong, *Submission 207*, p. 8.
95 Circular Head Council, *Submission 12*, p. 3.
96 Local Government NSW, *Submission 186*, p. 32.
97 Mr Nicholas Proud, CEO, Civil Contractors Federation, *Committee Hansard*, 15 August 2024, pages 2–3.
98 East Gippsland Shire Council, *Submission 162*, p. 10.

compliance with the *Environment Protection and Biodiversity Conservation Act 1999* (Cth) (EPBC Act), weed management and climate change regulations, 'particularly with respect to illegal clearing of federally protected native vegetation and habitat'.[99]

1.86 Brisbane City Council highlighted the additional regulatory compliance burden in complying with the EPBC Act to undertake audits, investigations and enforcement to prevent impacts on the community and the environment.[100]

1.87 Regional, rural and remote councils 'have large areas that are national parks, state forests or public reserves which are not rateable and yet must be serviced in terms of access roads, pest and weeds management, biodiversity protection and visitor experience enhancement'.[101]

1.88 In addition to compliance with environmental protection legislation, LGAs across Australia commented on increased community expectations for greater environmental conservation and sustainability, as well as a lack of resources and technical expertise, noting:

- an increased community demand for proactive responses to environmental conservation, and sustainability[102]
- impacts on biodiversity and natural ecosystems are requiring local governments to develop and implement conservation strategies to protect local flora and fauna[103]
- environmental obligations, such as managing natural resources, conservation, and climate change mitigation, often require significant financial resources and technical expertise[104]
- the financial strain on local governments hinders their ability to effectively manage environmental challenges, particularly when accompanied by evolving rules and regulations[105]
- councils need dedicated funding streams to support their environmental obligations and sustainable practices.[106]

Climate adaptation management

1.89 Australia is experiencing ongoing changes to its weather and climate. The Bureau of Meteorology has observed an increase in the frequency of extreme heat events over land and in the oceans; heavy short-term rainfall events becoming more intense leading to flash flooding; an increase in extreme fire weather, and a longer fire

99 Campaspe Shire Council, *Submission 172,* p. 6.
100 Councilor Fiona Cunningham, Civic Cabinet Chair, Finance and City Governance Committee, Brisbane City Council, *Committee Hansard*, 18 October 2024, pages 6–7.
101 Canberra Region Joint Organisation, *Submission 258*, pages 9–10.
102 City of Cockburn, *Submission 141,* p. 22.
103 Municipal Association of Victoria, *Submission 97*, p. 21.
104 West Wimmera Shire Council, *Submission 28*, p. 3.
105 Western Queensland Alliance of Councils, *Submission 176*, p. 7.
106 Mr David Arnold, Chief Executive Officer, Central Western Queensland Remote Area Planning and Development Board, *Committee Hansard*, 18 October 2024, p. 27.

season; and a continued decrease, on average, in cool season rainfall across southern and eastern Australia, which will likely lead to more drought.[107]

1.90 Across all LGAs, the average annual damages to council assets as a result of coastal flooding, inland flooding, bushfires, heatwaves, and severe storms are in the range of $90–$120 million.[108] The 2022 flood events in NSW, for example, 'affected 98 out of 128 LGAs, damaged 15,000 homes and caused over $5.1 billion of insured damages'.[109] According to a report by Natural Capital Economics, this is expected to increase to between $210–$300 million by 2050, and to between $400–$540 million by 2100.[110]

1.91 There was general agreement across most LGAs that mitigating the effects of climate related natural disasters and climate adaptation management was not only essential but also posed a significant financial cost. Local governments are at the forefront of climate change mitigation and adaptation, disaster response, and environmental protection; spending more on environmental protection than other government levels, but lacking resources and expertise to implement all necessary measures.[111]

1.92 Local governments face a widening resource gap, limiting their capacity to undertake essential climate change adaptation and mitigation work, which is critical to the sustainability of their communities.[112] The Committee heard that coastal LGAs do not have the financial capacity to meet adaptation challenges;[113] urban councils incur significant and increasing cost impacts in dealing with climate change adaptation and risk management;[114] and regional communities find themselves at the edge of change for climate change, natural disasters and transition while funding to local governments is limited.[115]

1.93 The costs of disaster management, including preparation, response, and recovery are increasing, and costs are uneven over space and time. Disasters and extreme weather events do not readily conform to budget processes.[116] The cost of post-disaster recovery has also shifted as the intensity of disasters is exacerbated by climate change.[117] Extreme weather events cause extensive damage to physical infrastructure (roads, coastal structures, and public buildings) leading to costly and extensive repairs disrupting services, including emergency response and waste management, which then diverts resources from other critical areas and puts

107 Bureau of Meteorology, *State of the Climate 2024*.
108 Natural Capital Economics Pty Ltd, *Adaptive Community Assets. A report prepared for the Eastern Alliance for Greenhouse Action*, 22 March 2023, pages iii and 4.
109 NSW Department of Planning, Housing and Infrastructure, *Submission 255*, p. 28.
110 Natural Capital Economics Pty Ltd, *Adaptive Community Assets. A report prepared for the Eastern Alliance for Greenhouse Action*, 22 March 2023, pages iii and 4.
111 Australian Local Government Association, *Submission 181*, pages 4 and 8.
112 Victorian Greenhouse Alliances, *Submission 219*, p. 2.
113 Councillor Sarah Race, *Submission 151*, p. 1.
114 Merri-bek City Council, *Submission 60*, p. 5.
115 Australian Rural Leadership Foundation, *Submission 208*, p. 2.
116 La Trobe Climate Change Adaptation Lab, *Submission 41*, p. 4.
117 Public Skills Australia, *Submission 118*, p. 3.

pressures on planned maintenance schedules.[118] This further impacts councils' ability to deliver projects and services in financially sustainable ways.[119]

1.94 With the scale and timeframes associated with managing climate adaptation measures, town planners and managers are attempting to design for an uncertain future while lacking funding for climate adaptation measures.[120]

1.95 As a result of these challenges, the Committee has been advised additional and continued funding is needed to assist local governments to undertake disaster resilience and risk reduction initiatives to manage the physical and social impacts of disasters caused by climate change and natural disasters.[121]

Skills shortages

1.96 Local Government Workforce Skills and Capability surveys conducted in WA, NSW and SA noted skills shortages across several varied occupations.

1.97 A 2022 survey in WA found that 90 per cent of respondent reported that they were experiencing skills shortages in 2021–22, compared to the 47 per cent in 2018.[122] The top professional occupations experiencing skill shortages in 2020–21, according to the survey, were building surveyors, risk managers, engineers and town planners affecting 21–24 per cent of councils, while trade occupations, customer service workers, labourers and truck drivers experienced the greatest shortages affecting 29–33 per cent of local governments.[123]

1.98 A survey conducted in NSW in 2022 found that 'over 91 [per cent] of surveyed council respondents reported skills shortages, with 66 [per cent] of respondents saying that project delivery had been impacted or delayed by vacancies, skills shortages, skills gaps or training needs'.[124] The top occupations experiencing skill shortages included engineers, urban and town planners, building surveyors, project managers, labourers, information and communication technologies, engineers, urban and town planners, building surveyors and mechanical tradespersons.[125]

1.99 The 2022 SA survey found similarly that:

> …nine out of every 10 Australian councils are facing jobs and skills shortages, with engineers, planners, building surveyors and environmental health officers all in high demand. Due to these skills shortages, councils resort to recruiting less skilled applicants for engineering, urban and town planning, building surveying and supervisor and team leader roles. Unavoidably, this has had negative

118 District Council of Streaky Bay, *Submission 231*, p. 2.
119 City of Onkaparinga, *Submission 69*, p. 2.
120 Australian Coastal Councils Association, *Submission 58*, p. 9.
121 Local Government Association of Queensland, *Submission 257*, p. 30.
122 Western Australian Local Government Association, *Submission 96*, p. 12.
123 Western Australian Local Government Association, *Submission 96*, p. 12.
124 NSW Department of Planning, Housing and Infrastructure, *Submission 255*, p. 31.
125 NSW Department of Planning, Housing and Infrastructure, *Submission 255*, p. 31.

> repercussions for local government productivity. Often councils can't afford to pay remuneration that's comparable to the private sector or other levels of government.[126]

1.100 As noted above, state and NT LGAs reported that they were experiencing skills shortages across a wide range of occupations. The majority commented that they were experiencing skills shortages for urban and town planners, engineers, building surveyors and inspectors, engineers, emergency planners, environmental health officers, asset managers, and human resource, healthcare, and childcare professionals. For councils experiencing extreme skills and labour shortages, a lack of skilled labour is becoming more evident when delivering complex infrastructure projects.[127]

1.101 The Committee received evidence on how the financial sustainability of LGAs are impacting the recruitment and retention of its workforce. Identified as a key driver was wage and benefits competition between LGAs, state and NT governments, and the private sector, making attracting and retaining suitably qualified workers challenging. For example, local governments are very good incubators in regional WA for developing skills, but they are unable to compete with the resource sector.[128]

1.102 Other drivers include:

- the inflationary environment on workforce/skilled labour particularly in the construction industry
- an ageing workforce
- job security
- rate capping making it challenging to offer competitive wages and invest in staff development
- trends towards contracting out essential local government services resulting in less job security for workers and lower wages, and
- a lack of infrastructure, such as housing, schools, retail, and social and medical services, in regional, rural and remote areas.[129]

1.103 For regional and rural and remote LGAs, skills shortages are exacerbated by an unwillingness of people to move there, and with salaries being less than those offered in metropolitan centres, there are no incentives available for people to take up employment.[130] Traditionally councils could offset a wage differential through higher job security and conditions, however in the current employment market staff

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126 Local Government Association of South Australia, *Submission 95*, p. 21.

127 Town of Port Hedland, *Submission 48*, p. 3; Mr Robert Potter, National Secretary, Australian Services Union, *Committee Hansard*, 25 July 2024, p. 15; Mr Michael Boyle, President, Civil Contractors Federation, *Committee Hansard*, 15 August 2024, p. 6.

128 Mr Nick Sloan, Chief Executive Officer, Western Australian Local Government Association, *Committee Hansard*, 7 June 2024, p. 5.

129 For example, see Mayor Kylie Boston, District Council of Grant, *Committee Hansard*, 27 September 2024, p. 21.

130 Central Desert Regional Council, *Submission 9*, p. 1.

are prepared to sacrifice security for higher earning potential in either the private sector or with larger and better resourced councils in metropolitan and larger regional centres.[131]

1.104 Retaining skilled workers is increasingly challenging, and there is a lack of adequate workforce planning across the sector around what is needed to ensure new staff are brought on, whether it be through apprenticeship and traineeship programs or broader recruitment processes, which can be linking wider issues related to housing, community services, and access to TAFE/VET and higher education.[132]

1.105 To address workforce shortages, submitters put forward several possible solutions including:

- enhancing local training and education opportunities[133]
- support skilled migration into regional capitals to match skill-based needs[134]
- offering non-cash incentives to attract and retain staff[135]
- provide additional training opportunities and funding to address skill gaps,[136] and
- engaging local education and training providers (secondary schools and TAFE/VET providers)[137]
- establishing a trainee and apprenticeship scheme and apprenticeship hub to improve jobs and skills, particularly in regional areas, and
- establish a Fair Jobs Code for local government aimed at securing employment through placing limits on council's use of agency and labour hire employment.[138]

Rate pegging

1.106 Rate pegging, a NSW and Victorian government policy, restricts the annual amount by which councils can raise rates without applying for a Special Rates Variation. Submitters noted how 'the financial sustainability of councils has been undermined by rate pegging'.[139]

1.107 The Warren Shire Council stated that 'rate pegging, is increasingly eroding any possibility of financially sustainable local government in NSW and risks the capacity of Council to deliver tailored, grassroots services to our community and properly deliver and maintain vital local infrastructure'.[140] Yass Valley Council stated that the

131 Canberra Region Joint Organisation, *Submission 258*, p. 4.
132 Ms Samantha Batchelor, Tasmanian Coordinator, Australian Services Union, *Committee Hansard*, 25 September 2024, p. 29.
133 Australian Services Union, *Submission 140*, p. 3.
134 Regional Capitals Alliance of WA, *Submission 124*, p. 10.
135 Western Queensland Alliance of Councils, *Submission 176*, p. 37.
136 Western Queensland Alliance of Councils, *Submission 176*, p. 38.
137 Torrens University Australia, *Submission 35*, p. 3.
138 Australian Services Union, *Submission 140*, pages. 3-4.
139 Local Government NSW, *Submission 186*, p. 7.
140 Warren Shire Council, *Submission 81*, p. 5.

practice ‘constrains Council’s own source revenues from property rates and user chargers would need to be significantly increased to fill the gap’.[141] The Country Mayors Association of NSW suggested that rate pegging had resulted in much lower council rates; 41 per cent lower than the national average.[142]

1.108 However, Adjunct Professor Brian Dollery believed that abolishing rate pegging would not make many local councils financially sustainable as ‘many local councils in regional, rural or remote areas have neither the population nor rate base to generate sufficient funding for essential local services, new infrastructure and adequate staffing’.[143]

Airport infrastructure

1.109 Over time, the ownership of many Australian Government airports has been steadily transferred to local governments. Between 1989 and 1993 local governments were given full management and financial responsibility for these airports. The Australian Airports Association noted that ‘under their transfer deeds, local governments are obliged to continue owning and operating these aerodrome facilities unless they receive permission from the Australian Government to either close or privatise these airports’.[144] There are 200 regional and rural airports owned and operated by councils across Australia with more than half of all local governments in rural areas responsible for an airport or aerodrome in some form.[145]

1.110 The Australian Local Government Association and Institute of Public Works Engineering Australasia’s 2024 State of the Assets report stated that Australia’s airports and aerodromes were either in poor condition or have poor function or capacity.[146] Key challenges included regional airports ‘operating runways and infrastructure that is 70+ years old, with substantial upgrades needed to meet modern aviation safety standards’ and regional airports have negative operating margins, and rely ‘on local government or other financial assistance to cover their operating, maintenance and upgrading costs’.[147]

1.111 Complying with aviation regulatory reforms are changing infrastructure and service delivery obligations for local governments that own or operate airports.[148] The Australian Airports Association highlighted a number of challenges including:

141 Yass Valley Council, *Submission 164*, p. 2.
142 Country Mayors Association of NSW, *Submission 188*, p. 6.
143 Adjunct Professor Brian Dollery, *Submission 68*, p. 5.
144 Australian Airports Association, *Submission 259*, p. 2.
145 Institute of Public Works Engineering Australasia and Australian Local Government Association, *2024 National State of the Assets Report*, July 2024, p. 6; Department of Infrastructure, Transport, Regional Development, Communications and the Arts, *Submission 38*, p. 10.
146 Institute of Public Works Engineering Australasia and Australian Local Government Association, *2024 National State of the Assets Report*, July 2024, p. 4.
147 Institute of Public Works Engineering Australasia and Australian Local Government Association, *2024 National State of the Assets Report*, July 2024, p. 40.
148 Australian Airports Association, *Submission 259*, p. 4.

- new regulatory requirements for all ‘certified’ aerodromes to review their practices, facilities, and manuals to ensure they reflect the new standards required significant effort by local governments to ensure compliance, often coming at a major cost in time and money to councils and airports
- aviation security reforms for some local governments increased costs of airport operations and added an additional compliance burden
- heavier newer aircraft, decarbonisation of domestic aviation and climate adaptation management are placing intensive demands on airport infrastructure.[149]

1.112 Kimberley Regional Council identified a number of key issues that they believed airports faced including: ‘low annual passenger movements; limited opportunities for diversified revenue streams; limited capacity to borrow funds; limited ability to attract and retain highly qualified staff; ageing airport infrastructure; high operational costs for aviation security screening; high cost of doing business due to remoteness.’[150] They added that competitive funding was making it difficult to manage and implement critical upgrades and that regional and remote airports had a higher expenditure compared to major airports and major regional airports (12 per cent of total expenditure, compared to about four per cent).[151]

1.113 The Rural City of Wangaratta stated that there was no Australian Government support for the essential service of their aerodrome which was required to ensure ongoing maintenance and development.[152] The Australian Local Government Association stated that ‘most councils do not have the capability or capacity to raise the necessary funding for airports through their operational revenue’.[153]

Additional concerns

1.114 Submitters also raised varied concerns that they believed were placing additional financial pressure on councils including: the indexation freeze on Financial Assistance Grants; the Commonwealth distribution formula; unwanted infrastructure added to councils’ portfolios though election commitments; transitioning and hosting grid-scale renewable energy projects.

1.115 The Grattan Institute noted that the ‘combined impact of the indexation freeze and [consumer price] indexation has led to a funding gap in 2023 of close to $600 million’.[154] The Victorian Grants Commission estimated that ‘rural and regional councils have foregone $125 million in revenue in the five years since the indexation was paused’.[155]

149 Australian Airports Association, *Submission 259*, p. 4.
150 Kimberley Regional Council, *Submission 123*, p. 18.
151 Kimberley Regional Council, *Submission 123*, p. 19.
152 Rural City of Wangaratta, *Submission 125*, p. 7.
153 Australian Local Government Association, *Submission 181*, p. 36.
154 Grattan Institute, *Submission 74*, p. 5.
155 Baw Baw Shire Council, *Submission 183*, p. 17.

1.116 The Northern Beaches Council stated that the 'indexation method ([consumer price index] and population growth) does not recognise the cost pressures on councils, and this gap was further widened by the [three]-year indexation freeze on the Financial Assistance Grant from 2014–15 to 2016–17'.[156]

1.117 Local Government Professionals Australia suggested that the Commonwealth Government should address grant funding lost during the 2014–15 indexation freeze.[157]

1.118 Kiama Municipal Council's submission stated that 'assets are added to councils' portfolios, due to growth driven by communities, and election commitments, but no grants provided by State and Federal government for maintaining the asset/depreciation'.[158]

1.119 The Shire of Cuballing believed that discretionary funds and grants programs were being 'allocated to election commitments rather than deserving projects with an identified need, business case and matching funding in a safe opposition electorate'.[159]

1.120 The Canberra Region Joint Organisation noted an additional financial burden placed on councils from election commitments:

> These commitments are made following requests from the community with little consultation with council, particularly where the government changes. Generally, these assets (or liabilities) are not income-generating however the depreciation expense continues to hit the bottom lines of councils.[160]

Other inquiries and reviews

1.121 Over the past two years, the state governments of Victoria, NSW and Tasmania have undertaken inquiries into their respective local governments:

- Parliament of NSW: Inquiry into the ability of local governments to fund infrastructure and services[161]
- Parliament of Victoria: Inquiry Local Government funding and services[162]
- Tasmanian Government: Future of Local Government Review.[163]

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156 Northern Beaches Council, *Submission 117*, p. 2.
157 Local Government Professionals Australia, *Submission 168*, p. 3.
158 Kiama Municipal Council, *Submission 75*, p. 6.
159 Shire of Cuballing, *Submission 46*, p. 5.
160 Canberra Region Joint Organisation, *Submission 258*, p. 3.
161 Parliament of NSW, 'Ability of local governments to fund infrastructure and services', https://www.parliament.nsw.gov.au/committees/inquiries/Pages/inquiry-details.aspx?pk=3040, accessed 9 December 2024.
162 Parliament of Victoria, 'Inquiry into Local Government funding and services', https://www.parliament.vic.gov.au/localgovernmentfunding, accessed 9 December 2024.
163 Tamanian Department of Premier and Cabinet, *The Future of local government review*, *Final Report*, October 2023.

1.122 Evidence gathered from the state inquiries serves to enhance and corroborate the evidence received for this inquiry to date, providing a more comprehensive understanding of the issues at hand as the Committee works towards presenting its final report.

Committee comment

1.123 The role of local governments in Australia has changed significantly over time. Councils must navigate complex regulatory environments, manage limited financial resources, and address diverse and sometimes competing community needs and expectations.

1.124 Ensuring financial sustainability is a key challenge for LGAs in this evolving environment. Funding for local governments comes from various sources, including taxes in the form of rates, charges for the sale of goods and services, and grants from Commonwealth, state and NT governments. Councils must balance their budgets while maintaining service delivery and investing in infrastructure.

1.125 Submitters put forward wide ranging recommendations aimed at improving the sustainability of local governments. Given the significant number of recommendations put forward to this inquiry by participants, it is challenging to list them all here. A brief overview of some of the key recommendations made by LGAs includes:

- review the Financial Assistance Grants program including:
  - minimum Financial Assistance Grants restored to one percent of Commonwealth taxation revenue
  - remove fixed co-contribution and short delivery timeline requirements of grants
  - set the duration of funded programs a minimum of three to five years to enable for delivery stability and quality
  - Commonwealth Government establish a new allocative, permanent funding program for local governments
  - increase Financial Assistance Grant funding for smaller regional, rural and remote councils based on relative need
- review the Intergovernmental Agreement on Federal Financial Relations
- ensure the allocation of grants are consistent with horizontal equalisation between councils in all jurisdictions, reflecting the different expenditure needs and revenue capacities of councils in different states
- the Commonwealth Government consider the role local governments play, and the appropriateness of funding made available to First Nations councils in achieving the objectives of the National Agreement on Closing the Gap
- address skills shortages through:

    - increase programs that will improve labour availability such as upskilling, retraining, skilled migration and re-evaluate migration policy to enable access to select highly skilled experts
    - develop mechanisms for public/private partnerships to address service gaps
    - incentivise workers to relocate to local government regional, rural and remote areas
    - develop education pathways to promote local government specific skills for regional areas
    - review international best practice of workforce incentive programs and potential application in the Australian context
- consider local governments' role in National Cabinet and ministerial forums
- consider developing a new tripartite agreement between all three levels of government, that ends the cost shifting onto local governments
- consider making councils eligible for Fringe Benefit Tax exemptions and concessions
- the Commonwealth Government to amend the *Fair Work Act 2009* (Cth) to regulate the provision of labour hire services by national system employers to state system local governments
- the Department of Defence and other Commonwealth agencies to contribute to infrastructure required to service their operations
- develop a national working group to proactively prepare and mitigate natural disasters and climate change impacts, with funding for local programs.

1.126 The Committee is thoroughly reviewing the substantial evidence it has received to date and will announce its final recommendations in due course.

1.127 The Committee wishes to express is appreciation to all the LGAs, councils, shires, Commonwealth, state and NT governments and their respective departments, peak bodies, the Australian Services Union, the United Services Union, academics, organisations and individuals who have not only taken the time to provide a submission to this inquiry but also provided their valuable insights and expertise at public hearings.

Mr Luke Gosling OAM MP
Chair
13 February 2025



A. Submissions

1	Mr Kevin Brooks
2	Kim Riley
3	Ms Susanne Martain
4	Mr John O'Donnell
5	Northern and Yorke LGA
6	*Name Withheld*
7	Queensland Water Directorate
8	Mr Jacob Heremaia
9	Central Desert Regional Council
10	Mosman Municipal Council
11	Dr Mark Chou
12	Circular Head Council
13	Berrigan Shire Council
14	Murray River Council
15	Hay Shire Council
16	City of Holdfast Bay
17	Albury City Council
18	Wakefield Regional Council
19	Lockhart Shire Council
20	Cootamundra-Gundagai Regional Council
21	Livingstone Shire Council
22	Coorong District Council

23 Mr James Beale

24 Upper Hunter Shire Council

25 Shire of Boyup Brook

26 City of Darwin

27 Central Goldfields Shire Council

28 West Wimmera Shire Council

29 Indigo Shire Council

30 Narromine Shire Council

31 Coolamon Shire Council

32 City of Tea Tree Gully

33 Glen Eira City Council

34 Maroondah City Council

35 Torrens University Australia

36 Murrumbidgee Council

37 MidCoast Council

38 Department of Infrastructure, Transport, Regional Development, Communications and the Arts

- 38.1 Supplementary to submission 38
- 38.2 Supplementary to submission 38
- 38.3 Supplementary to submission 38
- 38.4 Supplementary to submission 38

39 Shire of Upper Gascoyne

40 City of Victor Harbor

41 La Trobe Climate Change Adaptation Lab

42 Mr Laurie Taylor

43 City of Greater Geraldton

- 43.1 Supplementary to submission 43

44 Torres Shire Council

45 Nova Ratio

46 Shire of Cuballing

47 Warrnambool City Council

48 Town of Port Hedland

49 South Gippsland Shire Council

50 City of Charles Sturt

51 Queensland Audit Office

52 Gunnedah Shire Council

53 Griffith City Council

54 Shire of Narrogin

55 *Name Withheld*

56 Confidential

57 North Sydney Council

58 Australian Coastal Councils Association Inc

59 Shire of Dumbleyung

60 Merri-bek City Council

61 City of Stonnington

- 61.1 Supplementary to submission 61

62 Logan City Council

63 *Name Withheld*

64 Jobs and Skills Australia

- 64.1 Supplementary to submission 64

65 City of Mount Gambier

66 City of Wanneroo

67 Shire of Wyndham East Kimberley

68 Prof. Brian Dollery

69 City of Onkaparinga

70 City of Whyalla

71 City of Palmerston

72 City of Newcastle

73 Yarra Ranges Council

74 Grattan Institute

75 Kiama Municipal Council

76 Shire of Shark Bay

77 Corangamite Shire Council

78 Brisbane City Council

79 Break O'Day Council

80 Always Thinking Advisory

81 Warren Shire Council

82 Byron Shire Council

83 Narrandera Shire Council

84 Shire of Wagin

85 Murchison Shire

86 Local Government Association of the Northern Territory

87 Shire of Esperance

88 Shire of Morawa

89 Port Macquarie Hastings Council

90 A New Approach

91 Australian Flexible Pavement Association

92 Local and Independent News Association

93 Shire of Chapman Valley

94 Shire of Kellerberrin

95 LGASA

96 WA Local Government Association

- 96.1 Supplementary to submission 96

97 Municipal Association of Victoria

- 97.1 Supplementary to submission 97

98 Department of Employment and Workplace Relations

99 City of Moreton Bay

100 City of Palmerston

101 City of Kwinana

102 LG Consulting Group

103 Mr Martin Duke

104 Regional Development Australia Yorke and Mid North

105 Knox City Council

106 Yarriambiack Shire Council

107 Australian Logistics Council

108 Queanbeyan-Palerang Regional Council

109 Central NSW Joint Organisation

110 Shire of Augusta Margaret River

111 Wheatbelt East Regional Organisation of Councils Inc.

112 Campbelltown City Council

113 Northern Sydney Regional Organisation of Councils

114 Shire of Victoria Plains

115 Wodonga City Council

116 Kempsey Shire Council

117 Northern Beaches Council

118 Public Skills Australia

119 City of Kalgoorlie-Boulder

120 Hunter's Hill Council

121 Government of South Australia

122 Kingston District Council

- 122.1 Supplementary to submission 122

123 Kimberley Regional Group

124 Regional Capital Alliance of Western Australia

125 Rural City of Wangaratta

126 District Council of Kimba

127 Scenic Rim Regional Council

128 Mitchell Shire Council

- 128.1 Supplementary to submission 128

129 Lake Macquarie City Council

130 District Council of Elliston

131 Sutherland Shire Council

132 Shoalhaven City Council

133 Rockhampton Regional Council

134 Bellingen Shire Council

135 Tweed Shire Council

136 Suicide Prevention Australia

137 Loddon Shire Council

138 Rural Councils Victoria

139 Snowy Valley Council

140 Australian Services Union

- 140.1 Supplementary to submission 140

141 City of Cockburn

142 District Council of Yankalilla

143 Greater Ballarat Alliance of Councils

144 Victorian Local Governance Association

145 Mildura Rural City Council

146 Federation Council

147 Melbourne 9

148 Hawkesbury City Council

149 Inverell Shire Council

150 Chamber of Minerals & Energy of Western Australia

151 Mrs Sarah Catherine Race

152 Institute of Public Works Engineering Australasia

153 Ms Leila Kasprzak

154 FinPro

155 Regional Development Australia Tasmania

156 Weddin Shire Council

157 Moonee Valley City Council

158 Mornington Peninsula Shire Council

159 Dr Ed Wensing

160 Shire of Gnowangerup

161 Queensland Local Government Grants Commission

162 East Gippsland Shire Council

163 Woollahra Council

164 Yass Valley Council

165 Yarra City Council

166 JLT Public Sector

167 Shire of Yilgarn

168 Local Government Professionals Australia, NSW

169 Hindmarsh Shire Council

170 Local Government Professionals WA

171 Toowoomba Regional Council

172 Campaspe Shire Council

173 Alice Springs Town Council

174 Southern Sydney Regional Organisation of Councils

- 174.1 Supplementary to submission 174

175 Banana Shire Council

176 Western Queensland Alliance of Councils

177 Muswellbrook Shire Council

178 Wyndham City Council

179 Bass Coast Shire Council

180 Leeton Shire Council

181 Australian Local Government Association

- 181.1 Supplementary to submission 181

182 Southern Mallee District Council

183 Baw Baw Shire Council

184 Wingecarribee Shire Council

185 Blacktown City Council

186 Local Government NSW

- 186.1 Supplementary to submission 186

187 Shire of Cunderdin

188 Country Mayors Association of NSW

189 Mr Darren Williams

190 Far North Queensland Regional Organisation of Councils

191 Regional Development Australia Sydney

192 North Burnett Regional Council

193 Australia Post

194 Loxton Waikerie District Council

195 GrainGrowers Limited

196 District Council of Robe

197 Penrith Council

198 National Rural Health Alliance

199 Surf Coast Shire Council

200 Junee Shire Council

201 Isaac Regional Council

202 Macedon Ranges Shire Council

203 Cradle Coast Natural Resource Management Cradle Coast Authority

204 Greater Good Co

205 Torres Strait Island Regional Council

206 Shire of Serpentine Jarrahdale

207 City of Greater Geelong

208 Australian Rural Leadership Foundation

209 Redland City Council

210 Mansfield Shire Council

211 Copper Coast Council

212 Australian Library and Information Association

213 Shire of Yalgoo

214 Tatiara District Council

215 Latrobe City Council

216 The District Council of Coober Pedy

217 Murrindindi Shire Council

218 Western Australian Local Government Grants Commission

219 Central Victorian Greenhouse Alliance

220 Buloke Shire council

221 City of Greater Bendigo

222 Goulburn Mulwaree Council

223 Shellharbour City Council

224 Dungog Shire Council

225 Parkes Shire Council

226 Bega Valley Shire Council

227 City of Gold Coast

228 National Growth Areas Alliance

229 Swan Hill Rural City Council

230 Moyne Shire Council

231 District Council of Streaky Bay

232 Bland Shire Council

233 Wollongong City Council

234 Hepburn Shire Council

235 Tablelands Regional Council

236 Regional Cities Victoria

237 Shire of Narembeen

238 Narrabri Shire Council

239 Wollondilly Shire Council

240 Shire of Carnarvon

241 Australian Medical Association

242 Insurance Council of Australia

243 Central Highlands Regional Council

244 Local Government Finance Professionals Qld

245 The Real Republic Australia

246 Stephen Bali MP

247 Civil Contractors Federation Australia Ltd

248 ACT Government

249 Amazon Web Services

250 Local Government Association of Tasmania

- 250.1 Supplementary to submission 250

251 City of Ballarat

252 City of Adelaide

253 Bathurst Regional Council

254 District Council of Grant

255 NSW Government Department of Planning, Housing and Infrastructure

256 Mount Barker District Council

257 Local Government Association of Queensland

258 Canberra Region Joint Organisation

259 Australian Airports Association

260 Mid Murray Council

261 Broken Hill City Council

262 Australian Small Business and Family Enterprise Ombudsman

263 Cardinia Shire Council

264 JFA Purple Orange

265 Tasmanian Government

266 Northern Tasmanian Alliance for Resilient Councils

267 Northern Territory Government

268 Regional Capitals Australia

269 Murraylands and Riverland Local Government Association

270 Destination Riverina Murray

271 Queensland Farmers' Federation

272 Shire of Pingelly

273 Syngensis and Polypave

274 Queensland Government Department of Housing, Local Government, Planning and Public Works

275 District Council of Tumby Bay

276 One Gippsland

277 Department of Climate Change, Energy, the Environment and Water

278 Department of Finance

279 Shire of Derby / West Kimberley

280 Graham Sansom

- 280.1 Supplementary to submission 280

281 Local Government Elected Members Association Inc

282 Department of Health and Aged Care

- 282.1 Supplementary to submission 282

283 Indigenous Business Australia

284 Essential Services Commission of South Australia

285 Regional Australia Institute

286 Flinders Council

287 Sea Swift Pty Ltd

B. Public hearings

Thursday 30 May 2024

Canberra

Department of Infrastructure, Transport, Regional Development, Communications and the Arts

- Mr John Bowdery, Acting Director, Strategy and Policy (Local Government), Regional Intelligence and Local Government Branch
- Ms Clare Chapple, First Assistant Secretary, Regional Development and Local Government Branch
- Mr Michael Gregory, Acting Assistant Secretary, Local Government, Regional Intelligence and Data Branch
- Mr David Mackay, Deputy Secretary

Friday 7 June 2024

Canberra

Local Government Association of South Australia

- Mayor Dean Johnson, President

Western Australia Local Government Association

- Councillor Karen Chappel, President
- Mr Nick Sloan, Chief Executive Officer
- Mr Daniel Thomson, Manager, Economics

Municipal Association of Victoria

- Mr Domenic Isola, Director, Corporate Services

Local Government Association of the Northern Territory

- Mr Peter Morris, Advocacy and Policy Adviser

Department of Employment and Workplace Relations

- Ms Renae Houston, First Assistant Secretary
- Ms Kirsty Leslie, Acting Assistant Secretary, Jobs and Skills Australia
- Mr David Turvey, First Assistant Secretary, Jobs and Skills Australia

Department of Climate Change, Energy, the Environment and Water

- Ms Cathryn Geiger, Acting Head of Division, Climate Change Policy, Adaptation and Risk Division
- Mr Chris Johnston, Branch Head, Climate Active, Risks and Disclosures Branch
- Ms Kathryn Smith, Branch Head, National Adaptation Policy Office

Department of Finance

- Ms Tracey Carroll, First Assistant Secretary, Governance and Grants Division, Governance and Resource Management
- Mr Cameron Jose, Assistant Secretary, Commercial Policy and Advice Branch, Commercial Investments Division, Commercial Group
- Ms Louise Sasaki, Assistant Secretary, Infrastructure, Communications, and Agriculture Branch, Industry, Education and Infrastructure Division, Budget Group

Thursday 27 June 2024

Canberra

Australian Local Government Association

- Ms Amy Crawford, Chief Executive Officer
- Councillor Linda Scott, President

Thursday 4 July 2024

Canberra

Department of Health and Aged Care

- Ms Trisha Garrett, First Assistant Secretary, Service Delivery Division, Ageing and Aged Care Group

Thursday 25 July 2024

Canberra

Local Government Association of Queensland

- Councillor Matt Burnett, Acting President
- Ms Lucy Greene, Lead, Intergovernmental Relations
- Mr Nathan Ruhle, Manager, Intergovernmental Relations
- Ms Alison Smith, Chief Executive Officer

Local Government Association of Tasmania

- Mr Dion Lester, Chief Executive Officer
- Mr Michael Tucker, President

Local Government New South Wales

- Mr David Reynolds, Chief Executive
- Mrs Darriea Turley, President

Australian Services Union

- Mr Robert Potter, National Secretary

Northern and Yorke Local Government Association

- Mr Simon Millcock, Chief Executive Officer

Torrens University Australia

- Dr Roslyn Cameron, Professor and Director, Centre for Organisational Change and Agility

Always Thinking Advisory

- Mr Peter Tegart, Partner

United Services Union

- Mr Stephen Hughes, Northern Manager
- Mr Graeme Kelly, OAM, General Secretary
- Mr Daniel Papps, Manager, Industrial, Rules, Governance and Compliance

Private Capacity

- Professor Brian Dollery

Thursday 15 August 2024

Canberra

Civil Contractors Federation Australia Ltd

- Mr Michael Boyle, President
- Mr Nicholas Proud, Chief Executive Officer

Thursday 22 August 2024

Canberra

UTS Institute for Public Policy and Governance

- Adjunct Professor Graham Sansom

Friday 23 August 2024

Canberra

City of Darwin

- Mr Peter Pangquee, Deputy Lord Mayor
- Ms Simone Saunders, Chief Executive Officer

City of Palmerston

- Mr Luccio Cercarelli, Chief Executive Officer
- Mrs Athina Pascoe-Bell, Mayor

Central Desert Regional Council

- Mr Leslie Manda, Chief Executive Officer

Alice Springs Town Council

- Mr Matthew Paterson, Mayor
- Mr Andrew Wilsmore, Chief Executive Officer

Wednesday 28 August 2024

West Perth

City of Kwinana

- Mr Wayne Jack, Chief Executive Officer

City of Cockburn

- Mr Daniel Arndt, Acting Chief Executive Officer

City of Wanneroo

- Mrs Linda Aitken, Mayor
- Mr Bill Parker, Chief Executive Officer

Shire of Augusta Margaret River

- Ms Melanie May Stevens, Director of Corporate and Customer Services

Shire of Gnowangerup

- Mrs Kate O'Keeffe, Shire President
- Mr David Nicholson, Chief Executive Officer

City of Greater Geraldton

- Mr Ross McKim, Chief Executive Officer

Shire of Yalgoo

- Mr Ian Holland, Chief Executive Officer

Shire of Chapman Valley

- Mr Jamie Criddle, Chief Executive Officer

City of Kalgoorlie-Boulder

- Mr Andrew Brien, Chief Executive Officer

Shire of Kellerberrin

- Mr Raymond Griffiths, Chief Executive Officer

Shire of Yilgarn

- Mr Nic Warren, Chief Executive Officer

Town of Port Hedland

- Ms Shanna Crispin, Manager of Public Affairs
- Mr Stephen Leeson, Director of Corporate Services

Shire of Shark Bay

- Mrs Cheryl Cowell, Shire President

Shire of Exmouth

- Mr Matthew Nikkula, Shire President

Shire of Wyndham East Kimberley

- Mr David Menzel, Shire President
- Mr Vernon Lawrence, Chief Executive Officer

Shire of Derby / West Kimberley

- Mr Neil Hartley, Director of Strategic Business
- Mr Peter McCumstie, Shire President

Kimberley Regional Group and Regional Capital Alliance of Western Australia

- Mr Paul Rosair, Executive Officer

City of Bunbury

- Mr Jaysen Miguel, Mayor

Wednesday 25 September 2024

Launceston

City of Launceston Council

- Mr Michael Newby, Chief Infrastructure Officer
- Mr Nathan Williams, Chief Financial Officer

George Town Council

- Mr Shane Power, General Manager

Flinders Council

- Mr Warren Groves, General Manager

- Ms Rachel Summers, Mayor

Break O'Day Council

- Mr John Brown, General Manager

Circular Head Regional Council

- Mrs Vanessa Adams, General Manager
- Mr Gerard Blizzard, Mayor

Australian Services Union

- Ms Corinne Ball, Delegate
- Ms Samantha Batchelor, Tasmanian Coordinator
- Mr Mischa Pringle, Delegate
- Ms Jo Swan, Delegate

Thursday 26 September 2024

Wallan

Mitchell Shire Council

- Ms Mary Agostino, Director, Advocacy and Communities
- Mr Brett Luxford, Chief Executive Officer

Macedon Ranges Shire Council

- Ms Adele Drago-Stevens, Director, Corporate
- Mr Bernie O’Sullivan, Chief Executive Officer

Wyndham City Council

- Mr Stephen Wall, Chief Executive Officer

Melbourne 9

- Mr Dale Dickson, Chief Executive Officer, City of Stonnington
- Ms Helen Sui, Chief Executive Officer, City of Moonee Valley

Yarra City Council

- Ms Sue Wilkinson, Chief Executive Officer

City of Greater Bendigo

- Mr Andrew Cooney, Chief Executive Officer

Mildura Rural City Council

- Mr Martin Hawson, Chief Executive Officer
- Mr Mark McMillan, Manager Financial Services

Moyne Shire Council

- Mr Ed Small, Director, Corporate and Governance Services

Mornington Peninsula Shire Council

- Mr John Baker, Chief Executive Officer
- Mr Bulent Oz, Chief Financial Officer

Rural City of Wangaratta

- Ms Sarah Brindley, Director, Corporate and Leisure
- Mrs Anthea Sloan, Service Development Manager

Murrindindi Shire Council

- Ms Livia Bonazzi, Chief Executive Officer

East Gippsland Shire Council

- Ms Sarah Johnston, General Manager, Business Excellence
- Ms Fiona Weigall, Chief Executive Officer

Friday 27 September 2024

Adelaide

City of Tea Tree Gully

- Mr Ryan McMahon, Chief Executive Officer
- Mr Justin Robbins, General Manager, Strategy and Finance

Mount Barker District Council

- Mr Alex Oulianoff, General Manager, Corporate Services

Mid Murray Council

- Mrs Simone Bailey, Mayor
- Mr Ben Scales, Chief Executive Officer

Southern Mallee District Council

- Mr Lachlan Miller, Chief Executive Officer
- Mr Ron Valentine, Mayor

District Council of Robe

- Ms Natalie Traeger, Chief Executive Officer

City of Mount Gambier

- Mayor Lynette Martin
- Mrs Sarah Philpott, Chief Executive Officer

District Council of Grant

- Mayor Kylie Boston
- Mr Darryl Whicker, Chief Executive Officer

Kingston District Council

- Mr Ian Hart, Chief Executive Officer

Whyalla City Council

- Mr Justin Commons, Chief Executive Officer
- Ms Kathy Jarrett, Director, Corporate Services
- Mr Phill Stone, Mayor

Northern and Yorke Local Government Association

- Mr Simon Millcock, Chief Executive Officer

Essential Services Commission of South Australia

- Mr George Kamencak, Executive Director, Monitoring and Evaluation
- Mr Adam Wilson, Chief Executive Officer

Thursday 10 October 2024

Canberra

Department of Premier and Cabinet, Tasmania

- Mr Isaac Dalla-Fontana, Senior Policy Analyst, Office of Local Government
- Mr Matthew Healey, Acting Deputy Secretary, Strategy and Delivery
- Mr Michael Mogridge, Acting Executive Director, Local Government, Office of Local Government
- Mr Luke Murphy-Gregory, Acting Director, Local Government Reform, Office of Local Government

Thursday 17 October 2024

Cairns

Tablelands Regional Council

- Ms Erica Bowden, Manager, Finance
- Mr Angelo Finocchiaro, Executive Manager, Economic Development
- Mayor Rod Marti

Cairns Regional Council

- Ms Lisa Whitton, Chief Financial Officer

Napranum Aboriginal Shire Council

- Mr Peter O'May, Chief Executive Officer

Torres Shire Council

- Ms Elsie Seriat, Mayor
- Mrs Dalassa Yorkston, Chief Executive Officer

Weipa Town Authority

- Mrs Jaime Gane, Chair

Far North Queensland Regional Organisation of Councils

- Ms Darlene Irvine, Chief Executive Officer

The Services Union

- Mrs Kathy Cochran, Union Delegate
- Mr Glenn Desmond, Regional Organiser
- Mrs Jenny Elphinstone, Local Delegate

Friday 18 October 2024

Beaudesert

Logan City Council

- Mr Jon Raven, Mayor

Brisbane City Council

- Councillor Fiona Cunningham, Civic Cabinet Chair, Finance and City Governance Committee
- Mr Mark Russell, Chief Finance Officer

Scenic Rim Regional Council

- Mr David Keenan, Chief Executive Officer
- Mr Oliver Pring, General Manager, Council Sustainability, and Chief Financial Officer
- Councillor Tom Sharp, Mayor

Toowoomba Regional Council

- Mr Mike Brady, General Manager
- Mr Geoff McDonald, Mayor

Banana Shire Council

- Mr Thomas Upton, Chief Executive Officer

North Burnett Regional Council

- Mr Craig Matheson, Chief Executive Officer

Western Queensland Alliance of Councils

- Mr David Arnold, Chief Executive Officer, Central Western Queensland Remote Area Planning and Development Board
- Councillor Janene Fegan, Deputy Chair, North West Queensland Regional Organisation of Councils

- Mr Greg Hoffman, Executive Director, North West Queensland Regional Organisation of Councils
- Councillor Barry Hughes, Chair, North West Queensland Regional Organisation of Councils
- Councillor Samantha O'Toole, Chair, South West Queensland Regional Organisation of Councils
- Ms Simone Talbot, Executive Officer, South West Queensland Regional Organisation of Councils

Friday 8 November 2024

Canberra

Kiama Municipal Council

- Ms Jane Stroud, Chief Executive Officer
- Ms Olena Tulubinska, Chief Financial and Technology Officer

Tweed Shire Council

- Mr Michael Chorlton, Director, Corporate Services
- Mr Troy Green, General Manager

Canberra Region Joint Organisation

- Councillor Russell Fitzpatrick, Chairperson
- Ms Sharon Houlihan, Executive Officer

Cootamundra-Gundagai Regional Council

- Mr David Graham, Councillor
- Mr Steve McGrath, Interim General Manager

Broken Hill City Council

- Mayor Tom Kennedy

Hay Shire Council

- Ms Kirstyn Thronder, Executive Manager, People and Governance

Country Mayors Association of New South Wales

- Mr Russell Fitzpatrick, Member

Central New South Wales Joint Organisation

- Ms Jennifer Bennett, Executive Officer
- Mr Kent Boyd, General Manager, Parkes Shire Council; and Member, General Managers Advisory Committee; and General Manager, Hornsby Shire Council

Southern Sydney Regional Organisation of Councils

- Mr Richard Sheridan, Member, Finance Group; and Director, City Performance, Bayside Council
- Mr Craig Swift-McNair, Chair; and General Manager, Woollahra Council

Northern Sydney Regional Organisation of Councils

- Mr Steven Head, Chair, General Managers Advisory Committee
- Dr Meg Montgomery, Executive Director

Northern Beaches Council

- Ms Caroline Foley, Chief Financial Officer

Australian Services Union

- Mr John Chisholm, Workplace Delegate, South Australian and Northern Territory Branch
- Ms Karen Colli, Branch Executive Councillor, Local Government Division, Western Australian Branch
- Ms Kristen Gilbertson, President, South Australian and Northern Territory Branch
- Ms Tanya Goddard, Workplace Delegate, Victorian and Tasmanian Authorities and Services Branch
- Mrs Jill Hugo, Assistant Branch Secretary, Western Australian Branch
- Mr Savvas (Sam) Ktisti, Workplace Delegate, South Australian and Northern Territory Branch
- Ms Margaret L'Estrange, Vice-President, South Australian and Northern Territory Branch
- Ms Chloe Schlemitz, Workplace Delegate, Victorian and Tasmanian Authorities and Services Branch
- Ms Abbie Spencer, Secretary, South Australian and Northern Territory Branch
- Ms Tash Wark, Branch Secretary, Victorian and Tasmanian Authorities and Services Branch
- Mr Tom Wenbourne, Branch Executive Member, Local Government, Western Australian Branch

C15 - Tourism & Economic Development January / February 2024

REPORTING OFFICER	Executive Manager Economic Development and Tourism
ATTACHMENTS	- Hay and Carrathool Regional Drought Resilience Plan – Summary Paper, dated October 2024

INTRODUCTION
Monthly update on the activities of Economic Development and Tourism
COMMENTARY

Visitor Information Centre (VIC)

The Visitor Information Centre assisted 1220 visitors during January 2025.
Statistics below reflect the percentage of Hay VIC visitors who attended Hay attractions:

- Shear Outback attracted 487 visitors in January.
- 4 % visited Dunera Museum with 50 visitors.
- 17% visited Hay Gaol with 209 visitors
- 3 % visited Bishop's Lodge with 38 visitors
- 48 % of visitors were from NSW
- 25 % of visitors from Victoria
- 13% of visitors from South Australia

The Tap and Go (paywave) accounted for 64% of all transactions at the Hay Gaol, Bishop's Lodge and Dunera museums.

The Cycle Hay experience attracted 23 bike hires for the month of January.

LOVE HAY @Christmas

The TED team delivered the annual Christmas event in Witcombe Place. A large crowd enjoyed the evening which featured market stalls, children's activities and the drawing of the shop local campaign winners. A total of 53 businesses participated in the 6-week campaign. The winners of the $1500 in LOVE Hay cards had visited the Hay Services Club, Mackers Meats, Robertson's Bakery and Foodworks.

LOVE Hay Program

The LOVE Hay program has reached a significant total of $612 812 since commencement in October 2020.

Update on Love Hay cards for January 2025

- Number of cards sold:117
- Total loaded on cards: $8,250.00
- Total redemptions: 313 cards for a total of $12 756



Australia Day -
TED organised and hosted the Australian Day Breakfast at the Hay Gaol for 150 community members. Thanks to our Councillors, Can Assist and the Youth Taskforce team for their support in delivering the event. We had very positive feedback on recipients and the Ceremony.

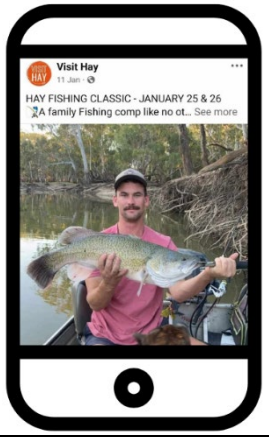
Hay Lions Fishing Competition
The Hay Lions Football and Netball hosted the annual fishing competition with over 800 entries and over 400 competing. The event provided a welcome influx of visitors for all Hay businesses. The event contributed to $246,503 in visitor spend over the course of the weekend an increase of 34% on the 2024 event. The event is the second largest contributor to the visitor economy throughout the year.

TED Team providing assistance/or delivery to the following events:

Upcoming Events

1 March	Hay Pro Rodeo
8 March	Shag Gregory Memorial Poker Run
22 March	Tunes on the Green – Troy Cassar-Daley
12 April	Hayland Gathering
17 April	Haylumminate

Digital Channel	Reach	Top Content
Website	• 8319 views to the Visithay website – • 2996 new visits • Direct - typed in Visithay – 452 users • Home page is most visited for January	

Digital Channel	Reach	Top Content
Facebook	• 29 683 Impressions in January • Hay Fishing Classic top post with reach of 6600 and 10 023 views • Page followers 4065	
Instagram	• 1523 followers in January with a steady increase. • 5056 page impressions • Hill's Corner Store top post with 53 engagements and 701 views.	

sr releases a Why Leave Town gift card.

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	Troy Caser Daley will be working with local schools to deliver a music incursion. A target digital marketing plan has been developed to encourage ticket sales outside of the LGA.
Action 6.2	Strengthen collaboration across LGA boundaries as well as with the important stakeholders such as DNRM, DNSW and other Regional Tourism organisations	Advertising in Griffith regional guide
Action 6.4	Allocate resources to measure and interpret visitor data on an annual basis, including on numbers of visitors, spend and market segments	Completed marketing and integrated digital advertising plan.

Economic Analysis - Monthly Analysis

Data provided by Spendmap. The data takes all debit and credit transactions for one major Australian Bank Group (including transactions via phone, in person EFTPOS and via internet). The data is then adjusted for all banks and weighted to account for cash and non card payments including BPay and cheque. The result is a summary of all transactions within the Hay LGA each month.

Expenditure Type	Jan 24	Jan 25	Change
Total Local Spend	$3.95 m	$4.36m	10.4%
Resident Local Spend	$1.73m	$1.85m	7.07%
Visitor Local Spend	$2.2m	$2.51m	12.98%
Resident Escape Spend	$2.62m	$2.66m	1.34%
Resident Online Spend	$2.6m	$2.58m	-0.86%

The 12.98 % increase in Visitor Local Spend suggests a relatively healthy growth in visitor economy activity in part due to the increased activity from the Transgrid construction.

By way of a benchmark, the mean ratio of Resident Online Spend to all resident spending is 0.22. That is, for every dollar spent by resident cardholders anywhere, 22c goes online. Another 34c is in Escape Expenditure and the rest is spent locally.

Trend lines over the past 3 years are as follows:

- Total local spend has been upwards
- Resident local spend has been flat
- Visitor local spend has been upwards
- Resident escape Spend has been upwards
- Resident online spend has been upwards

In December 2024 (latest figures)
The top categories for spend by visitors were as follows:

Category	Spend
Fuel	$982k
Accommodation	$258k
Supermarkets	$177k
Pubs	$167k

South West Renewable Energy Zone

The announcement of SW REZ Access rights is expected by end of February 2025. There has been one change to the status of proposed projects as indicted by green highlighting below.

Proponent	Project Title	Generation	Location to Hay	Planning Status
Kilara Energy (Hay, Murray River)	Wilan Wind Farm	800MW (138 turbines)	80km west	Prepare EIS
Vestas (Hay, Edward River)	Abercrombie Wind Farm	2.5 GW (348 turbines)	40km west	Prepare EIS
Someva Renewables (Hay, Edward River)	Pottinger Energy Park	1 GW (247 turbines)	60km south	Assessment

Proponent	Project Title	Generation	Location to Hay	Planning Status
Goldwind (Hay, Edward River, Murray River)	Baldon Wind Farm	900MW	75km south west	Response to Submissions
Neoen Australia (Edward River)	Tchelery Wind Farm	800MW (120 Turbines)	67km south west	Prepare EIS
Bay-We (Hay, Edward River)	Bullawah Wind Farm	143 Turbines	30km south east	Response to Submissions
Engie (Hay)	Plains Renewable Wind Farm	1.3G (188 Turbines)	20 km south of Hay	Response to Submissions
Acciona (Murray River)	Kerri Kerri Renewable Energy Project	155 Turbines	80 km west of Hay	Response to Submissions
Octopus (Edward River)	Saltbush Wind Farm	400 MW (70 Turbines/ 1200 BESS)	KM south	Prepare EIS

Staff completed a submission to the NSW Parliamentary enquiry into the Impact of Renewable Energy Zones (REZ) on rural and regional communities and industries in New South Wales.

Transitional Housing Roadmap
As part of the Roadmap council conducted a housing survey with 301 responses.

Key results

- 71% of respondents identified limited availability of rental accommodation as the most pressing housing challenge in Hay, followed by lack of affordable housing options (55%) and high number of vacant or underutilised properties (49%)

- 69% of respondents identified affordability, including cost of living and energy efficiency (heating and cooling) as the most important housing feature, followed by Access to outdoor space (49%), and proximity to town centre or key services (34%)

- 63% of respondents identified standalone housing as the type of housing that Hay needs more of, followed by Assisted Living (48%) and bocks of single story flats (47%)

Telstra 3G Closure
Telstra will be conducting a series of drop-in sessions for community members to discuss connectivity issues as follows:

1. 11 March, Hay War Memorial Hall
2. 12 March, Booligal War Memorial Hall.

Staff will continue to communicate with the community to ensure maximum up take of the drop-in sessions.

Country Change
As part of the sponsorship of RDA Riverina, Hay received complimentary membership to the Country Change Program, that seeks to encourage movement to the regions. Each LGA is given a focus month, which includes social media promotion and an interview with a local resident who has moved to the region.

In December, Hay was featured with James Moran, Principal of St Mary's Primary School completing an online interview. The interview is featured on the Country Change website.

Regional University Study Hub Funding
Hay Shire Council on behalf of the Hay CUC Committee successfully received funding to deliver a Regional University Study Hub in Hay in partnership with Country University Central. The Hay CUC was one of ten RUSH across Australia funded.

The CUC will be integrated within the Hay TAFE. The CUC will enable the local community to access University courses from across Australia, with on the ground support. Staff are working with the Australian Government Department of Education, CUC Central and the Committee to deliver the project by July 2025.

Regional Drought Resilience Plan
The Hay and Carrathool RDRP has been signed off by both the State and Federal Governments. An event was held on Monday 17 February to launch the plan and thank participants for their input. The competed plan can viewed on the Hay Shire Council website. and is presented to Council for adoption.

While development was convened by Councils, the Plan is and will continue to be an adaptive and community-driven plan, implemented and stewarded through partnerships between councils, communities, industry and other relevant stakeholders over the next decade. The Hay and Carrathool Regional Drought Resilience Plan is a complementary, community-led asset to guide and galvanise both communities and partners to take action towards a climate-resilient future.

To achieve the vision and aspirations set out in the Plan, there is a requirement for a collective effort and collaboration across local, regional, state, and national levels Regional Drought Resilience Plan Hay and Carrathool Shires, NSW

The best solutions will come from within our region. The Plan is an invitation for all to contribute to the delivery of actions and initiatives that will build the future outlined in the plan.

The plan was never intended to be a council document, it is a document that community should feel proud of developing together and owning.

Where appropriate council will be a partner and we're able to bring institutional knowledge, networks, and resources to the collaboration. Hay Shire Council is already working on Strategy 4, Action 15 Housing Our Future, with the Housing Roadmap project.

The next stage of the project is the application for implementation funding. Funding will be in partnership with Carrathool Shire Council as per the program guidelines. Hay Shire Council will be applying to implement Strategy 5, Coordinated Action for Climate Resilient Economic Development, Action 22 Regional Economic Roadmap.

Youth Development

Life Ready
Basic Barista Training (Regional Youth Investment Program - RYIP)
Supporting opportunities for employment, seventeen young people attended two free barista workshops delivered by TAFE NSW, providing them with basic barista skills and the confidence to find work in a busy café environment.
Driver Education (RYIP)
Round three of the youth learner driver one-on-one professional driving instruction program commenced on 13 February 2025, with 16 young drivers to receive lessons.





Wellbeing

Hay Services Expo (RYIP)

The Youth Taskforce provided a free BBQ as part of the Hay Interagency Services Expo as a Food for Thought initiative to gain further information on what services are available to young people in Hay and where there may be service gaps. Taskforce members also assisted with the expo set-up, pack-down and facepainting with Hay Children's Services.

Community

Summer Holiday Break

The Beat the Heat youth pool party was held on Saturday 18 January 2025. Around 50 young people aged 12- 24 attended between 5pm – 9pm, with additional families enjoying the activities during pool opening hours.

Youth Taskforce and Community Participation

Nominations are currently open for new members aged 12 – 24 years to join the Youth Taskforce. Nominations close on 28 February 2025.



10 young people assisted with the collection of entry boxes for the Love Hay celebration in December, and 12 Taskforce members helped with the preparation and serving of breakfast at the Australia Day Awards ceremony.

Community Recognition

Taskforce members were proud to be presented with a Community Recognition Statement by Helen Dalton MP, Member for Murray, at a ceremony in December acknowledging the community contributions of a range of Hay community members. Ms Dalton commended *"the Hay Youth Taskforce for their incredible efforts and the significant impact they are making in the lives of young people in Hay. Their dedication to community and youth empowerment is truly inspiring."*



Youth Achievement

Hay Youth Taskforce member Bradley Callaghan was awarded Hay's Young Citizen of the Year. Brad is an inspirational and hard-working young man that has made a significant mark on the Hay community, taking on roles with the Hay Tennis Club, Hay Rams Soccer Club, Hay Magpies, Hay Youth Taskforce and Hay Children's Services.

Brad's fresh ideas, willingness to have a go, strong work ethic, sports talent, genuine community care and good humour make him a natural leader and quality role model.

. **RELEVANCE TO STRATEGIC COMMUNITY PLAN**	**B. Liveable and vibrant community** *B3 Our community has access to a range of employment opportunities* B3.1 Develop skilled labour force to meet community needs B3.2 Promote inclusion of all abilities workers in the business community B3.3 Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education *B4 All cultures are strong, well supported and flourishing* B4.1 Ensure services are accessible to all groups in our community B4.2 Support cultural programs and initiatives, including First Nations B4.3 Promote inclusion in the community **C Economic prosperity and sustainability** *C1 Our community welcomes new and innovative industry to support our future* C1.1 Create a better business environment C1.2 Boost demand for products and services from Hay C1.3 Facilitate growth industries C1.4 Nurture and support the development and expansion of local industries *C2 Our community values its history and tourism* C2.1 Actively identify promote and enhance tourism initiatives C2.2 Promote accommodation and camping facilities C2.3 Showcase our open space, recreation and cultural facilities *C3 We have the capacity to hold numerous events and activities* C3.1 Promote events and activities C3.2 Promote our capacity to stage events

	C4 Our Community is innovative and adaptive C4.1 Identify opportunities to grow the agriculture sector C4.2 Improve connectivity in the community C4.3 Continue to seek investment in our community from State and Federal Government C4.4 Support education and training initiatives
FINANCIAL IMPLICATION	Minimal
LEGISLATIVE IMPLICATION	N/A
POLICY IMPLICATION	N/A
ASSET IMPLICATION	N/A
RISK IMPLICATION	Low

RECOMMENDATION

That Council:

(a) Notes the information in the report and actions being undertaken
(b) Adopts the Hay and Carrathool Regional Drought Resilience Plan, dated October 2024; and
(c) Makes application under State Government Regional Drought Resilience program to commence implementation funding to deliver the Economic Transition Roadmap

Hay and Carrathool Regional Drought Resilience Plan

Summary Paper

October 2024



Acknowledgement of Country



In the spirit of reconciliation, the Hay and Carrathool Shire Councils acknowledge the Wiradjuri, Nari Nari, Yitha Yitha and Ngiyampaa Wangaaypuwan people, 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.

Disclaimer

Whilst every care has been taken to prepare this document, Hay Shire Council and Carrathool Shire Council accept no responsibility for decisions or actions taken as a result of any data, information, statement or advice, expressed or implied, contained within.

The information contained in this document is subject to change without notice and should not be construed as a commitment by any of the project partners or other stakeholders involved in its development. Implementation of any and all actions or strategies outlined are subject to further consideration and external funding.

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Introduction

Communities across the Hay and Carrathool region have a long, proud history in agriculture - and the opportunities our industries and natural environment affords us.

Home to more than 5,700 people, the communities are situated in the Riverina region, NSW's agriculture and primary production heartland generating $1.12 billion annually and employing over 1000 people. The area's unique biodiversity and landscapes, from the Hay Plains to the Conapaira Ranges, further enhance its liveability and tourism appeal.

From rising living costs to a changing climate to the decarbonisation of global supply chains, our region is navigating growing challenges and disruptions. Many of these will have long-term impacts on our region, including the compounding impacts of worsening extreme weather events like floods and prolonged droughts we are already facing. Additionally, new policies and industries such as Australia's Agriculture and Land Sector Plan and the South-West Renewable Energy Zone, will play a role in shaping the future of our region. Strategic planning and coordination is essential to navigate these challenges, identify opportunities, build resilience, and take effective, sustained action.

We have a significant opportunity to keep our communities and economies strong, now and into the future. With key stakeholders, councils in Hay and Carrathool have been exploring how to diversify our region's economies, regenerate local ecosystems and strengthen our capacity to adapt to change. For example, with fertile soils, diverse ecosystems and a prime location, our region is well-positioned to explore existing and emerging opportunities in agriculture, energy, sustainable industries and decarbonisation. Meanwhile, diversifying our economies will ensure our communities become more adaptable, withstanding industry shocks and attracting investment.

The Hay and Carrathool Regional Drought Resilience Plan ('The Plan') is our region's collective vision for the future with a strategic framework to guide efforts over the next decade. Every day, our councils, industries, businesses, and communities work on initiatives shaping our region's future and creating a positive legacy. The Plan, developed with more than 300 stakeholders throughout 2024, reflects the lived experiences and wisdom of those who live and work in our region. The Plan is, and will remain, adaptive and community driven.

This summary paper outlines The Plan's 26 Priority Actions for change to support climate adaptation and regional resilience for our complex regional system. The actions sit under five key regional resilience strategies - including Inclusive and Empowered Communities and Future Ready Businesses – identified as priority impact areas over the next decade. Designed for implementation from local village to regional scales, the actions were developed with potential stakeholder leads in mind.

The Plan and Priority Actions require collective effort and collaboration across local, regional, state, and national levels. We thank the NSW and Federal governments, regional partners, and communities for their support and leadership to date. Moving forward, this paper is designed to communicate effectively with stakeholders by summarising the key elements of the Hay and Carrathool Regional Drought Resilience Plan. The commitment of Hay and Carrathool residents has been, and remains key in advancing this work, helping us build more resilient, diverse, and vibrant communities and ecosystems for future generations.

Behind the Plan

The Hay and Carrathool Regional Drought Resilience Plan (The Plan) is a high-level strategic framework to guide our efforts over the next decade towards the future we want for our region.

The Plan outlines our region's 2035 vision alongside our Key Aspirations, Goals, Strategies, and Priority Actions for councils, businesses, industries, and communities to build economic, social, cultural, and environmental resilience at regional and local levels. The Plan's Priority Actions create space for different people to take different approaches towards this collective vision, strengthening the region's social, environmental, and economic systems as we go. Operational documents and implementation plans will come out of the Plan as it is activated by our community and the appropriate partners.

Who developed the Plan?

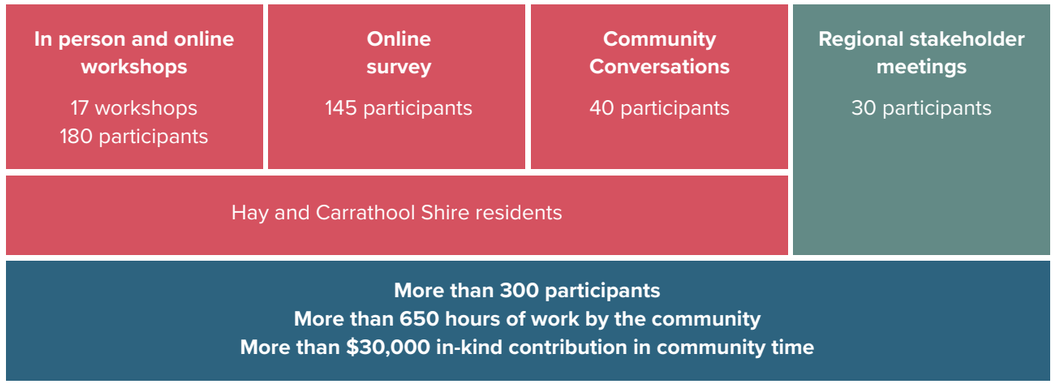
The Plan was developed as part of the Regional Drought Resilience Planning Program. It is a collaboration between Hay and Carrathool Shire Councils, The Next Economy, The Australian Resilience Centre, regional stakeholders and communities across the region. The Regional Drought Resilience Planning program is jointly funded by the Australian Government and NSW Government under the Future Drought Fund.

How was the Plan developed?

While development was convened by Councils, the Plan is and will continue to be an adaptive and community-driven plan implemented and stewarded through partnerships between councils, communities, industry and other relevant stakeholders over the next decade.

The Plan was developed in collaboration with more than 300 community, industry and government members through an iterative and participatory place-based process centred on the lived experience and wisdom of people who live and work here. The development process had three distinct phases:

1. **Resilience of what, to what?** Shining a light on our people and place, March to June 2024
2. **So what? Exploring ideas, opportunities and pathways**, June to September 2024
3. **Now what? Orientating the region towards action**, September 2024 onwards



The approach sitting behind the Plan

1. Made by everyone, for everyone
Governments, businesses, communities, and individuals all play key roles in identifying needs and supporting solutions.

2. Locally led, regionally focused
The best ideas and actions come from within. The Plan gives our communities a voice to highlight what matters, what's working, and what opportunities we can build on.

3. Diverse solutions for diverse contexts
Priority actions range from regional to hyperlocal, reflecting the unique circumstances of each village and township while considering larger-scale needs.

4. Individual actions, shared future
The Plan not only honours each community's uniqueness, it allows everyone to contribute according to their own values and capacities, while working towards a shared future

5. Collaboration and learning for adaptation
The Plan marks the start of ongoing collaboration between all stakeholders to enhance the region's resilience and improve quality of life. As such, the Plan is a living document that will evolve over time as we learn our way forward.









The Plan

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.

Our shared aspirations

We will be a climate-resilient region that supports:

Healthy and connected communities:
From the health and wellbeing of our people, to well-functioning and collaborative groups, to more free time for people to do what they love, we will foster community spirit and strengthen family and community connections that bind people and place.

Prosperous regional economy:
From a robust, adaptive and future ready workforce, to on farm technology utilised to support more sustainable farming practices and more free time for farmers, to thriving local businesses, we will drive a diverse and circular regional economy that is in service to our local communities and environment.

Sustainable development:
From our communities being aware and prepared for disruptions, to young people wanting to stay in the region, to affordable and secure places to live for everyone, we will plan and provide reliable 'lifelines' that support our community to live sustainably and with dignity.

Thriving ecosystems:
From landholders and managers working in strong collaboration and partnership with First Nations groups to communities celebrating and leveraging our abundance of sunshine, clean air, biodiversity and open space, we will conserve, regenerate and revitalise our natural ecosystems and l andscapes.

Our Priority Actions and Regional Resilience Strategies

Our system is driven by interrelated components—agency, relationships, structures, power, and processes—that need to work together for positive change. Systemic change happens when actions align, synergies connect and efforts are sequenced, coordinated, and mutually reinforcing.

The Plan identifies 26 Priority Actions for change to support climate adaptation and regional resilience for our complex regional system. The Actions, sit under five Regional Resilience Strategies and are designed for implementation at one or more of the following levels; local village/township/bio-region (Places), Local Government Area (LGA), and across both Hay and Carrathool Shire Council (Region).

Each Resilience Strategy targets an impact area that requires effort over the next 10 years for our region to reach its full potential and to meet our collective vision for 2035.

The Resilience Strategies, Goals and Priority Actions are summarised on the following pages.



Strategy 1: Inclusive and Empowered Communities

Our region is fairly isolated from major cities and vulnerable to further isolation when major roads and telecommunications are impacted by natural hazards or climatic events. Connectedness, inclusion, and agency were identified as important and valued in our community conversations. Here, family and community ties help during hard times, with local networks stepping up during disasters.

Safeguarding and strengthening such connections were identified as a priority in our workshops. Already, connections are recognised and celebrated - like the cultural diversity in Hillston and Hay attracting new people to town and enriching local events and celebrations. First Nations custodians across our region offer valuable knowledge for strengthening communities, ecosystems, and economies.

Our Goal: 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.

Strategy Facilitator: Local Government with State Government support



> “It isn’t an organised or coordinated response, but I know I can reach out for emotional or financial support (e.g. time to pay invoices) when it is needed. That doesn’t happen everywhere. We have a history of helping each other.”

Participant in a meeting with local Agronomists

Action	Details	Scale	Potential Action Leads
Community Impact Fund	Community giving and finance model to directly resource and fund strategic initiatives and activities to address regional needs and priorities; and, support the capacity of communities to govern, lead and manage place-based change aligned with their aspirations.	LGA	Local government, local community groups
The Community Taskforce	A strategic working group of a diverse range of experienced local community representatives that are working with community organisations, local councils and other agencies to steward and support activation and implementation of the Plan.	LGA/ Place	A coalition of community groups and businesses, local government
Community Hubs	A neighbourhood / community centre offering affordable and accessible programs to reduce loneliness, increase social connection and improve health and wellbeing in communities. This includes supporting networking between community organisations to strengthen communication and information sharing about community events, processes, services and activities	Place	Local government and/or community organisation or co-op
Community Passenger Network	A network of providers, vehicles, and drivers offers diverse transport services to help people access care services, connect with training opportunities, and engage in social activities within the local community and region.	LGA / Place	Transport companies, social businesses and community organisations
Inclusive Communities	Research and program of initiatives coordinated by a program officer to enhance cultural inclusion, connection, social cohesion and wellbeing across the region and within town/village- based communities.	LGA/ Place	Local government or community organisation
Community Welcome Committee	A community and economic development initiative to connect new residents to other members of the community as well as the information or resources they may need to thrive and feel supported.	Place	Community groups and volunteers

Strategy 2: Future Ready Businesses

Our local businesses and workers are an important part of our economy. From large agricultural enterprises to small and medium local businesses, all provide essential services, contribute to our identity and underpin our regions resilience capacity. They need coordinated and long-term support to be better prepared for change, make the most of new opportunities and drive a resilient and thriving region. Drought, floods, a changing climate, technology development and other socio-economic factors such as cost of living and housing shortages already affect how we do business. Increasingly our businesses will need to manage other risks, from market and supply chain disruptions to higher insurance and maintenance costs.

Our Goal: Our region's workforce development ecosystem, local businesses and workers are thriving before, during and after drought and other disruptions.

Strategy Facilitator: Local employers and the business community

Action	Details	Scale	Potential Action Leads
Future Ready Businesses	Capacity development initiatives to support the capacity of the local business and not-for-profit ecosystem to be innovative and prepared for disruptions and change.	LGA	Local employers and businesses, local and state government
Workforce Development Ecosystem	A network of partnerships and initiatives working together to promote a thriving workforce development ecosystem that generates economic opportunities for businesses, helps existing workers build transferable skills and provides supported pathways into employment for job seekers and young people in our communities.	LGA	Local and state government, local businesses and training providers
Training and Employment Pathways Hub	Program, partnerships and service offering to leverage and create opportunities for education, training and employment.	LGA	Coalition of local and regional training and education providers, local businesses and industry groups, local and state government
Building Social Innovation Capacity	An incubator to support local community members, young people and businesses develop mindsets and capacities to design and activate innovative responses and alternative solutions to the provision of goods and services across the region.	LGA / Region	Local business network or community progress association/taskforce
Doing Business - Our Way	A B2B shared workforce group that supports local businesses and major employers to take a collective approach to closing the workforce gap through 'sharing employees'.	Place	Local employers and businesses

Strategy 3: Reimagined Care Economy

A wealth of people and organisations provide healthcare, education and social services to community members in formal and informal settings across our region.This work constitutes the region's care economy which is integral yet often overlooked. It can deliver a range of co-benefits such as increased social participation, greater workforce participation for parents/carers, local economic stimulus and promoting the liveability of our region.

Our community identified a strong and accessible regional care economy as necessary for the physical, psychological and social well-being of children, young people, First Nations people, the elderly, people with different abilities and other marginalised groups. Despite incremental efforts to improve services across the region, pockets of our care system are under stress making our community vulnerable to shocks and stresses.

Our goal: 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.

Strategy Facilitator: Local and regional health service organisations and providers with State Government support

Note: This Regional Resilience Strategy focuses on Priority Actions that specifically address the provision of care across the region for particular groups. The need for improved health, wellbeing and care services more broadly are also identified as important and considered across a range of Priority Actions within other strategies, particularly Strategy 1.

Action	Details	Scale	Potential Action Leads
The Care Economy - Strategy and Coordination	A regional taskforce and strategy to foster new collaborations to collectively develop and establish connected and alternative models of care across the region, drawing on evidence-based approaches.	LGA	Coalition of community organisations, local business, health services, care providers and social businesses
Growing Together - New Regional Childcare System	New 'childcare' initiatives to support more families return to work and increase early childhood outcomes through the delivery of innovative models for decentralised childcare services.	LGA/ Place	Health services, care providers and social businesses
Innovative Models of Care	Trialling new ways to provide intergenerational care across our region, through innovative partnerships and approaches (formal services and community-led initiatives)		

Strategy 4: Placemaking with Purpose

We value and take pride in our regional lifestyle, the wide-open spaces our region affords, and the connection to a unique landscape of waterways, vegetation and abundant wildlife. It is this relationship with the landscape, our remote context and the geographical spread of our townships and villages, however, that also means our places and people are vulnerable to drought, heat, flood and economic disruptions.

Placemaking is an overarching and broad approach to recreating and activating local public and cultural spaces into inviting and vibrant areas to re-establish and foster connections between people, the natural environment and their built environment.

Community members across the Hay and Carrathool region identified a range of opportunities to enhance our local places and strengthen community life. From outdoor play spaces, to new events and co-location of activities, to community energy options, these ideas respond to the unique context, challenges and opportunities of each township or village, with inspiration sometimes drawn from them for activities and initiatives in other parts of the region.

Our goal: Our communities have liveable, resilient, and lively public spaces that contribute to people's health, happiness and wellbeing.

Strategy Facilitator: Local community groups with support from Local Government, philanthropic organisations and/or corporate partners

Action	Details	Scale	Potential Action Leads
Housing Our Future	A business case and investment prospectus to drive an innovative, flexible and adaptable local housing system for livable, healthy and resilient communities.	Place/ LGA	Local government
Shaping Our Places	Community-led placemaking initiatives to create opportunities for local people to connect and enjoy local places whilst providing opportunities for visitors to enjoy what the region has to offer.	Place / LGA	Community organisations, recreational groups, local businesses
Reimagining Our Visitor Economy	An Action Plan to enhance and invest in the natural, lifestyle and historical assets of the region to expand the local tourism economy.	LGA / Place	Coalition of local government, local businesses and local and regional tourism operators
Enabling Community Placemaking	A participatory grant-making program for communities to develop and activate strategic placemaking initiatives that reimagine and revitalise our shared spaces in towns and villages for improved social, environmental and economic outcomes.	LGA/ Region	Local government and funding partner

Strategy 5: Coordinated Action for Climate Resilient Economic Development

The Hay and Carrathool region boasts vast space, strong networks, and rich natural assets. With the right conditions in place, the region is well-positioned to move towards a sustainable economy that benefits people, the planet, and place. With a diverse, innovative agricultural sector open to economic diversification, the region is ready to reimagine its economy and supply chains. There is capacity and will to address complex trade-offs and options around climate mitigation and adaptation as well as explore opportunities for circularity and new industries.

Our goal: 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.

Strategy Facilitator: Local Government with State and Federal Government support



“All Priority Actions should be informed by climate risk and contribute to resilience in different ways. This Regional Resilience Strategy brings together actions that directly sit at the nexus of economic development, climate adaptation and climate mitigation.”

Action	Details	Scale	Potential Action Leads
Our Community Changemakers	An annual program to invest in local leadership capacity (young people and adults) to support, lead and manage positive change.	LGA / Region	Local government and community groups
Climate Resilient Councils	A program to increase institutional capacity to plan for and respond to the challenges/opportunities of climate change including ongoing delivery of services.	LGA	Local government
Primary Production Innovation Network	A network for regional producers and industry innovation to support on-farm and regional adaptation/ transition efforts in agriculture and primary production.	LGA / Place	Primary producers, landholders and local land services
Regional Economic Transition Roadmap	A roadmap to build the capacity for a coordination, collaborative approach to economic development for a net zero, climate resilient future.	LGA	Local government, local industries and community
Every Drop Counts	Research, partnerships, place-based pilots and foresight papers to drive the adoption of more innovative and sustainable approaches to efficiently capture, manage and safeguard valuable water resources on farms and across local industries.	Place	Local primary producers, landholders, research institutions, First nations organisations, local land services
Climate Resilient Lifelines	Participatory climate adaptation planning to reduce the direct impact of disasters on the region’s critical infrastructure and road networks, maintain the services they provide and ensure connectivity, productivity and safe mobility into the future.	LGA	Local and state government authorities and infrastructure developers
Regional Environmental-Economic Account	Initiative and cross-sector partnership to collect, track and integrate environmental and economic data for effective analysis, decision-making, investment, as well as facilitate access to emerging environment markets.	LGA / Region	Local primary producers, natural resource management and environmental organisations
Promoting Net Zero Regional Transport	A region wide ‘Net Zero’ vehicle charging network to enable greater connectivity, reliability and range for transport and travel within and across the region that services local industries, freight, communities and visitors.	LGA/ Region/ Place	Local government, community groups and local businesses

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

Human connections that bind people and place; our community spirit





Regional economy driven by agricultural production and local businesses

Resilience is the capacity to plan for, respond to and recover from disruption in positive ways



Rich natural landscapes and ecosystems

A foundation of services and infrastructure that allow us to innovate







> We know the best solutions will come from within our region. The Plan is an invitation for all to contribute to the delivery of actions and initiatives that will turn the Hay and Carrathool region into the future we want.



C16 – Library Report January 25

REPORTING OFFICER	Librarian
ATTACHMENTS	Nil

INTRODUCTION

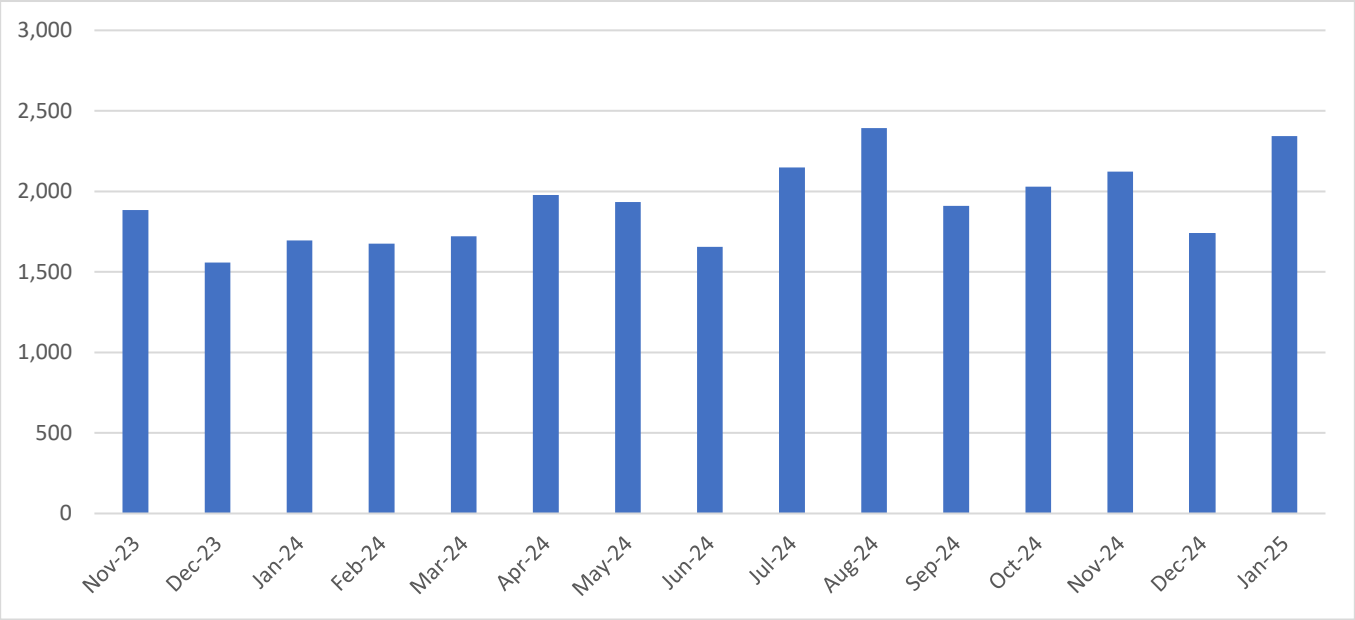
UPDATE ON LIBRARY NEWS

COMMENTARY

USER STATISTICS

Library Members and Visitors for the months of December/January - 4086

Internet and Computers Users for the months of December/January – 238



As expected, library numbers were down in December due to school holidays, but they picked up in January. Story time was again popular, and we also held presentations to recognise our top children's borrowers.



December Story Time



One is of our top borrower in our children's age range for 2024, Phoenix Robinson

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**B. Liveable and vibrant community** *B1 Maintain and beautify the town centres*

C17 - 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	• $220k total project – Council to contribute $31k • Incorporates Maude with Hay in the study • Project timeline has been extended until early 2025. • Flood Study adopted Council. Consultant is proceeding with Part 2 of the plan

	• The FRMC meeting was held 13th February 2024 with levee design options discussed. An updated draft report was presented on the 26th September 2024. • Draft FRMS&P presented to Council at December 2024 meeting. Document on public exhibition till late February. Community information session held 13th February. • Next FRMC meeting 12th March 2025. • Final report due to be presented and adopted by Council at the March 2025 meeting.
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 2023-25	• Next visit by heritage Advisor to occur in February. • Council has made application for funding of the heritage advisor for the next two years.
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	• Council resolution to submit a grant under this round for funding to continue with the establishment of Hay Materials Recovery Facility. • Grant application successful for $909,800. Funding agreement now fully executed. • Installation and commissioning of equipment - complete. • Still waiting for Essential Energy 3 Phase power cut over; been delayed due to recent EE strikes. Latest dates for outage is 13 & 19th March 2025.

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. • $4M to TCORP to undertake the project in full. Loan application submitted. Loan has been approved. Loan agreement signed. • Major contracts have been let. Detailed design in progress. See separate report to Council.
Growing Regions Program – Round 2	• Application successful - $4.191M. Waiting on funding deeds.
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. Contractor well progressed on site. EOT approved by the funding body. • Nimmie Creek Bridge. – Complete • Major culverts ordered for the 10 systems to be ungraded on MR319 to Sturt Highway. Delivery of culverts expected to be completed shortly.
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 programmed for 24/25 year.
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	• The NSW Government has finally released another round of Fixing Country Roads, which allows for monies to be spent on both local and regional roads. Council regional roads require significant major drainage structure renewal. • Latest structure requiring replacement/upgrade to open up the regional road network is Pimpimra Creek culverts, on MR514 heading towards Oxley. Project estimate is $320,000. • Application successful. Funding deed fully executed. Works to be undertaken in 2024/25 year. • Culverts ordered and have been delivered. Contract awarded for installation, expect to commence on site shortly.
Saluting Their Service Commemorative Grants Program	• Complete
Integrated Water Cycle Management Plan (IWCM)	• Council has been successful in receiving funding to undertake feasibility assessment for a secondary source supply for the Hay town supply. • Project cost is $55,000, with Council receiving funding of $50,000. • Purchase order raised to Public Works and project has commenced and progressing well. • Draft report provided to the Department for review and comments have been received. Updated report provided back to the Department • Sample water from local bores for suitability. Sampling completed. • Report due to be completed shortly.
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.

	• Project in the design stage. Initial design sent to TfNSW for comment/approval. Initial comments received, design being updated.
Local Government Recovery Grant	• Council Program of Works (PoW) has finally been approved for the Local Government Recovery Grant following the 2022 floods. • Part of the $1M received is being allocated to refurbishment of the VIC toilets, namely in female toilets and upgrade of the disabled toilets: Project Budget - $260,000 + $100,000 from Changing Places Program (to be confirmed) + $150,000 from LRCI Phase 4. Works procured. Construction commenced on site. Due for completion May 2025. • $250,000 allocated to stormwater/flood gate improvements as well as a secondary water line to WTP. Works ordered for secondary water supply line and expected to commence next month. New water supply line from PID well progressed. Stormwater works contract has been let and waiting for materials delivery. • Council successful with grant from Changing Places Program for $103,000. Works procured and in detailed design phase.
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. • Project in the design phase, as well as dealing with transfer of Crown Management to Council and ALC. ALC resolved for the moment. Council has been appointed CLM. • Initial design sent to TfNSW for comment/approval. Design updated following TfNSW feedback and sent back to TfNSW for approval. Meeting held with TfNSW, with final layout agreed in principle. Designer working on final plans.
Local Roads Community Infrastructure (LRCI) – Phase 4	• Federal Government program. • Council has been allocated $802,109 in Phase 4. Funding deed executed. $293,000 must be spent on roads. • Projects allocated at the June 2023 meeting. As resolved Council to hold off on any projects until see the outcome of the Growing Regions Fund application for the swimming pool replacement. Council resolved at the May 2024 meeting to: (i) VIC toilets refurbishment - $150,000 – works commenced with the female amenities levelled. Works procured. Construction works commenced.

	(ii) Swimming Pool Refurbishment & Upgrade - $358,687. This will form part of the pool replacement project. (iii) Lachlan Street Shoulder Pavement Upgrade - $293,422. K&G works due to commence later this month. Works commenced on site. (iv) If Council is unsuccessful with Changing Places funding VIC toilets component is to be re-allocated to the Swimming Pool Refurbishment & Upgrade POW has been approved by the funding body.
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. • Projects in planning phase and due to be undertaken in 2025. Quote received for Maude Hall works. Works has been discussed with Maude Hall Management Committee. Contractor engaged and works well progressed on site. • Swimming Pool – This will form part of the pool replacement project.
Boating Now – Asset Maintenance Program	• Program allows for maintenance repairs to boat ramps. • Staff have identified Sandy Point Boat Ramp retaining walls require replacement. • Another round has opened and staff will resubmit an application for boat ramp maintenance, with application submitted. • Council successful with application - $98,300 • Funding deed signed. • Staff working on detailing design, along with tweaking the Sandy Point area, to come to Council for review/comment. Design completed and currently on public consultation.

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 working on 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, there 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. Staff working on an application be submitted for water and sewer sites, as these are Council's largest energy users and the respective funds are able to provide the required 50% co-contribution. Application submitted for Water & Sewer facilities – project value - $381,630.
Resilient Rivers Water Infrastructure Program	• As reported to the April 2024 council meeting, staff are progressing an application under the RRWIP for the full roll out of digital meters to the town water supply network. • Estimated cost is $1M and would involve the returning of an amount of town high security supply to the Government. • Initial application underway and in discussions with the funding body. Staff working on application. • Ministerial approval received for the permanent trade of town water to fund the project. • As resolved at January 2025 meeting, this application has been parked.
Crown Reserves Improvement Fund (CRIF) 24-25	• New round of CRIF funding is open. • Staff looking at an application for upgrade/beautification works for the Hay Cemetery. • Applications close 22 November 2024.

	• Application submitted for Cemetery upgrade works - $195,000.
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. • Staff working on application which closes 20th February 2025.

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
War memorials refurbishments	Yes		Received Heritage Advice, will need to go on quote to get estimate

Pine Street Heritage Corridor (Council's Heritage Advisor report received)	Yes	TBC	Cost of Heritage Info boards approximately $128,000 - TBC; cost of a military vehicle or artillery piece unknown.
Water Treatment Plant – secondary water supply source and plant processing upgrade	No	Unknown – most likely $4M	Long process and most likely could attract State Gov funding.
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.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**A - Environmental Sustainability** *A1 Celebrate and promote our unique local environment* 1.1 Support local community groups, First Nations groups, and other agencies working with the environment. 1.2 Foster environment of investment for environmental sustainability. 1.3 Implement sustainable and eco friendly tourism initiatives. 1.4 People of all abilities have access to built environments, cycleways and passive areas *A4 Our community is inclusive and sustainable* 4.1 Facilitate access to public spaces for cultural and community events. 4.2 Support Aboriginal organisations to hold events and programs 4.3 Support cultural environmental initiatives **B. Liveable and vibrant community** *B1 Maintain and beautify the town centres* B1.1 Enhance the atmosphere of the main street and public areas B1.2 Support and promote public art initiatives *B4 All cultures are strong, well supported and flourishing* B4.1 Ensure services are accessible to all groups in our community

	B4.2 Support cultural programs and initiatives, including First Nations B4.3 Promote inclusion in the community **C Economic prosperity and sustainability** *C1 Our community welcomes new and innovative industry to support our future* C1.1 Create a better business environment C1.2 Boost demand for products and services from Hay C1.3 Facilitate growth industries C1.4 Nurture and support the development and expansion of local industries *C2 Our community values its history and tourism* C2.1 Actively identify promote and enhance tourism initiatives C2.2 Promote accommodation and camping facilities C2.3 Showcase our open space, recreation and cultural facilities *C3 We have the capacity to hold numerous events and activities* C3.1 Promote events and activities C3.2 Promote our capacity to stage events *C4 Our Community is innovative and adaptive* C4.1 Identify opportunities to grow the agriculture sector C4.2 Improve connectivity in the community C4.3 Continue to seek investment in our community from State and Federal Government C4.4 Support education and training initiatives **E Our Infrastructure** *E1 Our community can rely on well-maintained infrastructure that is responsive to our service needs* E1.1 Deliver infrastructure and assets that are responsive to community need E1.2 Ensure Council efficiently manages its infrastructure and assets within available resources. E1.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitable/betterment and funding levels
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.

C18 - 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

- Budgee Creek Bridge replacement.
- Completion of Booligal Gunbar Road maintenance grading.
- Old Thelangerin Road flood restoration works.
- Completion of Boxyards Road gravel re-sheeting trial.
- Monthly road hazard inspections.



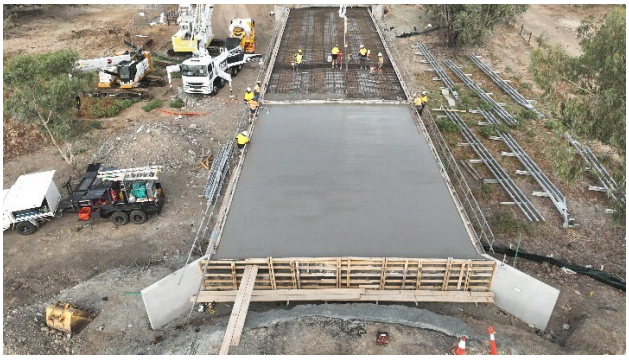
Boxyards Road Resheeting




Booligal Gunbar Road Maintenance Grade








Budgee Creek Bridge replacement

Upcoming roadworks

- Continue maintenance grading Yurdyilla Road.
- Continue flood restoration works on Old Thelangerin Road.
- Flood restoration works on Toopuntal Road
- Widen the road approaches to Budgee Creek Bridge.
- Heavy patching program on the Lachlan Street Shoulders
- Kerb and gutter replacement in Moppett Street between Lachlan Street and Pine Street on the northern side.
- Reseal works on Regional and Local Roads as well as the Booligal village streets.

Plant Purchases

- Toyota Kluger GXL Hybrid

Plant Disposal

- The current movie trailer is beyond its use by date and prone to leakage. It is underutilised and can be covered by other resources.
- Recommendation to dispose of the movie trailer with no replacement.

Major Plant repairs/breakdowns

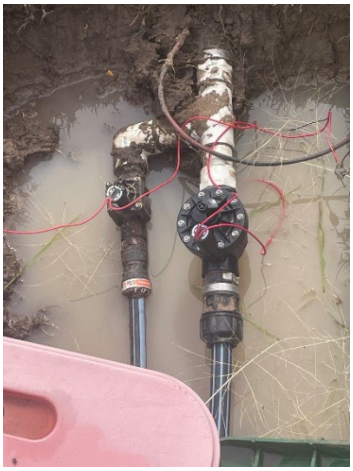
- Nil

Aerodrome

- Weekly inspections.
- Grounds maintenance.

Parks and Gardens

- Staff wish to apologise on the current condition of some of our parks and streets are not up to community expectation. Please be assured the deficiencies have been addressed to prevent a reoccurrence.
- Regular mowing and whipper snipping of all parks.
- Maintenance on roundabout
- Tree maintenance
- Review and repairs of Irrigation systems on all parks and sports ovals.
- Gutter cleaning
- Regular mowing on sports ovals
- Extra watering of garden beds and trees
- Bishop’s Lodge Museum irrigation repairs



Solenoid valve repairs



Irrigation repairs

Pool

- Ground maintenance.
- Attend to the splash park as needed.

Cemetery

- Maintenance of the Lawn and traditional cemeteries.
- Grave digging lawn and general cemetery.
- Review and repairs of irrigation system.

Waste

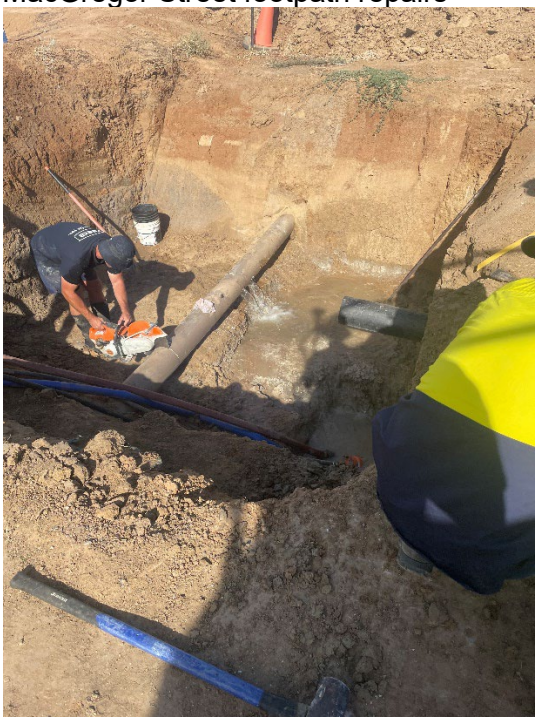
- Normal operating duties at Hay Waster Transfer Station.
- Operating the Material Recycling Facility
- Monitor usage of Booligal and Maude waste trailer's and empty as required.
- Transfer of waste from Waste Transfer Station site to tip site.
- Pressing cardboard and plastic.
- FOGO processing
- Council have been monitoring hourly patronage to the waste facility. The patronage is down the first hour of opening on Thursdays (1pm to 2pm average 9.5 customers) and the last hour of Thursday (4pm to 5pm average 3 customers). On Sundays the average customer between 8am and 9am is 6.5 and between 9am and 10am is 6.5 customers. Patronage between 3pm and 4pm is also low with an average of 8.5 customers.
- On Thursdays the waste facility is open two hours longer than the other weekdays with an average of four more customers.

Town Construction

- Town Streets pothole maintenance.
- Local sealed road pothole repairs
- Assisting the Water and Sewer Department.
- Tip maintenance.
- Grave digging.
- Installation of plaques in the Hay Lawn Cemetery.
- MacGregor Street footpath repairs
- Pine Street footpath repairs
- Truckwash upgrade.
- Private Irrigation District secondary water supply construction commenced.
- Hay Visitor Information Centre project




MacGregor Street footpath repairs




PID Secondary water supply



Hay VIC Project

Water and Sewer

- Council wishes to apologies for the recent inconsistent town water supply and any inconvenience caused. This has been the result of a combination of infrastructure issues, Leonard Street intake pump failure and heatwave placing increased demand on the network. We anticipate there may be further disruptions while the new water & sewer team attend to these matters.
- Sewer block repairs in Lachlan St, Leonard St
- Water break repairs in Pine/Water Strs, Simpson St, Johnston St, Sturt Pl, Moama St, Hatty Ln, Waradgery Pl, Macauley St, Coke St, Archer St, Piper St, Edward St, Leonard St, Clay St.
- Water Treatment Plant daily operations and maintenance.
- Sewer Treatment Plant daily operations and maintenance.
- Various strategic hydrant flushing.
- Replacement of raw water valve at the Corner of Lang Street and Cobb Highway.
- Stephen St and Rodeo Club pump wells SCADA system install complete.
- SCADA upgrades at Sewerage Treatment Plant completed.
- Construction of new Water Treatment Plant shed.



WTP Shed



Water mains repairs



Hydrant flushing



Pine/Water Streets water break repairs





Raw water valve replacement



Simpson Street raw water break

Staff Training

- Backhoe
- Loader
- Forklift
- HR Truck Licence

Biosecurity

This report informs Council of the monthly activities undertaken by the Biosecurity Officer over the reporting period.

Commentary

- Boat ramps and surrounds inspections looking for aquatic weeds.
- Spraying of back lanes and cemetery continuing.
- First recorded Sticky Nightshade plant found on Sturt Highway near Hay, indicating further spread of the invasive plant. Controlled by manual removal of plant and roots or with general herbicides.
- Monitoring of biological control on cactus infestation south of Hay going very well with the spread of Cochineal Beetle now very evident on plants.
- Removal of acacia saplings from edge of road Maude to Ravensworth, the east side of road completed so far.





Sticky Nightshade


Biological control on cactus


Acacia saplings

Compliance Officer
This report informs Council of the monthly activities undertaken by the Ranger over the reporting period.

Pound activities

- 6 dog/s have been placed in the pound having been picked up by the Ranger, surrendered by their owners or dumped at the pound.
- 2 Dog/s returned to their owners, after fees paid.
- 6 dogs in pound released into the re-homing program.
- 0 Dog seized for attacking people or animals.

Callouts attended for: Stray animals, Illegal Camping, Stock, Barking Dogs

Abandoned Vehicles: 2

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: 2
Caution Letters: 0

Others:
0 dog injured dog euthanised.
0 dogs destroyed over the month as dangerous.
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.
15 cats Surrendered.
0 cats rehomed.
0 cats dumped in cage.
0 Sick/injured cat euthanised.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	

	E Our Infrastructure *E.1 Our community can rely on well-maintained infrastructure that is responsive to our service needs* E1.1 Deliver infrastructure and assets that are responsive to community need E2.1 Within available resources ensure all assets and infrastructure are effectively maintained to industry and community standards E3.1 Ensure Council effectively manages its infrastructure and assets
FINANCIAL IMPLICATION	Nil. 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;
(b) Approves disposal of the old movie trailer with nil replacement.

C19 Tree Removal Requests

REPORTING OFFICER	Executive Manager Engineering and Operations
ATTACHMENTS	Applications for the Removal of Street Trees

INTRODUCTION

Council received numerous requests for Tree Removals.

COMMENTARY

Find below the relevant tree assessments.

Application for Tree Removal – 385 Moama Street		
Address	385 Moama St	
Tree Number	1	
Species	Ash	
Crown and Branches		
Dead Branches	No	
Cracks/Codominant/Weak Attachments.	No	
Trunk		
Missing Bark	No	
Decay	No	
Lean	Yes	
Root Damage	No	
Services		
Footpath/Kerb Damage	No	
Trip Hazard	No	
Overhead Powerlines	Yes	
Other Services Damage	No	
Analysis		
Likelihood of Failure	Low	
Removal or Pruning	Prune	
Replacement	-	

Staff Comments

- Leaning over property fence
- Growing upwards towards overhead powerlines
- Prune large overhang into property

Application for Tree Removal – Hay Days Retirement Hostel	
Address	Haydays Retirement Hostel Mid- Western Highway
Tree Number	1
Species	
Crown and Branches	
Dead Branches	Yes
Cracks/Codominant/Weak Attachments.	Yes
Trunk	
Missing Bark	Yes
Decay	Yes
Lean	No
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	Yes
Other Services Damage	No
Analysis	
Likelihood of Failure	High
Removal or Pruning	Remove
Replacement	Yes



Staff Comments

- Tree is decaying and becoming hollow

Application for Tree Removal – 309 Church Street	
Address	309 Church St
Tree Number	1
Species	Unknown
Crown and Branches	
Dead Branches	Yes
Cracks/Codominant/Weak Attachments.	Yes
Trunk	
Missing Bark	Yes
Decay	Yes
Lean	No
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	Yes
Other Services Damage	No
Analysis	
Likelihood of Failure	High
Removal or Pruning	Remove
Replacement	Yes



Staff Comments

- Tree is dead and decaying

Application for Tree Removal – 517 Clay Street	
Address	517 Clay St
Tree Number	1
Species	Crepe Myrtle
Crown and Branches	
Dead Branches	Yes
Cracks/Codominant/Weak Attachments.	Yes
Trunk	
Missing Bark	Yes
Decay	Yes
Lean	No
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	Yes
Other Services Damage	No
Analysis	
Likelihood of Failure	High
Removal or Pruning	Remove
Replacement	Crepe Myrtle



Staff Comments:

- Tree is dead and decaying

Application for Tree Removal – 519 Clay Street	
Address	519 Clay St
Tree Number	2
Species	Claret Ash
Crown and Branches	
Dead Branches	No
Cracks/Codominant/Weak Attachments.	Yes
Trunk	
Missing Bark	No
Decay	Yes
Lean	Yes
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	Yes
Other Services Damage	No
Analysis	
Likelihood of Failure	Moderate
Removal or Pruning	Remove
Replacement	Yes



Staff Comments

- Tree has been previously pruned for powerlines causing weight unbalance.
- Claret ash trees are unsuitable for location (under powerlines) due to size.
- Resident is sending a form for ‘Supply of Street Tree’.

Application for Tree Prune – Corner Coke/Church Streets	
Address	Corner of Coke & Church Streets
Tree Number	2
Species	Claret Ash
Crown and Branches	
Dead Branches	No
Cracks/Codominant/Weak Attachments.	Yes
Trunk	
Missing Bark	No
Decay	No
Lean	No
Root Damage	No
Services	
Kerb Damage	No
Footpath Damage	No
Trip Hazard	No
Overhead Powerlines	No
Other Services Damage	No
Analysis	
Likelihood of Failure	Low
Removal or Pruning	Prune
Replacement	-



Staff Comments

- Trees are overhanging property fence and gutters

Application for Tree Removal – 6 Nailor Street	
Address	6 Nailor St
Tree Number	2
Species	Ash Trees
Crown and Branches	
Dead Branches	Yes
Cracks/Codominant/Weak Attachments.	No
Trunk	
Missing Bark	No
Decay	No
Lean	No
Root Damage	No
Services	
Kerb Damage	No
Footpath Damage	No
Trip Hazard	No
Overhead Powerlines	Yes
Other Services Damage	No
Analysis	
Likelihood of Failure	Low
Removal or Pruning	Remove
Replacement	Yes



Staff Comments

- Lugsdin Toyota will be covering removal cost

Application for Tree Removal – 307 Lang Street		
Address	307 Lang St	
Tree Number	1	
Species	Plum	
Crown and Branches		
Dead Branches	Yes	
Cracks/Codominant/Weak Attachments.	Yes	
Trunk		
Missing Bark	Yes	
Decay	Yes	
Lean	No	
Root Damage	No	
Services		
Footpath/Kerb Damage	No	
Trip Hazard	No	
Overhead Powerlines	Yes	
Other Services Damage	No	
Analysis		
Likelihood of Failure	High	
Removal or Pruning	Remove	
Replacement	Yes	
Staff Comments		
• Tree is dead		

Application for Tree Removal – 307 Lang Street		
Address	307 Lang St	
Tree Number	1	
Species	Plum	
Crown and Branches		
Dead Branches	No	
Cracks/Codominant/Weak Attachments.	No	
Trunk		
Missing Bark	No	
Decay	No	
Lean	No	
Root Damage	No	
Services		
Footpath/Kerb Damage	No	
Trip Hazard	No	
Overhead Powerlines	Yes	
Other Services Damage	No	
Analysis		
Likelihood of Failure	Low	
Removal or Pruning	-	
Replacement	-	
Staff Comments		
• Tree is in a healthy condition		

Application for Tree Removal – 301 Macauley Street		
Address	307 Macauley St	
Tree Number	1	
Species	Paperbark	
Crown and Branches		
Dead Branches	Yes	
Cracks/Codominant/Weak Attachments.	Yes	
Trunk		
Missing Bark	No	
Decay	Yes	
Lean	Yes	
Root Damage	No	
Services		
Footpath/Kerb Damage	No	
Trip Hazard	No	
Overhead Powerlines	No	
Other Services Damage	No	
Analysis		
Likelihood of Failure	Moderate	
Removal or Pruning	Remove	
Replacement	Yes	

Staff Comments

- Tree is decaying in the centre
- Tree is overhanging a bus stop seat

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**A Environmental Sustainability** *A1 Our community values its natural and built environments to support a sustainable environment* A1.1 Investigate renewable resource options A1.2 Identify suitable environmentally sustainable initiatives A1.3 Implement river management strategic partnerships to protect river banks A1.4 Establish and maintain clear guidelines for zoning, urban planning and development A1.5 Provide suitable accessible transport alternatives including cycleways and walking tracks A1.6 Maintain levee bank to protect community assets **B Liveable and vibrant community** *B.2 Our Community is Vibrant* B2.1 Enhance the atmosphere of the main street and public areas **E Our Infrastructure** *E.1 Our community can rely on well-maintained infrastructure that is responsive to our service needs* E1.1 Deliver infrastructure and assets that are responsive to community need E2.1 Within available resources ensure all assets and infrastructure are effectively maintained to industry and community standards E3.1 Ensure Council effectively manages its infrastructure and assets
FINANCIAL IMPLICATION	$3500
LEGISLATIVE IMPLICATION	Nil
POLICY IMPLICATION	Compliance with Street Tree Policy and Circular Economy Strategy
ASSET IMPLICATION	Significant progress in protection of assets.
RISK IMPLICATION	Lowering risk to Council

RECOMMENDATIONS

That Council:

(i) Prunes tree at 385 Moama Street
(ii) Removes tree at Hay Days Retirement Hostel and replace with suitable species
(iii) Removes tree at 309 Church Street and replace with suitable species
(iv) Removes tree at 517 Clay Street and replace with a crepe mertel tree
(v) Removes trees at 519 Clay Street and replace with two crepe mertel trees
(vi) Prunes trees at Corner Coke and Church Streets
(vii) Removes trees at 6 Nailor Street and replace with suitable species
(viii) Removes dead tree at 307 Lang Street and replace with suitable species
(ix) Retains plum tree at 307 Lang Street
(x) Removes tree at 301 Macauley Street and replace with suitable species

Hay Shire Council
134 Lachlan Street
HAY NSW 2711
Telephone: (02) 6990 1100
www.hay.nsw.gov.au
mail@hay.nsw.gov.au

OFFICE USE ONLY
Date Received
3/12/24
Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I CASEY BROAD *(Name)* hereby request for Council to remove (1) *(No. of trees)* _____ *(Species if known)*

street tree/s on the nature strip of my property at 385 MOAMA STREET, HAY *(Address)*

To assist with Council's decision, please provide information below to support this request.

I WOULD LIKE THE LARGE TREE ON MY NATURE STRIP REMOVED AS IT IS OVER-HANGING THE FENCE LINE AND I WOULD LIKE IT REMOVED TO STOP ANY FURTHER THREAT TO MY PROPERTY.

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

(Signature)	03/12/2024 *(Date)*	0429214626 *(Contact number/email)*

OFFICE USE ONLY		
Received by: HOLLIE	**Referred to:** GREG	**Date:** 3 / 12 / 2024

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HAY NSW 2711
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Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I H. DUNNETT (Name) hereby request for Council to remove (1) (No. of trees) _____ (Species if known)

street tree/s on the nature strip of my property at 309 Church ST; (Address)

To assist with Council's decision, please provide information below to support this request.

I am writing to follow up on my Previous inquiry regarding a dead tree Located at 309 Church St: She has been dead for Approximately four years and I initially Contacted the Council about three and a half years ago at that time the council confirmed that the tree was indeed dead given the tree's Condition & kindly request that the Council arrange for its removal at your earliest Convenience thank you for your attention to this matter

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

Helen Dunnett. (Signature) 14-1-2025 (Date) 0409651867 (Contact number/email)

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Received by:	Referred to:	Date: / /

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134 Lachlan Street
HAY NSW 2711
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mail@hay.nsw.gov.au

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Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I Ann Young (Name) hereby request for Council to remove (1) (No. of trees) Crape Mertel (Species if known)

street tree/s on the nature strip of my property at 517 Clay St (Address)

To assist with Council's decision, please provide information below to support this request.

Tree to be remove has a lot of dead Wood which has been there for 17 years. + it dosent look nice with my other 2 trees on my Nature Strip

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

A Young 11-12-24
(Signature) (Date) (Contact number/email)

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Received by:	**Referred to:**	**Date:** / /

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APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I Ann Young (Name) hereby request for Council to ~~remove~~ 1 (No. of trees) branch (Species if known)

street tree/s on the nature strip of my property at 519 Clay St (Address)

To assist with Council's decision, please provide information below to support this request.

I was approach by Bill Patterson (neighbour) him being ___, Worried about a branch from his Nature Strip closest to Our Yard. He is Very Worried that the branch will come down hurting Our Grand Chilren or Pets

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

Ann Young (Signature) 11-12-24 (Date) _____ (Contact number/email)

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Received by:	**Referred to:**	**Date:** / /

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Date Received
_____
Ref No.
_____

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I GARY SYMONS (Name) hereby request for Council to ~~remove~~ TRIM (4) (No. of trees) CLARET ASH (Species if known)

street tree/s on the nature strip of my property at CORNER COKE & CHURCH STREET HAY (Address)

To assist with Council's decision, please provide information below to support this request.

HAVE four dangerous trees that need lopping from top.
They have dead branches on all of ~~them~~.
They are forever dropping dead branches that block the gutter that we forever clean
The branches and sticks are forever hitting our house, windows and fence.
I will appreciate it if I can have the trees lopped before any damage is caused.

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

G. Symons (Signature) 29-11-24 (Date) 0438 699 316 (Contact number/email)

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134 Lachlan Street
HAY NSW 2711
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APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I Harriet Lugsdin (Name) hereby request for Council to remove (2) (No. of trees) Paperbark melaleuca (Species if known)

street tree/s on the nature strip of my property at 6 Nailor St, Hay NSW 2711. (Lugsdin Toyota) (Address)

To assist with Council's decision, please provide information below to support this request.

We would like to apply for the above 2x trees to be removed as they are currently decaying. They drop small branches + leaves on the new vehicle parking area, damaging our stock vehicles. We encourage our customers to wait inside our dealership, rather than outside as it poses a safety risk sitting under these trees with heavy vehicles frequently passing through Nailor Street.

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

[signature] (Signature) | 24/01/2025 (Date) | 0499 194 947 (Contact number/email)

OFFICE USE ONLY		
Received by: _____	**Referred to:** _____	**Date:** ____/____/____

Approved: Director Infrastructure and Planning	**Date Issued:** 29 September 2021	**Status:** Approved	**Version:** 003
Document ID: FORM.T.06			Page: 1 of 1

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134 Lachlan Street
HAY NSW 2711
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mail@hay.nsw.gov.au

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_____

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I ALLAN LAPP (Name) hereby request for Council to remove (2) (No. of trees) one plum (Species if known)

street tree/s on the nature strip of my property at 207 LANG ST. HAY SOUTH (Address)

To assist with Council's decision, please provide information below to support this request.

(1) ONE TREE HAS DIED but NOW growth is happening from RUNNERS. — REMOVAL ASKED FOR SOME 12 months ago. WITH REPLACEMENT REQUEST.

(2) PLUM TREE BY LANEWAY AS FRUIT CONSIDERED FOSTERING FRUIT FLY POPULATION — REPLACEMENT REQUEST

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

Allan Lapp (Signature) 11.2.25 (Date) 0429444759. (Contact number/email)

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Received by:_____	**Referred to:**_____	**Date:**__/__/__

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HAY NSW 2711
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mail@hay.nsw.gov.au

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Date Received
17/2/2025
Ref No.
D2025/6789

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I PETER HUXTABLE (Name) hereby request for Council to remove (1) (No. of trees) PAPERBARK? (Species if known)

street tree/s on the nature strip of my property at 301 MACAULEY STREET (Address)

To assist with Council's decision, please provide information below to support this request.

THE TREE THAT WE ARE WORRIED ABOUT IS ON THE CORNER NATURE STRIP IN BOURKE STREET. ALL OTHER TREES ON THE NATURE STRIP MY WIFE & I KEEP TIDY (PRUNE/TRIM ETC). THE TREE IN QUESTION HAS GOT WAY TO BIG FOR US TO MANAGE, AND AS IT IS ABOVE THE SCHOOL BUS STOP IT COULD BE A DANGER TO THE KIDS. WE WOULD BE HAPPY TO HAVE A REPLACEMENT OF SOME KIND THAT WOULD NOT GROW SO BIG AND GET OUT OF HAND.

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

(Signature) 17/2/25 (Date) 0405329333 HUX049@HOTMAIL.COM (Contact number/email)

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Received by:	**Referred to:**	**Date:** / /

MINUTES INDEX

- Hay Showground Management Committee 20.01.2025

HAY SHOWGROUND MANAGEMENT COMMITTEE
General Meeting Minutes

Meeting Date and Time: 20th January 2025 **Meeting Opened:** 6.05pm

Meeting Location: Council Chambers **Meeting Chair:** David Webb

Attendance:

Secretary/BNS/Gun Club	**Serena Wall**
Treasurer/CanAssist	**Jane Griffiths**
Hay Gun Club	**Jason Wall**
Hay Jockey Club	**Mike Cannon**
Hay Rodeo	**Pickles Curtis**
Hay Show Society	**Kim Gibbs**
Hay Sheep Show	
Ground Supervisor	**Barry Nisbet**
Council	**David Webb**
Caretaker	
Visitor	

	Agenda Items	Proposed Motions
1	**INTRODUCTION / WELCOME** 1.1 Attendance & Apologies	**1.1** Attendance noted & apologies accepted ***Apologies: Lionel Garner, Stacey Lugsdin***
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 18th November 2024, are a true and correct record of that meeting.*** ***Moved B Nisbet Second M Cannon*** **2.2 Business Arising** **Nil** **2.3 Correspondence** **In** Frazer Dwyer – Invoice Betta Electrical Invoice Antonakas Statement/Invoice Removal of stables quote – text Mitchell Reunion Information/request Ron Johnson email Text – Jenelle Sneedon **Out** Calendar of meeting dates **2.4 Financial Report** Prepared by Jane ***Moved J Griffiths Second B Nisbet*** ***Approval for accounts to be paid.*** ***Moved J Griffiths Second J Wall***

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		Memberships sent out for payment, only 1 user group yet to pay. ***Invoices to pay*** Betta Electrical Fraser Dwyer Electrical Antonakas Home Hardware
3	**MATTERS FOR DISCUSION** 3.1 Barrier Stall Shed quotes 3.2 Ron Johnson proposal 3.3 Spraying under running rail 3.4 Stables/Leasee 3.5 Mitchell Reunion 3.6 Removal of stables 3.7 Leak on racetrack 3.8 Mr O'Reilly removal	**3.1** Four quotes sent via email for review. Discussions regarding the placement of the shed, and it has been decided to proceed with the eastern end of the grounds. This decision can be revisited before the commencement of the work, if necessary. ***Motion: That the quote from R Turner be accepted at a cost of $39,160.00 to build the new barrier stalls shed. Contributions from Council – 10k, Insurance – 10k, Hay Jockey Club – 10k and the balance by the Showground trust, approx. 9k*** ***Moved J Griffiths Second B Nisbet*** **3.2** Email sent to David Webb from Ron Johnson. Mr Johnson proposing to lease the stables as a trainer. Work not yet completed, Masterplan is still in development stages and work on the stables area is in planning stage only. Serena to respond to Mr Johnson. Stating that his proposal is not feasible as we are not in a position to move forward with our plan at this stage. **3.3** Spraying will be completed by Council. **3.4** Received a text from Jenelle Snedon. Leasee of the stables. Now that the decision has been made to move forward with the relocation of the barrier shed. The stable area will be cleaned up in the coming weeks. Ms Sneedon can move her horse back to the stables after the work is completed. **3.5** Discussed Mitchell Reunion. Easter weekend in April 2025. Jane & Serena will meet with Mitchell's prior to the reunion. Watering system lines will be marked on the grassed area where camping will be during the event. Requested an inspection of the gum trees around the camping area. David Webb to sort. **3.6** Text message received by Chris Garner for price to remove the old Hemp Lodge 'Curtis' stables. Quoted at $3500. ***Motion: That the quote for $3500 be accepted to remove the old stables by Chris Garner. Power & electricity must be disconnected prior to starting work at a cost to SGMC*** ***Moved S Wall Second B Nisbet*** **3.7** Leak on the racetrack. A lot of water now running along the track. Located near the pavilion. Mike contacted Ian Bunyan and he will come and check it out. David Webb will also follow this up and have Council investigate

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		3.8	Mr. O'Reilly has been residing at the showground for several months. Concerns have been expressed, and it is now time for him to vacate the premises. His stay has extended long enough, and the upcoming rodeo next month necessitates a relocation. Kevin will advise Mr Oreilly.
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**	Tag Along tour is scheduled for the weekend of the 28th March. $15 per powered site and $10 non-powered site. Serena to remind Kevin of this upcoming event.
		4.2	12/13th September Hay Show. Meetings will resume for the Show Society next month on the 1st Wednesday of each month.
		4.3	1st March rodeo. Event application needs to go to the VIC for barriers, bins and grading the carpark area. Work on the new veranda commenced today, will be finished in time for the rodeo.
		4.4	All covered
		4.5	BNS is on. Insurance secured. Lots of work to go but we are going to attempt a return of the BNS 2025. June long weekend.
		4.6	Already discussed
		4.7	Quote for CanAssist sign. Suggested to put the old Pigeon Club sign at the Hay Gaol. Jane to contact John Matthews
		4.8	N/A
		4.9	First shoot for 2025 this weekend. 26th January. Removed a peppercorn tree over the weekend. Limbs had broken off during a storm.
		4.10	The Showground Master plan is in the final stages. Will be presented to the Trust at the February meeting. Will then be approved by Council. Julie Lawerence – contacted David Webb. There is a consideration for relocating a horse to the showground. The horse is presently being kept at her residence, where there have been some complaints. We are willing to provide accommodation for her horse, if necessary, with a charge of $15 per day for day stables and $10 per day for rodeo yards. Barry will conduct a follow-up assessment of the horse's health before it is moved to the grounds. Bins – Jane met with Wes Moorhouse to discuss the number of bins at the showground. After a review we may need to install additional bins. David Webb will follow up. Painting of the pavilion – Jane forwarded information to David last year. David will source quotes for this work to commence.

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		Jason Wall enquired about the NSWRFS running an area exercise at the grounds. Possibly a couple of hundred people. Event notification will need to be submitted. 19th-21st September 2025 **4.11** N/A
5	**MEETING FINALISATION** 5.1 Next meeting:	**5.1** 17th February 2025, 6pm at Council Chambers

Meeting Closed: 6.57pm

HAY SHIRE COUNCIL
ORDINARY MEETING OF COUNCIL
25TH FEBRUARY 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.

The matters recommended for consideration at a closed session at this meeting are:

General Managers Report: -

IC.1 Sale of Land for Overdue Rates

Reason for Confidentiality:

(a) the personal hardship of any resident or ratepayer;