

# End of Term Report

## 2022-2024

(as required by Section 428(2)  
of the LG Act 1993)



Exciting Heritage... Positive Future





Hay

## End of Term Reporting

The end-of-term report is a report on Council's progress in implementing the Community Strategic Plan during its term. It is essentially a report from the outgoing Council on the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past years.

The Community Strategic Plan has five objectives incorporating a number of strategies to achieve the required targets as determined by the community. The objectives and targets are:-

### ***Environmental sustainability***

- 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

### ***Liveable and vibrant community***

- 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

### ***Economic prosperity and sustainability***

- 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

### ***Governance and Organisational Performance***

- 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

### ***Our Infrastructure***

- Satisfaction with the maintenance of Council's entire infrastructure is increasing
- Provide for the whole of life costs of infrastructure



## Your Council

The Hay Shire Council works with local residents and visitors to the region to provide a stable and sustainable lifestyle for the community. The Council is concerned with improving the opportunities for the community in employment, health, housing, youth needs, information services, public transport and public works amongst many others.

Hay Shire Council encourages public participation in the community and welcomes involvement by the public in the development and implementation of self help projects that will benefit the community in general.

### Term of Office

Council members are elected for a term of four years. Local Government elections were held in December 2021 and Councillors taking their Oath in the January 2022. However, this term the Council served for a period of two and half years due to the impact of Covid. The whole Council elects the Mayor every two years in the September.

### Council Meetings

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

## Council Elected Representatives

### Councillors

Cr Geoff Chapman  
Cr Darren Clarke  
Cr Jenny Dwyer  
Cr Lionel Garner  
Cr Peter Handford  
Cr Carol Oataway  
Cr Paul Porter  
Cr Martyn Quinn

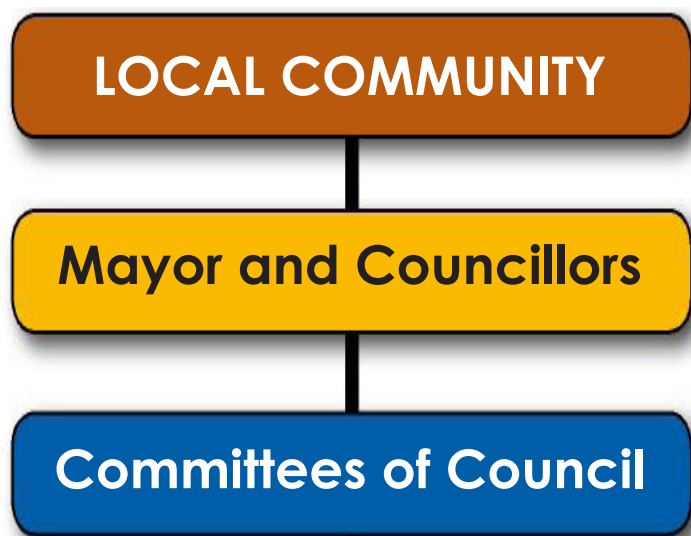
### MAYOR

Cr Carol Oataway

### DEPUTY MAYOR

Cr Lionel Garner

## STRUCTURE



## COMMUNITY INVOLVEMENT

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

### SECTION 355 COMMITTEES

Hay Gaol Trust Management Committee  
Hay Showground Trust Management Committee  
Bishop's Lodge Management Committee  
Home and Community Care (HACC) Committee  
Maude War Memorial Hall Committee  
Myers Lane Management Committee  
Dunera Committee  
Floodplain Risk Management Committee

### STAFF COMMITTEES

Workplace Health and Safety Committee  
Award Consultative Committee



## Vision

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 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.

## Our Key Areas

Council's 2022-2032 Community Strategic Plan has the following key areas and objectives:-

### Environmental Sustainability

A1	Celebrate and promote our unique local environment
A2	Protect our water security
A3	Manage our waste sustainability
A4	Our community is inclusive and sustainable

### Livable & Vibrant Community

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

### Economic Prosperity & Sustainability

C1	Our community welcomes new and innovative industry to support our future
C2	Our community values its history and tourism
C3	We have the capacity to hold a variety of events and activities
C4	Our community is innovative and adaptive

### Governance & Organisational Performance

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

### Our Infrastructure

E1	Our community can rely on well maintained infrastructure that is responsive to our service needs
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# Environmental Sustainability

Hay

Environmental Sustainability of Hay Shire is in accordance with the Guiding Principles of the Community Strategic Plan.

## Community Outcomes

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

A1	Celebrate and promote our unique local environment
A2	Protect our water security
A3	Manage our waste sustainability
A4	Our community is inclusive and sustainable

## Council Targets

This Plan outlines a set of Council Targets for achievement by 2032. The following 5 targets are driven by activities forming part of the Environmental Sustainability program:

T1	Natural environments well maintained
T2	Reduction in non renewable energy
T3	Sustainable water practices and water security
T4	Increase in take up of environmentally sustainable initiatives including waste reduction and water saving initiatives
T5	Clean and attractive place to live

A.1

*Celebrate and promote our unique local environment*

Community Strategy  
A1.1

**Support local community groups, First Nations groups, and other agencies working with the environment:**

*Supported environmental programs and in particular programs of Hay Landcare. Worked with local First Nations groups on various program's and initiatives.*

Community Strategy  
A1.2

**Foster environment of investment for environmental sustainability:**

*Rolled out 3-bin waste collection system. Developed Circular Economy Strategy*

Community Strategy  
A1.3

**Implement sustainable and eco friendly tourism initiatives:**

*Implemented remote access to all museums.*

Community Strategy  
A1.4

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

*Upgraded paths adn cycleways; created new passive and active recreational areas for all abilities.*



A2

*Protect our water security*

Community Strategy

A2.1

**Advocate for ongoing water security and quality:**

*Member of RAMJO Water Sub-Committee.*

Community Strategy

A2.2

**Implement sustainable water practices:**

*Undertook trial of digital water meters. Reduced aresas/parks requiring irrigation.*

Community Strategy

A2.3

**Educate the community in water saving initiatives:**

*Participated in NSW water programs and initiatives.*

A3	Manage our waste sustainably
Community Strategy A3.1	<p><b>Work with regional partners to develop and implement a sustainable waste management strategy:</b></p> <p><i>Contributed to RAMJO Regional Waste Strategy.</i></p>
Community Strategy A3.2	<p><b>Educate community on efficient waste management options:</b></p> <p><i>Education program as part of the 3-bin waste collection roll out.</i></p>



A4	<i>Our community is inclusive and sustainable</i>
Community Strategy A4.1	<b>Facilitate access to public spaces for cultural and community events</b> <i>Access provided for many cultural and community events.</i>
Community Strategy A4.2	<b>Support Aboriginal organisations to hold events and programs:</b> <i>Supported Naidoc events and other programs as requested.</i>
Community Strategy A4.3	<b>Support cultural environmental initiatives:</b> <i>Supported first Nations groups in education programs on environmental initiatives.</i>



## Summary of Environmental Sustainability

Council has undertaken the strategies towards achieving the objectives of the plan, especially in the areas of energy, water usage and development and strategic planning. Initiatives undertaken include:

- Installation of solar and battery systems to Council building
- Worked with community and developers on the renewable energy transition
- Supported both medium and large scale energy projects
- Active member of the RAMJO Water Sub-Committee
- Implemented trial of digital water meters on town water supply network
- Developed State 1 of the Hay Resource Recovery and Eco Park precinct
- Completed Structure Plan and Circular Economy Strategy





## Livable and Vibrant Community

Hay

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

### Community Outcomes

Our community has identified the following liveable and vibrant outcomes, which have been utilised to guide development of the goals and actions contained within this 2017-2021 Delivery Program:-

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

### Council Targets

This Plan outlines a set of Council Targets for achievement by 2032. The following 7 targets are driven by activities forming part of the liveable and vibrant community program:

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

B1	Maintain and beautify the town centres
Community Strategy B1.1	<b>Enhance the atmosphere of the main street and public areas:</b> <i>Regular maintenance and cleaning of main streets and public areas. Upgrade works undertaken as resourcing permits.</i>
Community Strategy B1.2	<b>Support and promote public art initiatives:</b> <i>Member of South West Arts</i>



B2	<i>Our Community has available housing options</i>
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Community Strategy	<b>Improve access to diverse range of housing opportunities:</b>
B2.1	<i>Developed the Hay Housing Strategy. Working with NSW agencies on housing initiatives for Hay.</i>



**B3**

*Our Community has access to a range of employment opportunities*

**Community Strategy**

**B3.1**

**Develop skilled labour force to meet community needs:**

*Regular engaging with High School and TAFE NSW. Made application for Regional University Study Hub in Hay.*

**Community Strategy**

**B3.2**

**Promote inclusion of all abilities workers in the business community:**

*Council has employed people of all abilities in its workforce. Actively promotes inclusion in all it developments.*

**Community Strategy**

**B3.3**

**Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education:**

*Regular engaging with High School and TAFE NSW. Made application for Regional University Study Hub in Hay.*

**B4**

*All cultures are strong, well supported and flourishing*

**Community Strategy**

**B4.1**

**Ensure services are accessible to all groups in our community:**

*Service reviews being undertaken. Hay and Maude halls refurbished to improve accessibility.*

**Community Strategy**

**B4.2**

**Support cultural programs and initiatives, including First Nations:**

*Development of Reconciliation Action Plan and support for NAIDOC Day events.*

**Community Strategy**

**B4.3**

**Promote inclusion in the community:**

*Actively promotion inclusion for all. Facilities, when upgraded, include improved accessibility.*

B5	<i>All cultures are strong, well supported and flourishing</i>
Community Strategy B5.1	<p><b>Advocate for greater capacity for local based child care services:</b></p> <p><i>Continuously liaise and support of the Hay Childrens Service. Actively working on a solution to expand the current childcare facility in Hay.</i></p>
Community Strategy B5.2	<p><b>Support local child care services:</b></p> <p><i>Provision of building and financial assistance.</i></p>
Community Strategy B5.3	<p><b>Support local health initiatives and programs:</b></p> <p><i>Active member of LHAC. Advocate for local health services to State and Federal Governments.</i></p>
Community Strategy B5.4	<p><b>Advocate for and support local health providers and stakeholders:</b></p> <p><i>Provision of Hay Medical Centre for GP's. Member of local Interagency group.</i></p>





## Summary of Liveable and Vibrant Community

There has been a high level of attainment in the achievement of the objectives in this area. In particular the involvement of the community in activities and events, the increase in employment options and the overall sense of safety and community well being.

During the past three years Council has worked directly with the community and with its partners and is pleased with the overall performance.



## Economic Prosperity and Sustainability

Hay

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

### Community Outcomes

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

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

### Council Targets

This Plan outlines a set of Council Targets for achievement by 2024. The following 6 targets are driven by activities forming part of the economic and sustainability program:

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



C1

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

Community Strategy

C1.1

**Create a better business environment:**

*Initiative and strong support of the business community through its economic development program.*

Community Strategy

C1.2

**Boost demand for products and services from Hay:**

*Local products sold at Visitor Information Centre. "Love Hay" program ongoing. Active member of Destination NSW.*

Community Strategy

C1.3

**Facilitate growth industries:**

*Supported expansion of local retail, agribusiness, and industries. Consultation with potential industries.*

Community Strategy

C1.4

**Nurture and support the development and expansion of local industries:**

*Consultation with renewable energy developers.*

C2	<i>Our Community Values Its History And Tourism</i>
Community Strategy C2.1	<p><b>Actively identify promote and enhance tourism initiatives:</b></p> <p><i>Implementing Tourism Destination Plan with Destination NSW. Actively implementing tourism campaigns. Painted water towers. Local museums supported. Local history space at Hay Library.</i></p>
Community Strategy C2.2	<p><b>Promote accommodation and camping facilities:</b></p> <p><i>Continue to run a nature campaign which included camping. Advocated with National Parks to open parks for camping and working with local camping operators. Upgraded Hay Showgrounds camping facilities and amenities.</i></p>
Community Strategy C2.3	<p><b>Showcase our open space, recreation and cultural facilities:</b></p> <p><i>Regional sporting activities held during the year and many events ie fishing competition, Tunes on the Green, Love Hay Xmas, Hay Glow. Hay's recreational facilities included in all marketing materials.</i></p>



C3

*We Have the Capacity to Hold Numerous Events and Activities*

Community Strategy  
C3.1

**Promote events and activities:**

*Continue to upgrade town signage. Active Instagram promotional marketing.*

*Increased marketing through Destination NSW and Thrive Riverina.*

Community Strategy  
C3.2

**Promote our capacity to stage events:**

*Increased organisational capacity to stage events. Provided guidance to community event organisers.*

*Building capacity within the business community to support large events. Developed event protocols and procedures.*

C4

*Our Community Is Innovative And Adaptive*

Community Strategy  
C4.1

**Identify opportuities to grow the agricutlure sectors:**

*Identified gaps in the agricultural chain. Advocating to attract value added business and supported agribusiness proposals, including Agtech.*

*Participated in the Grain Harvest Management Scheme and faciiltiated higher productivy vehicles. Advocated for water allocation for agriculture sector. Improved transport network access.*

Community Strategy  
C4.2

**Improve connectivitiy to the community:**

*Facilitated the upgrade and expansion of the mobile network. Assisted with NBN rollout and educating hte commuit on 3G closure.*

Community Strategy  
C4.3

**Continue to seek investment in our commuity from state and federal government:**

*Secured significant investment from State and Federal Governments in grants. Held regular meetings with State and Federal representatives.*

Community Strategy  
C4.4

**Support education and training initiatives:**

*Partnered with schools and TAFE Connected Learning Centre development. supported Hay INC. Youth Taskforce programs. Submitted application for Regional University Study Hub.*



## Summary of Economic Prosperity & Sustainability

There has been a high level of achievement in this area with both quality and quantitative measures indicative of growth in tourism. Council has been a leader in tourism and has strongly supported businesses and industries in renewable energy, agriculture, retail, hospitality and service sectors to not only establish new businesses but to grow existing ones.

It is pleasing that Council has been able to establish long term relationships with its partners which is necessary to ensure sustainability in this area.



# Governance and Organisational Performance *Hay*

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

## Community Outcomes

To achieve governance and organisational performance, our community identified the following outcomes, which have been utilised to guide development of the goals and actions contained within Council's Delivery Programs:-

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

## Council Targets

The following 6 targets are driven by activities forming part of the governance and organisational performance program. These targets are set for achievement by 2023.

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



D1	Our community is supported by a strong and resilient Council that is responsive to our needs
Community Strategy D1.1	<b>Communicate organisational performance to the community:</b> <i>Frequent media releases and Council reports, community newsletters, open Council meetings, notices in the Riverine Grazier and social media platforms. Held various focus group and community consultation sessions.</i>
Community Strategy D1.2	<b>Council effectively manages its resources:</b> <i>Project Management Steering Committee continued and regularly budget and operation meetings held. Asset Management Plans developed.</i>
Community Strategy D1.3	<b>Council puts in place the necessary systems to ensure good governance and to also ensure they are implemented:</b> <i>Active ARIC and internal audit program.</i>
Community Strategy D1.4	<b>Council decision making is based on a sound appreciation of community issues and needs supported by reliable information and asset management systems:</b> <i>Regular community consultation. Annual conditions of infrastructure assets. Community Surveys and needs assessments. Undertook Service Reviews.</i>
Community Strategy D1.5	<b>Council will lead by example:</b> <i>Recycling programs. Asset mangement and environmental sustainability. Implemented additional governance practices. Leader in renewable enery transition management.</i>
Community Strategy D1.6	<b>Council will seek to continuously improve:</b> <i>ARIC and internal audit program implemented. Project Management Steering Committee in place. Actively assess and upskill staff. Regular performance reviews. Undertaken Service Reviews.</i>



D1	Our community is supported by a strong and resilient Council that is responsive to our needs
Community Strategy D1.7	<b>Obtain a sustainable funding model:</b> <i>Undertook detailed financial modelling assessment. Utilised external industry specialist to review fitness.</i>
Community Strategy D1.2	<b>Develop and encourage internal capabilities:</b> <i>Project Management Steering Committee and regularly budget and operation meetings held. Supervisors training undertaken. Increased professional development for all staff.</i>



D2	Our community is connected and informed
Community Strategy D2.1	<b>Enable all residents and groups to participate in local decision making:</b> <i>Open Council meetings, surveys, focus groups with community members, working parties, Council committees, S355 committees.</i>
Community Strategy D2.2	<b>Effectively communicate the range availability and operation of services and facilities:</b> <i>Councils internet and intranet facilities are being extensively used for information sharing and community information directory was updated. Transformation of social media and other digital platforms, with increased utilisation.</i>



## Summary of Governance and Organisational Performance

In term of achieving objectives in this key area Council has undertaken numerous strategies to improve its performance. Risk, IT and Cyber Security frameworks have been implemented and is overseen by a successful Enterprise Risk Management Committee. Council has made considerable progress in areas of contractor management, procurement and asset management.

Council has worked closely with the community both in terms of engagement and communication but also as a leader and representative on local, regional and state matters. Council considers that it is now fit for the future.





# Our Infrastructure



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

## Community Outcomes

To achieve Our Infrastructure goals our community identified the following outcomes, which have been utilised to guide development of the goals and actions contained within Council’s Delivery Programs:-

E1	Our community can rely on well maintained infrastructure that is responsive to our service needs
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## Council Targets

The following 6 targets are driven by activities forming part of the assets program. These targets are set for achievement by 2023.

T1	Satisfaction with the maintenance of Council’s entire infrastructure is increasing
T2	Provide for the whole life costs of infrastructure

E1

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

Community Strategy

E1.1

**Deliver infrastructure and assets that are responsive to community need:**

*Nimmie Creek and Sandy Creek Bridge replacements. Upgrade to Water Treatment Plant commenced. Ongoing maintenance and capital works on Council assets. Development of the Hay Resource Recovery and Eco Park.*

Community Strategy

E1.2

**Ensure Council efficiently manages its infrastructure and assets within available resources:**

*Staff trained to inspect infrastructure and assets. Development of improved inspection systems.*

*Parks and play equipment are inspected regularly and kept to Australian standards.*

Community Strategy

E1.3

**Provision of sustainable infrastructure that is adaptive to changing needs, suitable/betterment and funding levels:**

*Works Programs formulated and implemented. Regular inspections of Council assets and infrastructure. Customer Request Management System in place. Implementation of one, four and ten year Capital Works Programs. Asset management planning.*



## Summary of Our Infrastructure

It is pleasing to report that Councils infrastructure is generally in a good condition with upgrades to many facilities and public recreation areas being a major achievement for the community of Hay. Council has delivered \$40M in capital works over the last four years.

Over the life of the Council infrastructure has been effectively managed in terms of maintenance, operation, and service delivery despite a number of external issues such as inflation, emerging from the effects of COVID, and declining sources of funding.

## **Has Implementation of our CSP improved the Shire**

The end of term report provides an analysis on whether Council and its partners have achieved the objectives outlined in the Community Strategic Plan.

The final measure is whether the community is a better place to live as a result of the implementation of the Community Strategic Plan.

To this question we can respond by saying there have been significant achievements over the past term by Council and those combined with the efforts of our partners and external factors has made the Hay community a better place to live.