



Hay Shire  
COUNCIL

# 2017-2021 Delivery Program

Incorporating 2021/2022 Operation Plan

Hay

Exciting Heritage... Positive Future



Hay

# Contents

Message from the General Manager

Our Councillors

Our Guiding Principles

Governance and Risk

2016 Census Results for Hay Shire

Our Key Areas

Linking Community Outcomes to Actions

## **2017-2021 Delivery Program & 2021/22 Operational Plan**

Council's Delivery Program and Operational Plan

Glossary of Abbreviations

# 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.

## *Message from the*

## **General Manager**

As a result of the delayed council elections, this is the fifth, and final, year of the current Hay Shire Council's Delivery Program and the 2021-22 Operational Plan. Also included in this document is the 2021-22 Revenue Policy and our Long Term financial Plan.



There is no doubt the last year has been challenging with the ongoing pandemic, and now more flooding across Australia. This has impacted the business of Council and people's way of life. Council has continued to improve the way it delivers its services and is becoming more agile.

Council has adopted the rate peg increase of 2% for 2021-22, as well as a one third catch up of the rate peg from 2020-21. The significant grant funding programs will continue in 2021-22, with Stronger Country Communities, Restart NSW and Drought Funding Round 2 projects ongoing in the first half of the year. These programs continue to allow for significant contribution to the local economy.

Council has set a responsible balanced budget while continuing to meet its service delivery expectations of the Hay community.

David Webb

## Council Elected Representatives

MAYOR (to Sept. 2021)

Cr Jenny Dwyer

DEPUTY MAYOR (to Sept. 2021)

Cr Dave Townsend

### COUNCILLORS

Cr Jasen Crighton

Cr Jenny Dwyer

Cr Peter Dwyer

Cr Robert Howard

Cr Michael Rutledge

Cr Bill Sheaffe

Cr Dave Townsend

Cr Kevin Walter

### Term of Office

Council members are elected for a term of four years. The next quadrennial election has been postponed due to COVID-19, and will be held in September 2021. The Mayor was elected for one year in September 2020 by the whole Council.

### Council Meetings

Council meets on the fourth Tuesday of each month, commencing at 1.00pm. The Council's Code of Meeting Practice (available at [www.hay.nsw.gov.au](http://www.hay.nsw.gov.au)) deals with all matters associated with Council's meeting procedures.



## 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  
Hay Museums Committee  
Hay Health & Fitness Committee  
Maude Hall Committee  
Myers Lane Management Committee  
Dunera Committee  
Flood Levee Committee



## Vision

'Where our people are happy, 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 citizens;
- Protecting the environment;
- Sustaining a climate that encourages opportunities to achieve a sound economic base;
- Managing the Council's limited 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:-

- 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.





## Governance & Risk

As a small rural Council with limited resources it is vitally important that Council puts in place appropriate risk and Governance structures. For the Integrated Planning process to be successful and for the respective plans to be efficiently implemented proper processes and systems need to be developed and adopted around our governance and Risk Management Framework. Council works on a simplified governance structure recognising the following five key areas:

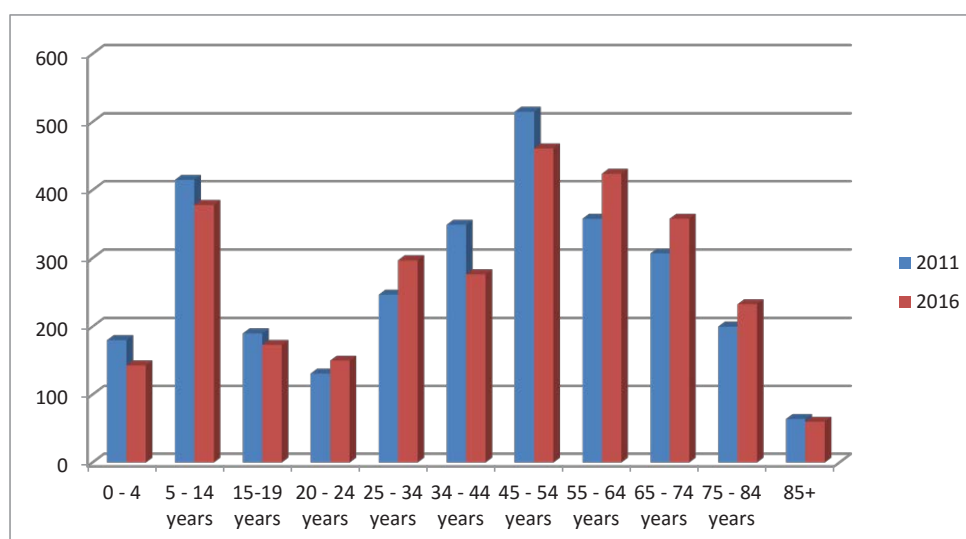
1. Setting the plan
2. Implementing the plan
3. Assurance and monitoring
4. Measuring what we do
5. Reporting

In the governance process it is also critical that we pay due attention to the risks recognising that a risk is any event that may affect the achievement of our objectives. Recently Council has reviewed its risk management framework and now systemically measures and controls its risk so that it operates within the desired risk appetite. Ongoing risk analysis occurs in relation to the achievement of our strategic objectives in accordance with the framework. Risk is fully integrated and embedded in what we do. Council operates a risk management committee which is strongly supported by both Council and Senior Management and there is on going training of staff in risk and governance

As external funding is decreasing, especially for the replacement of infrastructure assets it is essential that Councils effectively manage their assets, particularly those with a high residual risk. It is the level of residual risk and the risk appetite of the Council that can often determine the allocation and timing of asset renewals and replacement.

## 2016 Census Results for Hay Shire

- Population fell from 2,956 to 2,943 <0.5%
- 10% fall in people born in Australia
- 12% fall in the number of children
- 11% rise in people born elsewhere
- Very slight increase in working age people
- People speaking a language other than English at home has risen from 3% to 4%
- 14% increase in people 65+
- 7% increase in ATSI numbers – still 6% of total





## Our Key Areas

Council's 2017-2021 Delivery Program has the following key areas and objectives:-

### Environmental Sustainability

A1	Our community values its natural and built environments to support a sustainable environment
A2	Our community is clean and Healthy
A3	We create a sustainable environment for future generations

### Livable & Vibrant Community

B1	Our community values its safe, healthy lifestyle that cares for the welfare of each other
B2	Our community is vibrant

### Economic Prosperity & Sustainability

C1	Our community values its history and tourism and 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

### 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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## Linking Actions to Community Outcomes

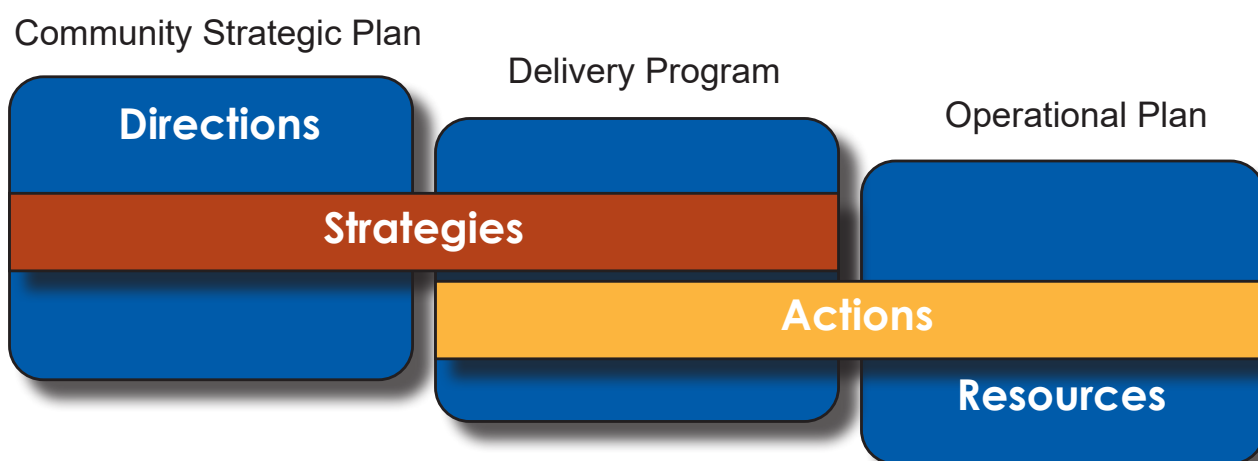
The Community Strategic Plan is developed by the community and embodies long-term vision.

The Community Strategic Plan's vision and objectives are built around 5 key areas:

1. Environmental sustainability
2. Livable & vibrant community
3. Economic prosperity & sustainability
4. Governance & organisational performance
5. Our infrastructure

The five key areas focus on the quadruple bottom line of:

- Environment
- Social
- Governance
- Economics



Interrelationships between the 3 levels of planning



# Environmental Sustainability



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 2017-2021 Delivery Program:

<b>A1</b>	Our community values its natural and built environments to support a sustainable environment
<b>A2</b>	Our community is clean and healthy
<b>A3</b>	We create a sustainable environment for future generations

## Council Targets

This Plan outlines a set of Council Targets for achievement by 2027. The following 6 targets are driven by activities forming part of the Environmental Sustainability program:

<b>T1</b>	Reduction in non-renewable energy and potable water usage
<b>T2</b>	Satisfactory engagement in development matters and their application
<b>T3</b>	Consistent Hay Weir Pool
<b>T4</b>	Increase in environmentally sustainable initiatives
<b>T5</b>	Satisfaction with the maintenance of Council's supporting infrastructure services and amenities
<b>T6</b>	Effectively manage and protect the environment

**A1**

Our community values its natural and built environments to support a sustainable environment

**Community Strategy**

**A1.1**

Investigate renewable resource options

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>A1.1.1</b> – Seek external funding for solar energy programs as part of the Green Hay economy	T1	Support the implementation of projects that have been identified	CO	Projects supported	DIP
<b>A1.1.2</b> – Seek external funding for alternative energy programs as part of the Green Hay economy	T1	Support the implementation of projects that have been identified	CO	Projects supported	DIP
	T1	Investigate feasibility of Council renewable energy options/programs	Q4	Investigation completed	DIP



## Community Strategy

### A1.2

Identify suitable environmentally sustainable initiatives

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
A1.2.1 – Reduce consumption and reuse water	T1	Review Council's use of water and water reuse possibilities	Q4	Reduction in Council's annual use of water	DIP
	T1	Investigate Smart Meter Reading	Q4	Investigation undertaken	GM
A1.2.2 – Recycling and Waste	T1	Continue to update and implement Waste Management Strategy.	CO	Waste stream reduction and maximise potential life of waste facilities	DIP
A1.2.3 – Reducing power consumption	T1	Commence implementation of energy audit.	CO	Implement renewable energy projects. Reduce energy consumption and costs in Council buildings	DIP
A1.2.4 - Promote Sustainable Transport	T1	Implement Bike Plan	CO	Construction of bike routes to continue and incorporate cycling in tourism	DIP
A1.2.5 - Support Sustainable Natural Environment Programs	T6	Develop partnerships with National Parks so that they become operational in the Hay Shire and their commercial ventures can be ratable and viable business concerns - see also A.2.4.3	Q4	National Parks open and operational	DIP

**Community Strategy**  
**A1.3**

Implement river management strategic partnerships to protect river banks

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>A1.3.1</b> – Liaise and Consult with Stakeholders	T3	Seek commitment from Government agencies that a satisfactory weir pool will be maintained.	CO	Consistent Weir Pool	GM
<b>A1.3.2</b> – Ongoing advocacy and education policies	T3	Continue to lobby relevant bodies to ensure the preservation of river banks	CO	Representations made	GM
	T3	Advocate for river monitoring.	CO	River monitoring actioned	GM

## Community Strategy

### A1.4

Establish and maintain clear guidelines for zoning, urban planning and development

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>A1.4.1</b> – Oversee a Local Environmental Planning and compliance framework for managing and controlling land use development	T2	Implement outcomes of LSPS.	CO	LSPS outcomes implemented	DIP
<b>A1.4.2</b> – Ongoing advocacy and education policies	T2	Provide timely and effective advice to applicants and delivery partners	CO	Advice provided as required	DIP

**Community Strategy**  
**A1.5**

Provide suitable accessible transport alternatives including cycleways and walking tracks

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>A1.5.1</b> Review Cycleways and Masterplan	T5	Seek external funding for works	CO	Applications submitted	DIP
<b>A1.5.2</b> Improve signage and promotion	T5	Update signage on cycleway	CO	Remove and install signage as required	DIP
	T5	Include cycleways and walking tracks in promotion activities	CO	Cycling and walking to be included in marketing campaigns	DIP
<b>A1.5.3</b> Plan and manage cycleways and walking tracks	T5	Implement Bike and Walkway Track Plans	CO	Implement projects and inspection regime for tracks	DIP
<b>A1.5.4</b> Provide accessible transport to the community	T5	Incorporate inclusion principles in works program	CO	Works undertaken	DIP



Community Strategy A1.6	Maintain levee bank to protect community assets
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2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
A1.6.1 Manage levee bank system for the Hay Town	T6	Continue Flood Risk Management Study and Plan	Q4	Study Commenced	GM
	T6	Implement service standards for annual inspection	Q4	Service standards implemented	GM

**A2**

Our community is clean and healthy

**Community Strategy**

**A2.1**

Keep amenities in a clean and safe condition

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
A2.1.1 – Maintain parks, bushland areas and other recreational facilities and equipment for the benefit of the community	T5	Recreational equipment is inspected and maintained on a monthly basis	CO	Monthly inspection regime implemented.	DIP
	T6	Update and commence implementing the River Masterplan	Q4	Plan implemented as funding permits	GM
A2.1.2 – Ensure that the Hay Council area is clean and tidy for the benefit of residents and business owners	T5	Set and implement street sweeping and cleaning systems	CO	Community satisfaction	DIP
A2.1.3 – Maintain streets and supporting infrastructure to encourage safe public use of facilities	T5	Deliver Council's inspection regime and maintenance program to ensure infrastructure is clean, safe and accessible	CO	Community satisfaction.	DIP
A2.1.4 - Manage domestic waste and other waste management services	T5	Manage domestic waste collection contract	CO	Service delivered as contracted	DIP
	T5	Manage waste disposal facility	CO	Community satisfaction	DIP
	T5	Respond to community feedback, complaints, information, within a timely manner	CO	Community Satisfaction	GM

**Community Strategy**  
**A2.2**

Provide a clean and safe water supply

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
A2.2.1 – Manage water supply operations for the Hay Town supply	T5	Identify priorities and feasibility for the expansion of the Hay Town Supply	Q4	Priorities and feasibility assessed	GM
	T5	Investigate alternative town water supply	CO	Seek funding	GM

## Community Strategy A2.3

Manage waterways and the environment in a way to minimise risks to the community

2017-2021 Delivery Plan		2021/22 Operational Plan			
Action	Council Target	Priority	Completion	Output	Responsibility
<b>A2.3.1</b> – Manage stormwater operations for the Hay Town supply	T6	Maintain stormwater and drainage assets to function effectively	CO	Implement annual capital and maintenance program	DIP



**Community Strategy**  
**A2.4**

Parks open spaces and natural environments are well maintained

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
A2.4.1 To continuously upgrade and improve our parks open space and natural environments	T5	Implement maintenance and capital program	CO	Annual capital works and operations program delivered on time and within budget	DIP
	T5	Implement open spaces plan	CO	Funding achieved to implement Plan	DIP
	T5	Commence implementation of cemetery master plan as funding permits	Q2	Cemetery Masterplan being implemented	DIP
A2.4.2 Allocate resources efficiently in accordance with community expectations	T5	Review service standards for parks	CO	Community satisfaction	DIP
A2.4.3 National Parks open and effectively managed	T6	Advocate and support initiatives for National Parks to be effectively managed and open to the public	CO	Parks open	GM

**A3**

We create a sustainable environment for future generations

**Community Strategy**

**A3.1**

Run environmental workshops and events

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
A3.1.1 - Pursue environmental programs and activities with RAMJO waste group, LLS, and other stakeholders	T4	Update and implement Waste Management Strategy	Q3	Waste management strategy updated	DIP
	T4	Support stakeholder environmental programs and activities	CO	Environmental programs and activities supported	GM

**Community Strategy**  
**A3.2**

Support and publicise initiatives undertaken

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>A3.2.1</b> – Provide appropriate support and publicity for initiatives undertaken	T4	Include in Council publications, printed media reports and electronic media	CO	Ongoing support for environmental initiatives through Council media	DIP



# 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	Our community values its safe, healthy lifestyle that cares for the welfare of each other
B2	Our community is vibrant

## Council Targets

This Plan outlines a set of Council Targets for achievement by 2027. The following 6 targets are driven by activities forming part of the liveable and vibrant community program:

T1	Improve the social, cultural, infrastructure, economic and natural resources of the community
T2	Increase employment opportunities
T3	Improve community wellbeing
T4	Encourage population growth
T5	Engage the community
T6	Improve recreation, public, and cultural amenities





B1	Our community values its safe, healthy lifestyle that cares for the welfare of each other
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Community Strategy B1.1	Address community needs through the provision of services targeting identified groups
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2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
B1.1.1 – Implement Community Development Plan	T1	Implement Community Engagement Plan (CEP)now not applicable	N/A	CEP implemented	GM

## Community Strategy B1.2

Seek partnerships with providers to generate better options and scope for all levels of education

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>B1.2.1</b> – Promote and partner with local employment and training opportunities	T1	Support education initiatives by meeting with education stakeholders to promote better pathways to employment for local people	Q4	Initiative supported	GM

## Community Strategy B1.3

Establish and maintain working relationships with partners and safety agencies

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
B1.3.1 – Work with safety agencies to identify and develop strategies to address safety concerns in the community	T3	Incorporate Safety By Design principles in all new development	CO	Principles incorporated	DIP
	T3	Ongoing consultation and discussions with Safety Agencies	CO	Safety Agencies regularly consulted	GM

## Community Strategy

### B1.4

Build partnerships to foster and promote community well-being

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
B1.4.1 Work with health agencies to identify and develop strategies to address health issues in the community	T3	Work with local health agencies to promote better health and fitness programs	CO	Programs and partnerships promoted	GM
	T3	Work with local health agencies to advocate to close gaps in services and facilities	CO	Improved health service and facilities advocated for	GM
B1.4.2 Directly provide certain health and well-being services in consultation with the community that address identified needs	T3	Continue to provide free recreational facilities and work with local sporting groups to facilitate participation and recognise achievement	CO	Facilitate user group meetings to ensure quality of access to facilities	GM
B1.4.3 Work with Community agencies to identify and develop strategies to address cultural issues in the community	T3	Implement Public Art Strategy	CO	Seek funding to implement public art as an element of most projects	DIP
	T3	Work with community partners in providing and promoting programs that contribute to community pride, inclusion and wellbeing including for young people	CO	Programs and partnerships promoted	GM

## Community Strategy

B1.5

Engage the community through a coordinated engagement structure on issues affecting their lifestyles

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>B1.5.1</b> Provide wide range of options to engage the community on issues relating to the Shire	T5	Implement the Participation Plan for community engagement	CO	Community satisfaction	GM
<b>B1.5.2</b> Coordinate committees and activities to facilitate participation in Council decision making	T5	Progress outcomes of review of S355 Committees	CO	Support S355 Committees	GM

**B2**

Our community is vibrant

**Community Strategy**

**B2.1**

Enhance the atmosphere of the main street and public areas

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>B2.1.1</b> – To continuously upgrade and improve the Main Street area	T6	Continue to seek funding for Lachlan Street development	CO	Successful funding applications	DIP
	T6	Implement funded projects for Lachlan Street development	CO	Funded projects delivered on time and within budget	DIP
<b>B2.1.2</b> – To continuously upgrade and improve public areas for the enjoyment of local community members and visitors	T6	Implement Open Space strategy	CO	Program delivered on time and within budget	DIP
	T6	Facilitate public art display in main street and public areas	CO	Displays on Exhibition	DIP



## Community Strategy B2.2

Actively promote the wellbeing of the community and its members

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>B2.2.1</b> – Promote and develop an inclusive local community culture, where people of all ages interact and provide mutual support	T3	Assess ways for the use of community facilities to be extended and increased including incorporating strategies from the disability and inclusion plan	CO	Community satisfaction	GM
<b>B2.2.2</b> – Promote and provide opportunities for education and lifelong learning	T3	Encourage community participation by all age groups in lifelong learning initiatives	CO	Programs commenced	DCC

## Community Strategy

### B2.3

Build on our recreation and cultural facilities and services

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>B2.3.1</b> – To continuously upgrade and improve the recreation and cultural facilities	T6	Seek external funding and implement grant funded projects	CO	Projects delivered on time and within budget	GM
	T1	Work in partnership with the Hay Aboriginal Community Working Party and the Hay Local Aboriginal Land Council to deliver relevant programs and projects	CO	Programs and projects delivered	GM
<b>B2.3.2</b> - Rationalise and manage the restoration and conservation or our museums	T1	Work with S355 committees to coordinate efficient and sustainable services providing visitors an enjoyable experience	CO	Positive visitor experience	GM

**Community Strategy**  
**B2.4**

Ensure services are accessible to all groups in the community

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
B2.4.1 - To promote and develop an inclusive community culture	T1	Implement disability and inclusion plan	CO	Programs undertaken	DIP
	T3	Support inclusive initiatives and events	CO	Support provided	GM

**Community Strategy**  
**B2.5**

Promote the town as a great lifestyle choice

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>B2.5.1</b> - Promote the town of Hay and its surrounding villages as a great place to live.	T4	Review and update Visitor Guide	Q4	New Visitor Guide	GM
	T6	Deliver externally funded community projects for local community infrastructure and seek further funding	CO	Projects delivered on time and within budget	DIP
	T4	Disseminate regular media releases to promote the liveability of Hay Shire.	CO	Hay Shire promoted	GM
	T1	Develop business prospectus	Q3	Business Prospectus developed	GM

**Community Strategy**  
**B2.6**

Provide high quality facilities to local sporting groups

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>B2.6.1</b> - To continuously provide and improve sporting facilities in an efficient and sustainable manner.	T6	Deliver grant funded projects for local sporting infrastructure and seek further funding.	CO	Deliver funded projects on time and within budget	DIP



## 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 2017-2021 Delivery Program:-

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

### Council Targets

This Plan outlines a set of Council Targets for achievement by 2023. The following 5 targets are driven by activities forming part of the economic and sustainability program:

<b>T1</b>	Increase in business activity
<b>T2</b>	Community seen as a good place to live
<b>T3</b>	Increase tourism activity
<b>T4</b>	Growth of local industry
<b>T5</b>	Creation of environmentally sustainable industries

**C1**

Our community welcomes new and innovative industry to support our future

**Community Strategy  
C1.1**

Create a better business environment

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C1.1.1</b> – Implement Economic Development Action Plan	T1	Support business initiatives in partnership with external stakeholders	CO	Initiatives supported	GM
	T1	Active business attraction program commenced	CO	Visits and provision of information to potentially interested businesses	GM
	T1	Work with local businesses to identify their needs and aid development of their business plans	CO	local business needs identified and assistance with business plans provided	GM



## Community Strategy

C1.2

Boost demand for products and services in Hay

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C1.2.1</b> – Implement Economic Development Action Plan	T4	Assist with marketing and networking of products	CO	Provision of contacts for business, liaison with organisations such as Austrade	GM

## Community Strategy

C1.3

Create growth industries

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C1.3.1</b> – Implement Economic Development Action Plan	T1	Actively pursue new industry through visits, meetings, field days and industry activities	CO	Programs implemented	GM
	T1	Assist and provide support to existing business and industries	CO	Programs implemented	GM

**C2**

Our community values its history and tourism

**Community Strategy**

**C2.1**

Actively identify, promote, and enhance tourism initiatives

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C2.1.1</b> – Encourage tourism opportunities that meet the needs of the community	T3	Identify tourism markets and opportunities	CO	New tourist operations	GM
	T3	Provide guidance and support to new and existing tourist operations	CO	Number of businesses supported	GM
<b>C2.1.2</b> Promote and enhance the Hay Shire region as a tourist destination	T3	Implement River Master Plan and seek funding	CO	masterplan implemented and funding applications lodged	GM
	T3	Implement appropriate tourism and marketing strategies	CO	Two marketing strategies implemented each year	GM
<b>C2.1.3</b> Work with tourism partners to develop local and regional tourism initiatives	T3	Facilitate strong and effective relationships with other tourism agencies	CO	Expand Outback Information Centre brand	GM
<b>C2.1.4</b> Improve visitation appeal	T3	Improve signage for local attractions and activities, and update Visit Hay website	Q4	Signs improved and website up to date	GM

## Community Strategy

C2.2

Promote camping facilities

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C2.2.1</b> – Promote and enhance the Hay Shire region as a great camping spot	T3	Include camping facilities in marketing campaigns	CO	More visitors to camp sites	GM

## Community Strategy

C2.3

Showcase our open space, recreation and cultural facilities

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C2.3.1</b> Promote and enhance our open space recreation and cultural facilities	T2	Participate in local and regional campaigns	CO	Increased visitor numbers	GM
<b>C2.3.2</b> Participate in marketing	T2	Include facilities in tourism and promotional material and Council planning and reporting documents	CO	Material published	GM

**C3**

We have the capacity to hold numerous events and activities

**Community Strategy**

**C3.1**

Promote events and activities

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C3.1.1</b> Promote and provide support to local events	T1	Include in Council's promotional activities	CO	Number of events supported.	GM
	T1	Advise and assist local organisations	CO	Number of events supported.	GM

## Community Strategy C3.2

Promote our capacity to stage events

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
C3.2.1 Promote the Hay region as an event destination	T1	Advertising on radio, social media and printed media	CO	Number of events supported.	GM
		Gather feedback to identify strengths and weaknesses	CO	Feedback gathered and weaknesses strengthened	GM

**C4**

Our community is innovative and adaptive

**Community Strategy**

**C4.1**

Identify opportunities to grow the agriculture sector

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C4.1.1</b> Ongoing consultation with agencies and industry groups	T4	Identify supply chain gaps and potential new products. Liaise with the agricultural sector, and government departments.	CO	New investments in agriculture reported.	GM

## Community Strategy C4.2

Improve connectivity in the community

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
C4.2.1 Support initiatives that improve connectivity and communication in the local community	T2	Promote and support improvements to systems	CO	Measurable improvements in customer service	DCC
	T2	Review website	Q4	Website updated	DCC



## Community Strategy C4.3

Continue to seek investment in our community from State and Federal Government

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
C4.3.1 Pursue funding opportunities with other levels of Government on matters affecting a community dealing with change and diverse needs	T2	Create opportunities for advocacy and lobbying both individually and as part of the Riverina and Murray Joint Organisation	CO	Government funds increased	GM
	T2	Build on existing relationships with other levels of Government, including regular meetings with local State and Federal MPs	CO	Accessibility to Government funds increased	GM

## Community Strategy C4.4

Support education and training initiatives

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>C4.4.1</b> Promote and support education and training initiatives	T2	Continue the library transformation as a learning centre incorporating new initiatives in space development	CO	Library expansion completed. Increased customer numbers	DCC



# Governance and Organisational Performance *Hay*

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

## Community Outcomes

To achieve governance and organisational performance, our community has identified the following outcomes, which have been utilised to guide development of the goals and actions contained within this 2017-2021 Delivery Program:-

<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

This Plan outlines a set of Council Targets for achievement by 2023. The following 6 targets are driven by activities forming part of the governance and organisational performance program:

<b>T1</b>	Communicate effectively to the community
<b>T2</b>	Allocate resources efficiently
<b>T3</b>	Ensure Good Governance
<b>T4</b>	Maintain financial accountability and sustainability
<b>T5</b>	Be a good leader
<b>T6</b>	Ensure effective public participation

**D1**

Our community is supported by a strong and resilient Council that is responsive to our needs

**Community Strategy**

**D1.1**

Communicate organisational performance to the community

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>D1.1.1</b> – Complete statutory financial and governance returns to a satisfactory standard within required timeframes	T1	Provide summary of the statutory reports to the public	Q4	Reports provided	DCC
<b>D1.1.2</b> – Include regular organisational performance items in Council newsletters, publications and social media	T1	Include items in Council newsletter and social media about organisational performance	CO	Community satisfaction	GM

## Community Strategy

### D1.2

Council effectively manages its resources

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
D1.2.1 – Council properly plans, programs and completes its required functions and tasks	T2	Continue Audit Risk and Improvement Committee and the internal audit function	CO	Improved governance and processes	GM
	T2	Implement Enterprise Risk Management Strategy across all Council activities	CO	Improved risk culture	DCC
D1.2.2 – Council effectively manages its core inputs of personnel and plant	T2	Staff are trained and managed in accordance with the Workforce Management Plan developing skills for an agile workforce	CO	Workplace efficiency, effectiveness and staff satisfaction	GM
	T2	Plant is replaced, managed and utilised in an efficient way	CO	Workplace efficiency	GM
D1.2.3 - Continue with digital first strategy	T2	Use website and other E business initiatives. Continue to identify initiatives through the Technology Team	CO	Measurable workplace efficiencies	DCC
	T2	Utilise mobile solutions	CO	Measurable workplace efficiencies	DCC
D1.2.4 – Continue to be fit for the future	T2	Review our improvement strategies and develop action plan	CO	Reviews undertaken	GM

## Community Strategy D1.3

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

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>D1.3.1</b> – The Corporate Department operates in a manner to ensure reliable and up to date information is available to all stakeholders	T3	Data is maintained in a timely accurate and secure manner	CO	Delivered on time	DCC
	T3	Policies updated to account for changing requirements and demands	CO	Policies reviewed and adopted before review date	DCC
	T3	Be aware of changes to policy, legislation and reform proposals and contribute to regional forums	CO	Opinions sought by industry groups	GM
<b>D1.3.2</b> – Systems will be implemented to ensure proper reporting on outcomes	T3	Six monthly reporting on progress against the principal activities in the Delivery Program	Q2 Q4	Community satisfaction	GM
<b>D1.3.3</b> - Programs will be developed to improve strategic capacity	T3	Increase collaboration with partner and alliance Councils including neighbouring Councils and Cumberland City Council.	CO	Actions delivered	GM
	T3	Play an active role in the Riverina and Murray Joint Organisation	CO	Active participation in RAMJO	GM

## Community Strategy D1.4

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

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>D1.4.1</b> – Consultation and engagement systems	T6	Engage with the community in accordance with the Community Engagement Strategy	CO	Community satisfaction	GM
<b>D1.4.2</b> - Management Frameworks	T6	Implement risk management framework and Fraud Control Plan	CO	Risk effectively managed	DCC
	T6	Maintain and review Risk Register	CO	Progress reports from responsible officers	GM



## Community Strategy D1.5

Council will lead by example

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activity	Council Target	Priority	Completion	Output	Responsibility
D1.5.1 – Provide effective leadership and strong direction for the community	T5	Provide strong governance to the organisation ensuring that Council resolutions are properly addressed in a timely manner	CO	Councillor & Employee Feedback	GM
	T5	Deliver high quality services that meet the needs and expectations of the community and other stakeholders	CO	Community Satisfaction	GM
	T5	Councillors to lead consultation with the community when developing the Community Strategic Plan	Q4	Councillor Participation	GM

Community Strategy D1.6	Council will continuously seek to improve
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2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
D1.6.1 Service delivery and levels	T4	Continue to review service delivery levels and standards on an annual basis	CO	Community satisfaction	GM
D1.6.2 Measure what we do	T4	Utilise data and feedback to measure our performance	CO	Improved performance and community satisfaction	GM

**D2**

Our community is connected and informed

**Community Strategy**

**D2.1**

Enable all residents and groups to participate in local decision making

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
<b>D2.1.1</b> – Provide continued support to Committees and involve them in local decision making	T6	Assist S355 Committees to report back regularly to Council	CO	Community assets well managed	DCC
	T6	Consult with S355 on projects	CO	Committees consulted	GM
<b>D2.1.2</b> – Keep the public informed and provide them with balanced and objective information that will facilitate consultation and engagement	T6	Include items in Council newsletter and social media about organisational performance	CO	Community satisfaction	GM

## Community Strategy D2.2

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

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
D2.2.1 – Co-ordinate communication of service provision to users	T1	Develop a range of information materials for the website to inform community of services provided by Council	CO	Increased number of website users	DCC
	T1	Review and maintain Council's Community Information Directory	CO	Directory up to date	GM
D2.2.2 – Maintain Council's web, e services and investigate implementation of new technology	T1	Use social media and digital communication services in conjunction with traditional reporting mechanisms	CO	Increased number of website users and Facebook visits	DCC



## Our Infrastructure

Hay

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

### Community Outcomes

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

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

This Plan outlines a set of Council Targets for achievement by 2023. The following 6 targets are driven by activities forming part of the assets program:

<b>T1</b>	Our infrastructure will be well maintained
<b>T2</b>	Council will properly manage its infrastructure
<b>T3</b>	Service levels will be provided in accordance with community needs and whole of life costs

**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

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
E1.1.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T3	continue to review service levels regularly in line with demand and community's ability to pay	CO	Annual maintenance program delivered on time and within budget	DIP
	T3	Engage and consult with the community on service levels and requirements through engagement	CO	Community satisfaction	DIP

## Community Strategy E2.1

Within available resources ensure all assets and infrastructure are effectively maintained to industry and community standards

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activities	Council Target	Priority	Completion	Output	Responsibility
E2.2.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T1	Maintain operations efficiently and review regularly in line with industry standards	CO	Annual maintenance program delivered on time and in budget	DIP
	T1	Implement inspection regime of assets identifying condition and defects	CO	Efficient and effective management of assets	DIP



## Community Strategy E3.1

Ensure Council effectively manages its infrastructure assets

2017-2021 Delivery Program		2021/22 Operational Plan			
Principal Activity	Council Target	Priority	Completion	Output	Responsibility
E3.1.1 – Manage roads, water, sewerage, recreational and drainage assets for the community	T2	Develop and deliver asset management plans	CO	Well managed assets	GM
	T1	Effectively manage the utilisation, maintenance and renewal of Council's plant and equipment	CO	Workplace efficiency	GM

# Glossary of Abbreviations

The following series of abbreviations are used throughout this document.

## Timeframe

	Full Description
Q1	First Annual Quarter - ending 30 September 2019
Q2	Second Annual Quarter - ending 31 December 2019
Q3	Third Annual Quarter - ending 31 March 2020
Q4	Fourth Annual Quarter - ending 30 June 2020
CO	Continuous Operations

## Responsibility

	Full Title
GM	General Manager
DCC	Director of Corporate and Community Services
DTS	Director Technical Services
DIP	Director of Planning and Development