



Hay Shire  
COUNCIL

# Community Strategic Plan 2025-2035

DRAFT

Hay

Exciting Heritage... Positive Future

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Acknowledge Country

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Forward by Mayor



# Community Strategic Plan

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

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

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

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

## *Delivery plan*

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

## *Annual Operational Plan*

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

## *Resourcing Strategy*

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

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



# Integrated Planning & Reporting

The Integrated Planning and Reporting (IP&R) framework is a key component of the Local Government Act 1993, introduced in 2009 to enhance the way councils in New South Wales plan for and report on the long-term future of their communities. Since its introduction, IP&R has significantly transformed strategic planning in local government, ensuring a more transparent, coordinated, and community-driven approach.

Hay Shire Council is strongly committed to the principles of the IP&R framework. It serves as the foundation for aligning Council's plans and strategies to support a unified vision for the future of the Hay community. Through this framework, Council identifies long-term community aspirations and priorities, and develops an agreed roadmap for their delivery.

The main parties in the IP&R process are outlined below. Each has their own unique but inter-connected role.

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At the core of the IP&R framework is a suite of integrated, cascading plans that clearly articulate Council's vision, objectives, and strategies for achieving measurable outcomes. This approach ensures a seamless connection between high-level strategic planning and day-to-day operations.

The framework also incorporates a robust reporting and review structure. This enables Council and the community to monitor progress, evaluate performance, and adapt to changing needs ensuring that the goals, strategies, and actions remain relevant and effective over time.

The IP&R framework is built around four key questions:

- Where are we now?**
- Where do we want to be?**
- How do we get there?**
- How will we know when we've arrived?**

The following diagram illustrates how the various components of the IP&R framework integrate to support Council's strategic planning process.

For more information, please visit the NSW Office of Local Government's website:  
<https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/>

## Key Components of the Integrated Planning and Reporting (IP&R) Framework

### Community Strategic Plan

The Community Strategic Plan represents the highest level of strategic planning undertaken by Council. Spanning a period of ten or more years, this long-term plan captures the community's key priorities, values, and aspirations for the future. It sets out the broad strategies required to achieve the desired outcomes and serves as the foundation for all other Council plans. Every plan developed under the IP&R framework aligns with, and supports, the objectives of the Community Strategic Plan.

### Delivery Program

The Delivery Program is prepared by each newly elected Council and outlines the specific strategic directions to be pursued over the Council's four-year term. It translates the long-term strategies of the Community Strategic Plan into medium-term priorities, identifying key focus areas and initiatives that will guide Council's efforts during its term.

### Operational Plan and Budget

The Operational Plan and Budget are developed annually and provide a detailed account of the individual projects, activities, and services that Council will deliver in a given year. These actions are directly aligned with the priorities identified in the Delivery Program and are supported by corresponding financial allocations to ensure effective implementation.

### Resourcing Strategy

The Resourcing Strategy outlines how Council will secure and manage the resources required to achieve the objectives outlined in the Community Strategic Plan, Delivery Program, and Operational Plan. This strategy includes three core components:

#### Long-Term Financial Plan

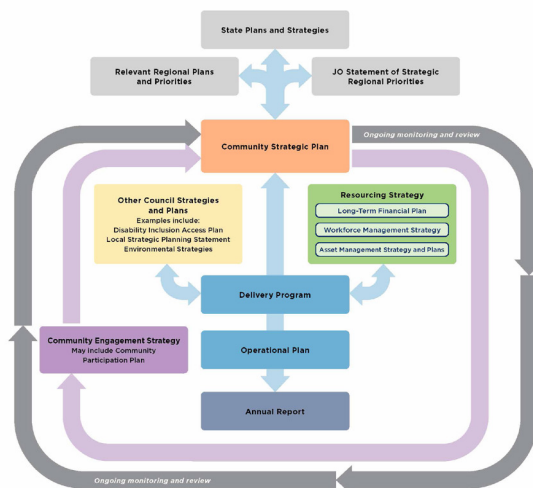
#### Workforce Management Strategy

#### Asset Management Strategy and Plans

Together, these elements ensure that Council is well-positioned to deliver sustainable outcomes through responsible financial, human, and asset resource planning.

### Community Engagement Strategy

The Community Engagement Strategy sets out Council's approach to engaging with the community and other key stakeholders throughout the planning and implementation process. It defines how Council will seek input, foster collaboration, and maintain ongoing dialogue to ensure that community needs, expectations, and aspirations are accurately reflected in strategic planning and decision-making.



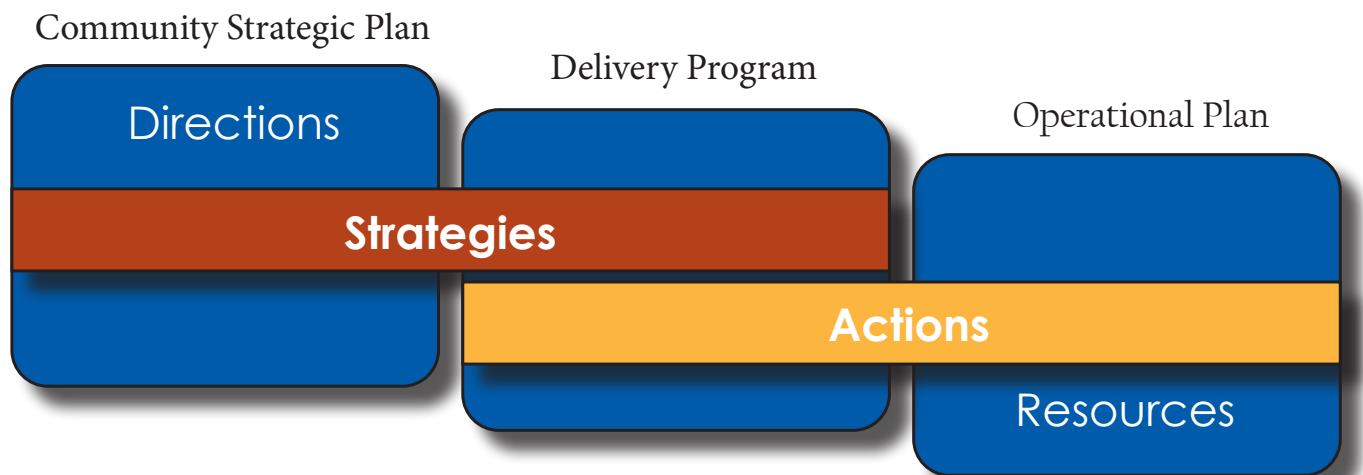


# Linking Community Outcomes to Action

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

The Community Strategic Plan identifies 4 key areas on which our plans visions and objectives are built around:

1. Social
2. Environment
3. Economic
4. Civic Leadership



Interrelationships between the 3 levels of planning

# Our Vision, Mission, Corporate Values and Principals

**Our Vision Statement:** Where our people are resilient, healthy and safe, living together with a strong sense of community in a vibrant and prosperous economy.

## Mission Statement

To be a progressive rural council committed to

- Caring for the welfare of our communities;
- Protecting and enhancing the environment;
- Building a climate that encourages opportunities for all;
- Managing Council's resources in an open and accountable manner consistent with the principles of value for money and equity.

## Corporate Values

### *Integrity*

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

### *Openness*

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

### *Responsiveness*

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

### *Quality of Service*

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

## Principles

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

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



# Our Shire, Our Community

Hay Shire encompasses the vibrant town of Hay and the unique villages of Booligal—immortalised in Banjo Paterson’s “Hay and Hell and Booligal”—Maude, and One Tree. Geographically, the Shire is bordered by Carrathool Shire to the north and east, Murrumbidgee Council to the east, Edward River and Murray River to the south, and Balranald Council to the west.

The township of Hay is strategically located at the crossroads of the Cobb, Sturt, and Mid-Western Highways—approximately 720 km west of Sydney, 420 km north of Melbourne, and 650 km east of Adelaide. Hay enjoys strong regional connections to Griffith (130 km east) and Wagga Wagga (270 km east), where residents can access a broad range of health, education, retail, commercial, and transport services.

Hay Shire offers an abundance of attractions, from fascinating museums and tranquil parks and gardens to first-class recreational and sporting facilities. Whether you’re a visitor exploring the area or a local proud to call Hay home, there’s something here for everyone.

With a proud heritage and a positive outlook for the future, Hay Shire is more than just its landscape—though the wide-open spaces and rural charm are certainly part of the appeal. It’s the people who make this community truly special.

Hay is a welcoming, safe, and family-friendly town, known for its low crime rates and strong community spirit. The resilience and generosity of its residents shine through in the many active volunteer groups and local organisations. Together, we are building a future that honours our past, supports our present, and shapes a thriving, connected community for generations to come.

## Community Snapshot

In 2021, according to the Bureau of Statistics, the local government area of Hay, was estimated to have a population of 2,882 people. The main township of Hay (2,208) and its immediate surrounds accounted for approximately 76% of the total population with the remaining population located within the rural areas (466) of Hay Shire including Maude (110) and Booligal (98). The median age of the population in 2021 was 48 years old. This is comparatively high when compared against the NSW and national average of 39 and 38 years of age respectively. This relatively high median population is reflective of the large number of persons aged over 50, which comprises approximately 48.2% of the total population.

# Community Snapshot

The Hay Local Government Area has the following community profile:

People						
All people	Hay	%Hay	NSW	%NSW	Australia	%Australia
Male	1,448	50.2	3,984,166	49.4	12,545,154	49.3
Female	1,436	49.8	4,087,995	50.6	12,877,635	50.7
Age						
All people	Hay	%Hay	NSW	%NSW	Australia	%Australia
Median age	48	N/A	39	N/A	38	N/A
0-4 years	167	5.8	468,056	5.8	1,463,817	5.8
5-9 years	150	5.2	500,810	6.2	1,586,138	6.2
10-14 years	145	5.1	501,135	6.2	1,588,051	6.2
15-19 years	139	4.8	457,896	5.7	1,457,812	5.7
20-24 years	168	5.9	496,185	6.1	1,579,539	6.2
25-29 years	181	6.3	555,967	6.9	1,771,676	7.0
30-34 years	133	4.6	586,057	7.3	1,853,085	7.3
35-39 years	133	4.6	580,185	7.2	1,838,822	7.2
40-44 years	132	4.6	522,984	6.5	1,648,843	6.5
45-49 years	138	4.8	516,915	6.4	1,635,963	6.4
50-54 years	195	6.8	500,027	6.2	1,610,944	6.3
55-59 years	267	9.3	490,155	6.1	1,541,911	6.1
60-64 years	254	8.8	471,628	5.8	1,468,097	5.8
65-69 years	170	5.9	416,493	5.2	1,298,460	5.1
70-74 years	160	5.6	372,234	4.6	1,160,768	4.6
75-79 years	143	5.0	268,110	3.3	821,920	3.2
80-84 years	106	3.7	183,409	2.3	554,598	2.2
85 years +	90	3.1	183,895	2.3	542,342	2.1





## Our Community

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

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

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

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

## Our Local Economy

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

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

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

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





# How we developed the Plan

In order to develop the Community Strategic Plan a variety of engagement activities were undertaken as well as reviewing and reassessing previous consultation studies and surveys. There was also a need to align the community strategic plan with the social justice principles, the Quadruple Bottom Line, the Federal, State Plan and the Regional Plans.

Social	Environmental	Economic	Civic Leadership
<ul style="list-style-type: none"> <li>• Access and equity issues</li> <li>• Cultural activities</li> <li>• Recreation and active living</li> <li>• Built environment – urban design and planning for growth</li> <li>• Providing and maintaining community facilities</li> <li>• Heritage issues</li> <li>• Consultation networks</li> <li>• Public health and safety</li> <li>• Affordable housing</li> <li>• Education</li> <li>• Transport links between communities in our LGA</li> </ul>	<ul style="list-style-type: none"> <li>• Total water cycle management</li> <li>• Preserving biodiversity</li> <li>• Waste management</li> <li>• Protecting specific environmental features</li> <li>• Climate change impacts and initiatives</li> <li>• Alternative energy sources</li> <li>• Air quality</li> <li>• Environmental impact of development</li> <li>• Environmentally sound operation of assets</li> </ul>	<ul style="list-style-type: none"> <li>• Regional economic profiles and opportunities</li> <li>• Economic sustainability strategies</li> <li>• Commercial and industrial opportunities</li> <li>• Small business strategies</li> <li>• Tourism</li> <li>• Providing vocational pathways</li> <li>• Supply chain issues</li> <li>• Transport and trade links with other centres</li> <li>• Financial sustainability of the council</li> </ul>	<ul style="list-style-type: none"> <li>• Policy frameworks</li> <li>• Decision-making principles and allocation of priorities</li> <li>• Leadership and representation</li> <li>• Levels of service</li> <li>• Council's role as a responsible employer</li> <li>• Business efficiency and probity expectations of the council</li> <li>• Ethical practices</li> <li>• Consultation and community participation in decision making</li> <li>• Community ownership and implementation of the strategic plan</li> </ul>

## Social Justice Principles

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



# .What we found

## What our Community told us

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

- Staff Meetings
- Workshops
- Community survey
- Community Consultation



# The Plan

## Our Vision for 2035

The purpose of this consultation was not only to determine the issues, priorities and overall plans but also to develop a vision as to what the community would like the Shire of Hay to be like in 2035

## How will the Plan Work

### *Roles*

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

### *Measuring*

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

### *Reporting on what we do*

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

### *Collaboration*

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





# Objectives, Outcomes & Strategies

## Social

**Objective:** Our community is skilled and supported

**Strategies:-**

- Our community has access to a range of employment opportunities
- Increase housing options within the community
- Improve access to health services
- Support local health initiatives and programs

**Objective:** Recreational, Civic Spaces, and Infrastructure that meet community needs

**Strategies:-**

- Enhance public recreation areas and facilities
- Placemaking with purpose
- 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

**Objective:** Our community is connected

**Strategies:-**

- Enhance public and community transport options
- Build a connected, collaborative community

**Objective:** Our youth and aged are supported

**Strategies:-**

- Advocate for greater capacity for local based child care services
- Support youth and aged services and initiatives

**Objective:** Our community is inclusive and sustainable

**Strategies:-**

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

## Environmental

**Objective:** **Council is resilient and adaptive**

**Strategies:**

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.  
Climate change risks and opportunities are embedded in our decision making process.

**Objective:** **Our Community is resilient and adaptive**

**Strategies:**

Support business with climate risk adaptation and best practice

**Objective:** **Celebrate and Promote our unique natural environment**

**Strategies:**

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

**OBJECTIVE:** **Enhance the built environment**

**Strategies:**

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.

**OBJECTIVE:** **Our community is inclusive and sustainable**

**Strategies:**

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

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

**Strategies:** 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

**Objective:** **Our community values its history and tourism**

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

**Objective:** **Our community is resilient and adaptive**

**Strategies:-** 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

**OBJECTIVE:**        **Our Council leads by example**

**Strategies:-**

- 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

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

**Strategies:**

- 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

**OBJECTIVE:**        **Our Council is inclusive and sustainable**

**Strategy:**

- Enable an engaged workforce with suitable skills, available in the right place at the right time
- Build a strong, collaborative, and supportive team culture.
- Ensure a financially sound Council that is responsible and sustainable

# Measuring Our Performance

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

## A Scorecard for Our Community

The long-term strategies contained within this Community Strategic Plan lay the foundations for working toward the making Hay a sustainable and better community. Central to the development of these strategies has been the creation of targets for which as a community we work to achieve. These targets are balanced across the 4 key areas of responsibility and will flow through to the supporting Delivery Plans and Resourcing Strategies, to ensure every action we take builds toward their achievement. A performance review and monitoring framework will enable measurement of our progress, consisting of:

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

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

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



## Our Targets

### *Social*

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

### *Environment*

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

### *Economic*

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

### *Civic Leadership*

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

