Hay Shire COUNCIL

Business Paper

Ordinary Meeting

Tuesday, 26th May 2026
1.00pm

Exciting Heritage...Positive Future

Hay Shire Council
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21st May 2026

The Mayor and Councillors
Hay Shire Council
PO Box 141
Hay NSW 2711

Ladies and Gentlemen:

NOTICE OF MEETING

I have to inform you that an Ordinary Meeting of the Council will be held in the Council Chambers, Hay on:

Tuesday, 26th May to be held 1.00pm
in the Council Chambers.

The agenda for the meeting is as follows:

1. Council Prayer
2. Apologies
3. Address to Council
4. Confirmation of minutes
5. Matters arising from minutes
6. Declarations of interest
7. Supplementary Mayoral Minute
8. Mayor's Report
9. General Manager's Report
10. Committee Reports
11. In Committee Report

This meeting will be live streamed, and the link can be found at
https://www.hay.nsw.gov.au/Inside-Hay-Shire-Council/Council-Meetings-and-Reports/Council-Meetings-Webcast

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

Yours sincerely,

David Webb
General Manager

Vision

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

Mission Statement

To be a progressive rural council committed to:

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

Corporate Values

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

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

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

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

Principles

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

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

MINUTES
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- Ordinary Meeting – 28th April 2026

MINUTES OF THE ORDINARY MEETING OF THE HAY SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS LACHLAN STREET HAY AT 1.00PM ON 28th April 2026

PRESENT: Councillors: Cr G Chapman, Cr W Miller, Cr C Oataway (Chair), Cr P Porter, Cr M Quinn, Cr D Townsend, General Manager - David Webb and Executive Assistant – Kerry McRae

Request to attend by Audio Visual Link: Nil

Apology: Cr J Perry, Cr L Garner

Leave of Absence

26-050 Resolved that Council grants a leave of absence to Cr John Perry for the 28th of April Ordinary meeting.

(Quinn/Porter)

26-051 Resolved that Council accept the apology from Cr Garner's for the 28th of April Ordinary meeting.

(Porter/Chapman)

This meeting was live streamed and recorded.

Address to Council: Nil

Confirmation of Minutes

26-051 Resolved that the minutes of the Ordinary Meeting of Council held 24th March 2026 be confirmed.

(Miller/Chapman/)

Declaration of Interest: Nil

Mayoral Report

M1 Mayoral Report

That Council notes the information provided in the report.

M2 Mayoral Minute

25-053 Resolved that Council:

1. Notes the Country Mayors Association of NSW "Invest in Us" campaign advocating for increased Commonwealth Financial Assistance Grants to Local Governments. The campaign seeks to restore at least 1% of total Commonwealth taxation revenue for local Councils across Australia
2. Recognises the critical role Local Government plays in delivering essential services and infrastructure that underpin community wellbeing, economic vitality, and national resilience.
3. Supports the campaign's core message: 'Invest in us so we can invest in them.'
4. Commits to participating in the campaign by:
   a. Sharing campaign materials through Council communication channels
   b. Engaging with local media and community stakeholders to raise awareness.
   c. Lobbying Federal representatives to support the funding increase.

5. Writes to the Federal Minister for Local Government, the Shadow Minister for Local Government, our local Member of Parliament and Senator expressing Council's support for the campaign and urging their commitment to the proposed funding increase.

(Quinn/Porter)

Delegates Report: Nil

General Manager's Reports

Action Plan Report

The report was received and noted.

C01 DA2024-67 - Unmanned Truck Refuelling Facility at 310 Moama St, Hay

That Council notes the information provided in the report.

C02 Long Term Financial Plan, Revenue Policy and Operational Plan

25-054 Resolved that Council:

(a.) Endorses the Draft Operational Plan 2026/27, including the Draft Revenue Policy and Draft 10-Year Long Term Financial Plan (as attached to this report), for public exhibition from 4 May 2026 to 5 June 2026; and

(b.) Considers all feedback and proposed amendments arising from the exhibition period for inclusion in the final documents, to be presented for adoption at the Ordinary Council Meeting in June 2026.

(Miller/Porter)

C03 Councillor Conference Attendance

That Council notes and receives the report.

C04 John Houston Memorial Swimming Pool

25-055 **Resolved** that Council does not keep the John Houston Memorial Swimming Pool open longer for the 2025/26 season and closes as planned Sunday 26th April 2026.

(Porter/Townsend)

C05 Circulars and other Government Correspondence

That Council notes the information provided in the report.

C06 Economic Development & Tourism March/April 2026

25-056 **Resolved** that Council:

(a.) Notes the information provided in the report and actions being undertaken
(b.) Endorses the submission of a funding application under the Active Regional Communities Program – Community Participation Stream for the *Hay Futures – Strengthening Community Foundations* project.
(c.) Provides 20% co-contribution of $115,072 over four (4) years, being $28,767 per annum, subject to the successful receipt of grant funding.
(d.) Authorise the General Manager to finalise and submit the grant application and, if successful, execute all necessary documentation associated with the funding agreement.

(*Miller/Townsend*)

C07 Corporate Performance & Community Monthly Report: March/April

That Council notes the information provided in the report.

C08 Finances Report April 2026

25-057 **Resolved** that Council receives and notes the report provided and approves the Material Budget Variances outlined in the report.

(Porter/Miller)

C09 Planning and Compliance Report

That Council notes the information provided in the report.

C10 Major Projects Update

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

C11 Operations Monthly Update Report

That Council notes the information provided in the report.

Reports of Council Committees

- Hay Showground Management Committee held 16th March 2026
- ARIC held 1st April 2026

26-058 **Resolved** that Council notes the Committees meeting minutes, and any recommendations contained within be adopted.

(Chapman/Quinn)

There being no further business the meeting was terminated at: 1:46pm.

Confirmed_____
Cr Carol Oataway
Mayor

Mayoral Minute

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M1. Mayoral Report

REPORTING OFFICER	Cr Carol Oataway – Mayor
ATTACHMENTS	- Nil

April / May have been busy with official engagements, meetings and representation. The following is a summary of my mayoral activities for the period of April / May:

Representation / Engagements

- NSW SES Riverina Plains Award – 23rd April 2026
  The NSW SES Southern Zone – Riverina Cluster Awards Ceremony recognised the outstanding service of volunteers from Balranald, Hillston, Goolgowi and Hay. Hay Shire General Manager David Webb, Balranald Mayor Louie Zaffina and I were pleased to attend and support our local SES members. Superintendent Brett Koschel served as MC for the evening, with awards presented by NSW SES Commissioner Mike Wassing and Mrs Helen Dalton MP. The ceremony included one 20-Year Long Service Award, two 5-Year Service Awards and 17 Premier's Flood Emergency Citations recognising those who responded during the NSW flood events between 2021 and 2023. Congratulations to all recipients, particularly Hay members honoured for their dedication and service to community safety. Special recognition was given to retired Hay SES member Cheryl Marmont for 20 years of outstanding commitment and service. The evening highlighted the extraordinary contribution SES volunteers make protecting lives, property and communities.

SES Award Recipients – Southern Zone

- St Fergal's Community Dinner – 24th April 2026
  Councillor Garner and I were pleased to attend the recent Community Dinner hosted by Father Paul and St Fergal's Parish. The dinner is open to all members of the community and provides a wonderful opportunity for people to come together in a spirit of social cohesion, friendship and community connection. The evening brought together residents from across the community to share a meal, conversation and companionship in a warm and welcoming environment. Events such as these play an important role in strengthening community spirit and reducing social isolation. Congratulations and thanks to Father Paul and all involved in organising another successful and inclusive community gathering.

- ANZAC Day – 25th April 2026
  I was honoured to attend both the dawn service and morning ANZAC Day Service, laying a wreath at the Dawn Service in remembrance of those who served and sacrificed for our nation. The General Manager laid the wreath at the morning service whilst I gave the 'Call to Remembrance'. As dawn broke across Lachlan Street, the moving ceremony featured Riverina piper Mark Shepard, school students, returned service personnel and members of the armed forces. Major Ben Jarratt delivered a powerful address reflecting on the true meaning of ANZAC Day and the cost of freedom. At the morning service, the Hay War Memorial High School captains provided an address, reflecting on their connections with those who have served. The services were a heartfelt tribute to the courage, sacrifice and enduring legacy of our servicemen and women.

- Maude Hall 100 Year Celebrations – 25th April 2026
  The General Manager and I were honoured to attend the Maude Hall Centenary ANZAC Commemoration, marking both ANZAC Day and 100 years since the opening of the Maude War Memorial Hall. The moving service reflected on the sacrifices of local servicemen and the enduring strength of the Maude community. Major Nicholas Harrison delivered a powerful commemorative address, highlighting the hall's significance as a living place of remembrance and community connection. It was a privilege to later attend the centenary dinner, where I spoke of the remarkable

dedication of generations of volunteers who have kept the spirit of the Maude Hall alive and thriving for a century. From the original fundraising efforts in 1926 through to today, the hall has remained the heart of the community, hosting commemorations, celebrations and gatherings that continue to strengthen the unique spirit and resilience of Maude.

- Parliamentary Inquiry – Local Government Financial Sustainability – 7th May 2026
  The General Manager and I travelled to Wagga Wagga to participate in the Federal Inquiry Hearing into Local Government Financial Sustainability. The House of Representatives Standing Committee heard evidence from a range of regional organisations, including Regional Capitals Australia, NSW Country Mayors and NSW Farmers. The hearing focused on several critical issues affecting rural and regional councils, including the growing impact of cost shifting, limited revenue streams and increasing service obligations placed on local government without matching financial support. The General Manager and I highlighted the need for a fairer and more equitable distribution of Financial Assistance Grants for small, rural councils, providing solutions of how this could translate into a change in legislation. Other Councils highlighted the urgent need for long-term, reliable infrastructure funding, particularly for road maintenance and disaster recovery, rather than relying on fragmented grant programs. Workforce pressures and the difficulty attracting and retaining skilled staff in regional communities were also discussed. The inquiry provided an important opportunity to advocate for fairer funding and greater sustainability for rural councils such as Hay Shire.

- 150 Years AFL Football in Hay – 9th May 2026
  Hay Park and the Hay football community were honoured on Saturday with the official inclusion of Hay Park on the NSW Australian Football Heritage Association register. The presentation, made prior to the Hay Lions and Ultima senior match, recognises not only our historic ground, but the generations of players, volunteers, families and supporters who have built and sustained football in Hay for 150 years. I was proud to accept the commemorative plaque on behalf of the Hay Shire community from Heritage Association vice president Dr Rodney Gillett. The recognition places Hay Park alongside iconic sporting venues including the Sydney Cricket Ground, Robertson Oval in Wagga and Jubilee Oval in Broken Hill. Special tribute was also paid to Robert “Buck” Howard for his remarkable 60 years of service to the club committee. Volunteers like Buck are the backbone of rural sport and community life. This recognition reflects the resilience, pride and enduring spirit of Hay football.

- Interview with ABC Riverina – Media Release HCS – 18th May 2026
  I was pleased to be invited to comment on ABC Riverina regarding the Minns Labor Government’s announcement of $1.84 million in funding for Hay Children’s Services through the Western NSW Workforce Activation Program. This significant investment will allow Hay Children’s Services to undertake a full renovation and expansion of its Early Learning Centre, doubling its capacity and creating 120 additional childcare places and 15 new jobs for our community. During the interview, I spoke about the enormous benefits this project will bring to Hay, particularly in supporting working families, attracting and retaining essential workers and strengthening workforce participation across the region. Access to quality childcare remains one of the major challenges facing rural communities, and this funding represents an important step forward in addressing that need. I congratulate Hay Children’s Services, General Manager Emily Perkins and all involved in securing this outstanding outcome for the Hay community and surrounding district.

Meetings

- Shaping Hay’s Future Community Briefing – 27th April 2026
  I was pleased to attend and provide the opening address at the community launch of the Hay Economic Transition Roadmap, a community-led plan that will help guide Hay’s economic future over the next decade. The event brought together residents, business owners, community organisations and project partners who contributed throughout the Roadmap’s development. The session outlined the Roadmap’s priorities and actions, with early momentum already evident in areas such as housing reform, childcare expansion, industry development and local spending growth. I spoke about Hay’s strong agricultural foundations, resilient community spirit and the importance of working together to manage change and seize future opportunities. The Roadmap identifies practical actions to strengthen Hay’s long-term economic sustainability, including workforce development, housing coordination and business support initiatives. It was encouraging to see such strong community engagement and support for a plan that reflects local priorities and aspirations for the future of Hay.

- Grants Commission Public Hearing – 30th April 2026
  I attended the Local Government Grants Commission public hearing webinar which outlined the adopted methodology for the allocation of the 2026–27 Financial Assistance Grants. The webinar provided valuable insight into the complex funding formulas used to distribute Commonwealth Government grants to local councils for the delivery of essential services and infrastructure. The Commission advised there will be no review or change to the formula for the coming allocation year. Financial Assistance Grants continue to consist of two components – the General Purpose Component, which supports day-to-day council services, and the Local Roads Component. Importantly, the Commission confirmed a methodology review will take place following the next allocation, including further consultation with councils, consideration of a minimum grant and a move toward simplified methodologies using “real” data. It was also pleasing to hear Deputy Chair Brett Whitworth give Hay a special mention during the webinar and express his intention to visit our community in the future.

- Catch Up with Helen Dalton’s Office – 1st May 2026
  The General Manager and I recently met with Frank Schofield from the office of Helen Dalton MP to discuss a range of ongoing issues affecting the Hay community and broader region. The meeting provided an opportunity to continue important advocacy efforts on matters including transport, road infrastructure, health services, housing, land claims and education. These issues remain key priorities for Hay Shire Council and our community, particularly in ensuring rural residents continue to receive fair access to services and infrastructure. Strong communication and partnerships remain essential in progressing important local and regional issues.

- Catch Up with OLG – 8th May 2026
  The General Manager and I met with Louise Taylor, a representative from OLG. Discussions were around the Code of Meeting Practice and the Code of Conduct for councillors. No progress has been made with any changes to attending meetings remotely and it is currently sitting with the Minister.

- LHAC Meeting – 4th May 2026
  The General Manager and I attended the Hay Local Health Advisory Committee meeting where members discussed a range of important local health initiatives and service updates. The committee welcomed guest presenters from Murrumbidgee Local Health District, Hunter New England Local Health District and the University of Newcastle, who provided an overview of the Rural Emergency Department Nurse Practitioner model currently operating in several rural communities. The project is aimed at improving emergency care outcomes in rural and remote areas, with findings to be presented following completion of the research program. Discussions also included support for local carers, dementia support funding, bowel and cervical cancer screening campaigns, recruitment challenges for health staff and ongoing service delivery matters at Hay Health Service. Updates were also provided regarding physiotherapy services, youth vaping education initiatives and future community health projects. The LHAC continues to play an important role in advocating for local health priorities and supporting improved health outcomes for our community.

- Hay 19(2) Committee Meeting – 5th May 2026
  An extraordinary meeting of the 19(2) Implementation Committee was held recently to endorse several important health programs that will benefit the Hay community. Key initiatives endorsed include the introduction of a visiting physiotherapist who will provide services in Hay on a weekly basis, improving local access to allied health care. The committee also supported the Little Wings Program, which will fly a paediatric specialist to Hay and provide additional support services including speech therapy and occupational therapy. These initiatives represent a significant step forward in improving access to essential health and specialist services for local families and reducing the need for travel to larger regional centres.

- FRRR Meeting – 11th May 2026
  I was pleased to attend the FRRR Community Workshop in Hay as part of the organisation's NextGen Blueprint Program, a three-year initiative focused on strengthening community collaboration and fostering intergenerational leadership. The workshop brought together emerging and established leaders, young people and community changemakers to connect with the FRRR team and learning partner Yobou. Participants worked collaboratively to begin co-designing a roadmap for Hay's intergenerational leadership journey, ensuring future decision-making includes voices from across all ages and experiences. The concept of intergenerational leadership recognises the value of generations learning from one another, sharing responsibility and working side by side to shape the future of their communities. It was encouraging to see strong local participation and enthusiasm for creating opportunities that empower young people while building stronger community connections.

Our next generation of leaders

- RAMJO Board Meeting – 15th May 2026
  The General Manager and I attended the RAMJO Board Meeting in Albury, where several important advocacy matters affecting rural and regional councils were discussed. The Board recommended that Balranald CEO Terry Dodds be appointed to the Minister's expert panel, or any related reference group, considering local government sustainability and reform. This recommendation aims to ensure the practical experience of rural and remote councils is represented early in discussions, particularly regarding infrastructure burden, workforce capability, financial sustainability, service delivery costs and the risks associated with poorly designed structural reform. The Board also endorsed Cr Julia McKean's recommendation to make future RAMJO meetings more strategic in nature, strengthening collective advocacy on shared regional issues. Additional motions included requesting Premier Chris Minns organise an urgent

meeting with Minister Murray Watt regarding water buybacks impacting RAMJO councils, and seeking approval from Minister Hoening for audio-visual attendance at RAMJO meetings due to the vast distances between member councils.

Upcoming Engagements

- Councillor Development Session – 19th May 2026
- MPHN LHAC Chair Sector Meeting – 26th May 2026
- Citizenship Ceremony – 29th May 2026
- Culture Fest – 30th May 2026
- LHAC Meeting – 1st June 2026
- Carer Support Network Meeting – 9th June 2026
- CRLG Board Meeting – 10th June 2026

RECOMMENDATION

That Council notes the information provided in the report.

M2 – Mayoral Minute – LGNSW Six Point Action Plan on Rural and Regional Health

REPORTING OFFICER	Mayor Carol Oataway
ATTACHMENTS	-LGNSW Six Point Action Plan on Rural and Regional Health, dated 7th May 2026

INTRODUCTION

Local Government NSW (LGNSW) has released a six-point action plan "Caring for our Regions", calling for urgent, coordinated reform to address the growing health crisis in rural, regional and remote communities. The plan highlights significant inequities in access to care, including shortages of GPs, declining maternity services, and limited aged care, with councils increasingly stepping in to fill gaps that are the responsibility of State and Federal governments.

This Mayoral Minute seeks Council's endorsement of Local Government NSW's "Caring for our Regions" Six Point Action Plan on Rural and Regional Health. The minute calls on Council to formally adopt the advocacy plan and to advocate directly to the NSW Minister for Regional Health, Ryan Park MP, the Commonwealth Assistant Minister for Rural and Regional Health, Emma McBride MP, and our local Members of Parliament to support the six-priority advocacy asks.

The Mayoral Minute is strategic in nature, does not commit Council to additional operational service delivery, and seeks to strengthen coordinated local government advocacy to improve access to healthcare for rural, regional and remote communities.

COMMENTARY

Communities in rural, regional and remote NSW face persistent and systemic challenges in accessing essential healthcare services. These challenges include chronic workforce shortages across general practice, nursing, allied health and mental health, the closure or bypass of rural maternity services, limited access to patient transport, and inadequate availability of aged care and ageing in place supports.

For Hay Shire Council, insufficient State and Commonwealth investment in our local rural and regional health services means that:

- Council contributes towards primary health care in Hay through provision of the Hay Medical Centre, two house and three vehicles for local GPs at an annual cost of $120,000
- Our community has limited access to specialist services including X-Ray, podiatrists, physiotherapists, speech pathologists, and dentists
- There are inadequate patient transport services, meaning either ambulance services are compromised to transport patients, or local residents are forced to find their own way back to Hay after receiving treatment. Council provides community transport to residents of Hay Shire, funded through the Commonwealth Home Support Programmes (Department of Health and Ageing) and the Community Transport Program (Transport for NSW). This service is provided to residents aged 65 years and over (or 50 years and over who identify as Aboriginal or Torres Strait Islander), or those who are transport disadvantaged to attend. Again, Council steps in to fill this gap, operating community transport services that are often the only way residents can attend essential medical appointments. Yet the NSW Government does not fund these services as core health infrastructure. Instead, community transport providers rely on

fragmented Commonwealth and State programs that fail to meet the true cost of delivery and restrict services through inflexible eligibility rules.

- Council delivers government funded aged care services, including the CHSP, and the Support at Home program, community transport service that supports many frail aged, disabled and transport disadvantaged residents. The Council's services extend beyond domestic assistance and meals to include personal care, allied health, mobility equipment, home maintenance, in-home respite care, nursing and social support.

Over recent years, these issues right across NSW have been examined through multiple parliamentary inquiries into rural and regional health. Councils across NSW have actively engaged in these processes, providing submissions, evidence and case studies that highlight the real-world impacts on communities and the growing pressure on councils to intervene where other services are unavailable.

Despite the volume of inquiries and recommendations, many of the underlying challenges remain unresolved. The Six Point Action Plan on Rural and Regional Health builds on this extensive body of inquiry and advocacy work.

The six key actions are:
(1) strengthening the regional health workforce through targeted investment and training pathways;
(2) introducing a "GP guarantee" to ensure every community has access to primary care;
(3) reimbursing councils that are subsidising local health services;
(4) recognising and funding patient transport as essential health infrastructure;
(5) restoring safe, local maternity services; and
(6) investing in community-based aged care to support ageing in place.

The plan is designed to support coordinated advocacy by the local government sector and to seek meaningful, sustained investment from the NSW and Commonwealth Governments. This Mayoral Minute provides a mechanism for Council to formally support the plan and advocate for improved healthcare access and outcomes for its community.

LGNSW's plan represents a united advocacy position from councils across NSW, calling on both State and Commonwealth governments to partner with local government to deliver equitable healthcare access, regardless of postcode, and to relieve the growing financial and service burden currently being borne by rural councils.

Without appropriate reimbursement, funds that are desperately needed for libraries, roads, playgrounds and sports fields will continue to be diverted to fund medical services that are the responsibility of State and Federal Governments.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.1 Our community is skilled and supported 1.1.3 Improve access to health services 1.1.4 Support local health initiatives and programs **Economic** 3.3 Our community is resilient and adaptive 3.3.3 Reimagined Care Economy **Civic Leadership**

	4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community
FINANCIAL IMPLICATION	Moderate. Council contribution to health services is $120,000 a year.
LEGISLATIVE IMPLICATION	Local Government Act 1993
POLICY IMPLICATION	Asset Management Policy & Strategy
ASSET IMPLICATION	Minor. Council owns and maintains the Hay Medical Centre, two houses and three vehicles for local doctors.
RISK IMPLICATION	Minor. Reputational if Council is unable to attract and retain GP's for the community.

RECOMMENDATION

That Council:

1. Notes the release of the LGNSW's "Caring for our Regions" Six Point Action Plan on Rural and Regional Health, which outlines coordinated advocacy priorities to address critical gaps in healthcare access and outcomes for rural, regional and remote communities;
2. Recognises that people living in rural, regional and remote areas experience poorer health outcomes, reduced access to primary and specialist care, and shorter life expectancy compared to metropolitan communities, and that these inequities are unacceptable;
3. Adopts the "Caring for our Regions" Action Plan on Rural and Regional Health as a formal advocacy position of Council;
4. Writes to the NSW Minister for Regional Health, Ryan Park MP; the Commonwealth Assistant Minister for Rural and Regional Health, Emma McBride MP; and the local Member of Parliament (State and Commonwealth), seeking their support for the "Caring for our Regions" Action Plan on Rural and Regional Health and calling for coordinated State and Commonwealth action to improve rural and regional health outcomes.

LOCAL GOVERNMENT NSW

"Caring for our regions"

A Six Point Action Plan on RURAL & REGIONAL HEALTH

PRESIDENT'S FOREWORD

Communities in rural, regional and remote NSW are facing a crisis in the provision of essential healthcare services. Residents in these areas have poorer health outcomes and face significant challenges in accessing health and hospital services compared to people living in metropolitan areas.[1]

Shamefully, life expectancy for people living in the bush is about 3 years less than those in the city[2].

It is completely unacceptable that someone's postcode will determine their access to essential healthcare services.

For too long, councils have been stepping in to fill the void for their communities.

As the peak body representing the local government sector, LGNSW is advocating for the meaningful implementation of all 44 recommendations from the 2022 report of the NSW Parliamentary Inquiry into rural and regional healthcare. But the time for inquiries and reports is over. Our communities need and deserve real action to address this crisis.

That is why LGNSW is fighting hard for this six point action plan and stands ready to work with the State and Federal Governments to deliver better health outcomes for our communities.

Darcy Byrne

Mayor Darcy Byrne
President LGNSW

ONE VOICE FOR COUNCILS

[1] NSW Ministry of Health. (2023). NSW Regional Health Strategic Plan 2022–2032

[2] NSW Ministry of Health. (n.d.). Regional health. HealthStats NSW. Retrieved April 30, 2026

LGNSW'S SIX POINT ACTION PLAN TO ADDRESS THE RURAL AND REGIONAL HEALTHCARE CRISIS

1. Strengthen the regional health workforce

The NSW Government must establish a Regional Health Workforce Investment Package, with $440 million over four years, to address systemic workforce shortages across general practice, specialist care, nursing, allied health and particularly mental health services in rural, regional and remote NSW.

2. A GP guarantee

In a country as wealthy as ours, it is unacceptable that in parts of rural, regional and remote NSW accessing a GP is nearly impossible. A GP guarantee is needed, requiring targeted investment in regional training pathways and recruitment and retention incentives, and long-term workforce sustainability. LGNSW calls for a $200 million investment over four years to expand regional GP training, support recruitment in hard-to-fill locations, and ensure consistent access to primary care in under-serviced communities.

3. Reimburse councils for filling the health gaps

The NSW Government must establish a rural, regional and remote health reimbursement scheme to compensate councils for costs incurred in supporting access to local healthcare. LGNSW calls for a $20 million program over four years to reimburse councils that are forced to redirect funding from core infrastructure and community services to support access to local healthcare.

4. Fund patient transport as core health infrastructure

The NSW Government must recognise patient transport as core health infrastructure. LGNSW calls for a $150 million investment over four years to provide sustainable funding for community transport services and integrated health and transport planning to improve access to care across rural, regional and remote NSW.

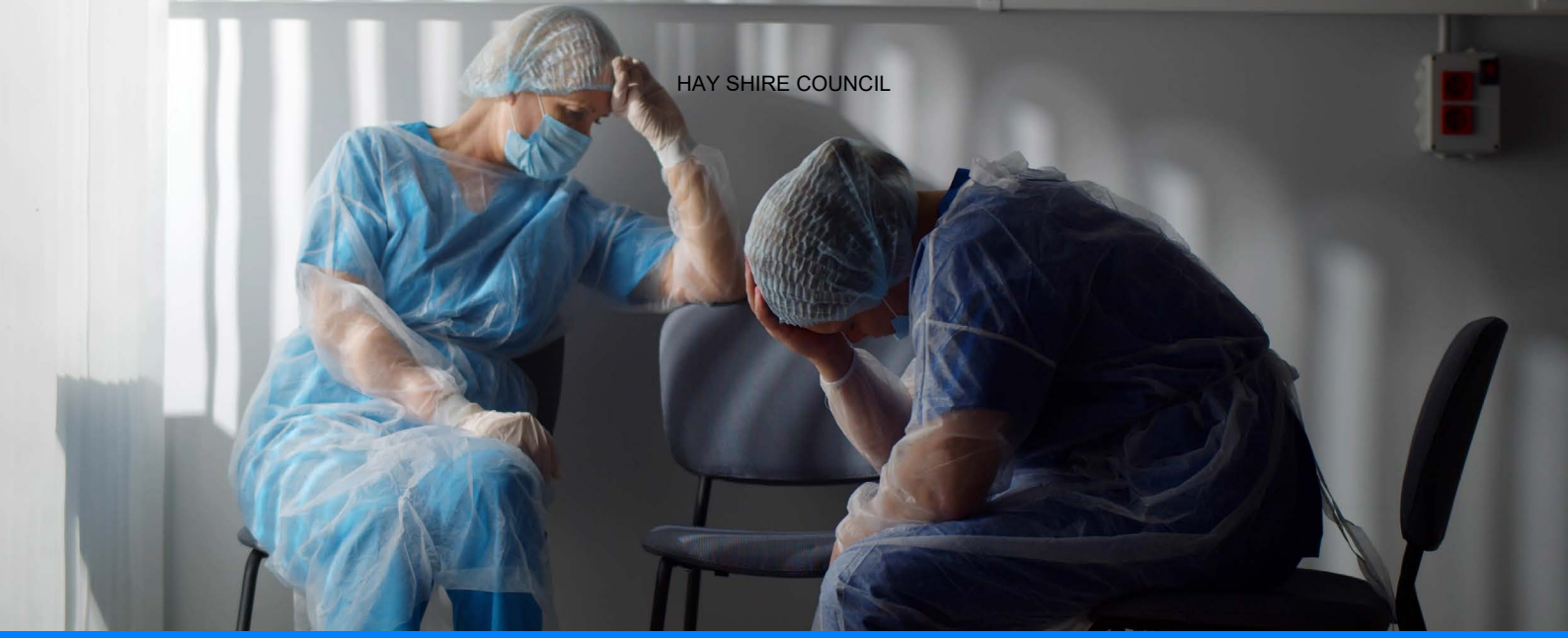
5. Safe, local maternity care

The NSW Government must reverse the decline in rural birthing services and restore safe, local maternity care. This requires targeted investment of $120 million over four years to protect and rebuild rural birthing units and expand midwife-led continuity of care and culturally safe maternity models, including for Aboriginal women and communities.

6. Invest in community-based aged care and ageing in place

The NSW Government needs to work with the Commonwealth to establish a Rural and Regional Aged Care Transition Fund, with $250 million over four years, to:

- expand council-delivered supports for ageing in-place, including in-home care and community-based services in under-serviced regions;
- support transitional care models that reduce hospital discharge blockages; and
- enable faster delivery of residential aged care infrastructure in high-need communities.



#1 STRENGTHEN THE REGIONAL HEALTH WORKFORCE

PROBLEM

Access to health care in rural, regional and remote NSW is fundamentally constrained by a persistent shortage of health professionals. Workforce gaps extend across general practice, specialist care, nursing, allied health and mental health, limiting service availability and placing unsustainable pressure on existing staff.

Health worker attraction and retention is hindered by a combination of structural and lifestyle barriers. These include a shortage of affordable housing, limited access to childcare, and a lack of employment opportunities for partners.

Geographic isolation, limited transport connectivity and professional isolation further reduce the attractiveness of regional practice. At the same time, heavy workloads, reliance on locums and limited career pathways contribute to burnout and high turnover.

While targeted incentives have delivered some improvement, the need for a more sustained and systemic response is needed.

SOLUTION

The NSW Government should establish a Regional Health Workforce Investment Package with additional dedicated investment of $440 million over four years, reflecting the scale and complexity of workforce shortages across rural and regional NSW.

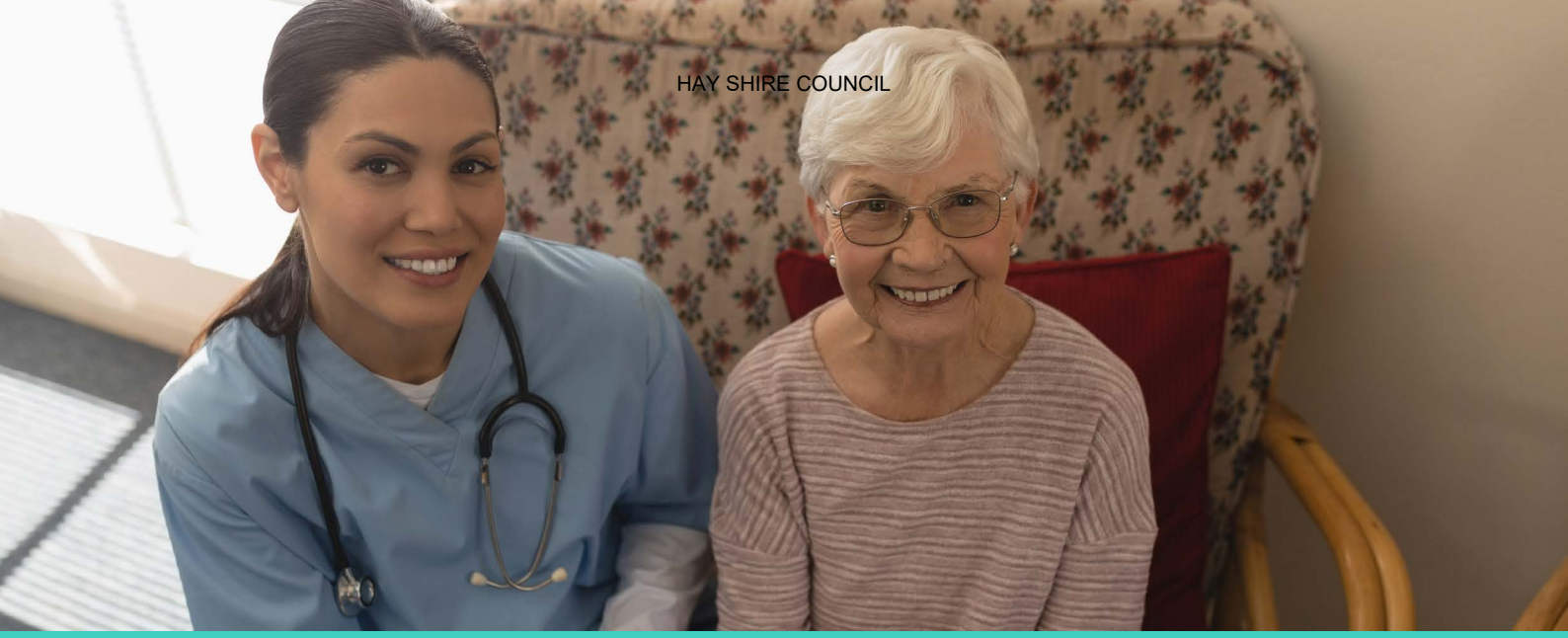
Without this investment, workforce constraints will continue to limit access to care, exacerbate health inequities, and drive avoidable demand across the broader health system.

CASE STUDY

Coolamon Shire Council – health workforce crisis

In 2023, Coolamon Shire Council reported that chronic workforce shortages meant only 22 of its 33 residential aged care beds were operational, despite more than 70 people being on a waiting list for care. After seven years of unsuccessful attempts to recruit registered nurses locally, including offering HECS debt support, council was forced to seek innovative and alternative solutions to keep its aged care facility viable.

To maintain this essential service, council committed over $1M to sponsor 4 overseas nurses and 14 Care service employees, provide training, cover visa and legal costs and construct workforce accommodation. This financial support is continuing with an intended transition into permanent residencies for the overseas workforce and the associated ongoing costs. This case highlights both the severity of regional health workforce shortages and the unsustainable expectation that councils will fund and deliver solutions well beyond their formal responsibilities.



#2 A GP GUARANTEE

PROBLEM

People in rural, regional and remote NSW are being denied the most basic element of the health system: access to a General Practitioner close to home. Up to one in five people in some regions are unable to access a GP when they need one. A NSW parliamentary inquiry has heard that more than 40 towns could lose their only GP by the end of the decade.

It is completely unacceptable that communities face weeks-long wait times, are forced to travel hours for primary care, or are left to go without it altogether.

Councils report that GP shortages are a significant and growing challenge in their communities, alongside broader shortages in mental health, nursing and allied health workforces.

GP workforce growth is bypassing the communities that need it most. Training numbers in regional and rural NSW have increased by just 4 per cent in 2025, compared to 17 per cent nationally[3], widening an already unacceptable gap in access to care. In some communities, GPs are continuing to practice well beyond typical retirement age due to the absence of successors.

SOLUTION

A GP guarantee, backed by targeted investment in regional training pathways and incentives, would ensure doctors are trained and retained in the communities that need them most. This requires a dedicated investment of $200 million over four years to expand regional GP training, support recruitment and retention in hard-to-fill locations, and sustain primary care services in under-serviced communities.

Without this investment, communities will continue to lose access to primary care, driving avoidable pressure onto hospitals and deepening health inequities across NSW.

CASE STUDY

Mid-Western Regional Council – Gulgong GP Services

The community of Gulgong was without GPs for 18 months following the closure of its only practice. The return of GP services was the direct result of financial incentives and assistance being provided by the Doctors 4 Mudgee Region initiative. The initiative is backed by Mid-Western Regional Council and three local mining companies.

[3] Royal Australian College of General Practitioners. (2025, January 21). More GPs training in NSW, but rural GP shortfalls show state investment needed.

#3 REIMBURSE COUNCILS FOR FILLING THE HEALTH GAPS

PROBLEM

More than 20 percent of regional and rural councils are stepping in and funding health services where state and federal governments are neglecting their obligation. This includes subsidising running costs of medical facilities, providing health infrastructure, supporting workforce housing and delivering transport assistance.

While councils are not responsible for funding health services, they have little choice if they want to ensure their communities can access critical care. This diverts limited resources away from essential local infrastructure and services.

Often, these are the smallest and most remote councils, least able to afford these additional costs. Yet without council intervention, communities would go without basic health services. This cost-shift embeds structural inequity in both local government finances and regional access to health services.

SOLUTION

The NSW Government must establish a rural and regional health reimbursement scheme to compensate councils for this expenditure. LGNSW advocates for a $20 million program over four years to reimburse councils that are forced to redirect funding from core infrastructure and community services to support local health access.

Without appropriate reimbursement, funds that are desperately needed for libraries, roads, playgrounds and sports fields will continue to be diverted to fund medical services that are the responsibility of State and Federal Governments.

CASE STUDY

Bogan Shire Council Nyngan

Bogan Shire Council – Medical Centre in Nyngan

Bogan Shire Council has taken on the responsibility for establishing, operating, and funding the only Medical Centre in Nyngan for the last nine years.

Recognising market failure and with an impending crisis in local primary healthcare on the retirement of existing doctors, the accredited practice was established to avoid a critical lack of locally accessible primary, allied and specialist healthcare services.

The services offered have grown since 2017, with two building extensions and the practice now has 3,400 active patients, with a local population of around 2,400, indicating that it services the regional community beyond Bogan Shire LGA.

The practice is well managed and operational costs are contained. However, annual expenditure increasingly outweighs income from patient fees, meaning that the practice is considerably subsidised by over $600,000 per year from Council's other revenue including property rates. The main item of expenditure is fees associated with securing locum doctors, including housing, vehicles and travel.

Without adequate and well-funded patient transport, Councils will be forced to continue to cover these costs or patients will face expensive round trips for consultations or forego critical and necessary treatments.

#4 FUND PATIENT TRANSPORT AS CORE HEALTH INFRASTRUCTURE

PROBLEM

In rural, regional and remote NSW, access to health care is determined by access to transport. For many residents, particularly older people, people with disability and those on low incomes, the absence of reliable transport makes timely care effectively unreachable. This means missed appointments, delayed treatment, and avoidable pressure on hospitals, emergency departments and ambulance services.

The scale of this challenge is significant. In 2023–24, more than 99,000 travel assistance claims were approved under the Isolated Patients Travel and Accommodation Assistance Scheme (IPTAAS), an increase of 21% from the previous year[4]. While IPTAAS provides partial reimbursement for travel, it does not provide transport. For residents without access to a vehicle or driver, the scheme is effectively inaccessible. Transport barriers lead people in rural and remote areas to delay primary care and rely more heavily on hospital services, contributing to avoidable pressure on the health system.

Councils are stepping in to fill this gap, operating community transport services that are often the only way residents can attend essential medical appointments. Yet the NSW Government does not fund these services as core health infrastructure. Instead, community transport providers rely on fragmented Commonwealth and State programs that fail to meet the true cost of delivery and restrict services through inflexible eligibility rules.

SOLUTION

The NSW Government must:

- recognise and fund patient transport as core health infrastructure in rural, regional and remote NSW. This requires a dedicated investment of $150 million over four years to provide sustainable, index-linked funding for community transport in regional and rural areas; and
- integrate transport and health planning to improve coordination and access.

CASE STUDY

Narrandera Shire Council

Narrandera Shire Council – Community Transport service

Narrandera Shire Council provides community transport to residents of the Narrandera and Leeton Shires, funded through the Commonwealth Home Support Programmes (Department of Health and Ageing) and the Community Transport Program (Transport for NSW) and supported by both councils. This service is provided to residents aged 65 years and over (or 50 years and over who identify as Aboriginal or Torres Strait Islander), or those who are transport disadvantaged to attend medical appointments, shopping and social events, both locally and out of town. In 2024-25 the Narrandera Leeton Community Transport service provided 15,171 trips to residents and travelled over 356,455 kilometres, providing services to over 700 active clients. Many of the passengers used the service on a regular basis as their sole means of transport. The service relies heavily on the incredible generosity of 29 volunteer drivers who worked a staggering 7500 hours within the reporting period.

[4] NSW Government. (2024, October 8). Making it easier for regional patients who need to travel for healthcare.

HAY SHIRE COUNCIL

#5 SAFE, LOCAL MATERNITY CARE

PROBLEM

Reduced access to rural maternity services places expectant mothers and their babies at significant risk. Maternity services are not routinely available in rural hospitals, and the ongoing closure and prolonged bypass of birthing units continues to undermine local care. Nationally, Australia lost 41 per cent of its maternity units between 1992 and 2011[5], with closures disproportionately affecting small rural and regional services.

When local birthing facilities close, rural women and their families are often forced to travel long distances or permanently relocate to other towns to start or grow their families. This not only increases financial, social and emotional strain on families, but also contributes to the long term social and economic decline of rural communities as families move to regions with better services.

SOLUTION

The NSW Government must act to reverse the decline in rural birthing units and restore access to safe, local maternity care. This requires targeted investment of at least $120 million over four years to protect and rebuild local services, alongside the expansion of midwife-led, continuity-of-care and culturally safe maternity models, including for Aboriginal women and communities.

Without decisive action, rural families will continue to be denied the right to give birth safely, close to home.

CASE STUDY

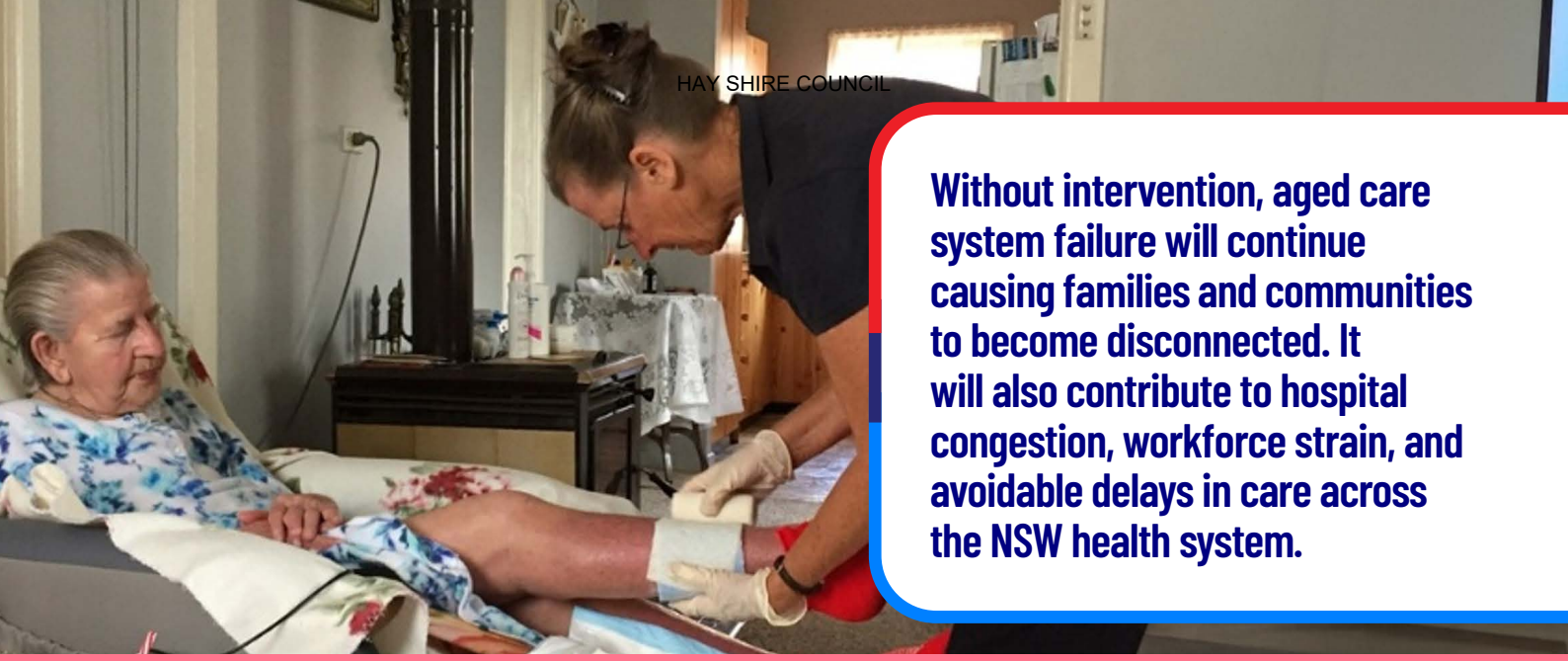
Parkes Shire Council

Parkes Shire Council – Local Birthing Unit

The birthing unit at Parkes hospital has been closed since 2019 as it was unable to secure staff. The town's sole obstetrician resigned in January 2025 leaving Parkes without obstetric services. Mayor Neil Westcott reports the community is constantly reassured that Parkes maternity reinstatement is high on the agenda of NSW Health, but a solution does not appear to be any closer.

[5] National Rural Health Alliance. (2025, June 23). Second edition national consensus framework for rural maternity services.

This is Page No 22 of the Business Paper presented to the Ordinary Meeting of Council 26th May 2026



Without intervention, aged care system failure will continue causing families and communities to become disconnected. It will also contribute to hospital congestion, workforce strain, and avoidable delays in care across the NSW health system.

#6 INVEST IN COMMUNITY-BASED AGED CARE AND AGEING IN PLACE

PROBLEM

In around one third of rural and regional communities, local government is the primary or sole provider of a broad range of aged care and community-based services including domestic assistance, community transport, meals, social support programs, respite, home modifications, nursing, personal care and allied health. In some areas councils are even running residential aged care facilities.

Councils are particularly involved where there is a scarcity of service providers and workforce constraints.

Supporting older people to age in place enables older residents to stay connected to established social networks, informal supports, and local services, all of which are critical to wellbeing and independence of the individual but also to the connectedness and wellbeing of the community.

Aging in place also reduces demand on residential aged care and the acute hospital system by enabling earlier and more appropriate support pathways. The lack of access to appropriate aged care in rural, regional and remote communities is placing pressure on the NSW public hospital system, particularly through "bed block" when patients remain in hospital after they are medically cleared for discharge because no appropriate aged care placement or in-home support is available.

SOLUTION

The NSW Government should work with the Commonwealth to establish a Rural and Regional Aged Care Transition Fund, with an investment of $250 million over four years to:

- expand council-delivered ageing in place supports, including in-home care and community-based services in underserviced regions
- support transitional care models that reduce hospital discharge blockages
- enable faster delivery of residential aged care infrastructure in high-need communities.

CASE STUDY

Uralla Shire Council – Providing Aged Care

Uralla Shire Council delivers a range of services for older people and people with disability, spanning entry level support through to more intensive care options. Through Tablelands Community Support, the Council delivers government funded aged care services, including the CHSP, NDIS, and the Support at Home program, and along with Tablelands Community Transport runs a dedicated community transport service that supports many frail aged, disabled and transport disadvantaged residents. The Council's services extend beyond domestic assistance and meals to include personal care, allied health, mobility equipment, home maintenance, in-home respite care, nursing and social support, such as a weekly Elders Aboriginal group. In addition, the council provides short term reablement and facility-based respite and offers access to higher level aged care through its McMaugh Gardens residential aged care facility.

M3 - Recission Motion - Item C9 - Council Meeting Date Adjustments and Upcoming Conferences

REPORTING OFFICER	General Manager
ATTACHMENTS	- Recission Motion, dated 20th May 2026

INTRODUCTION

Council has received a recission motion from Cr's Garner, Oataway and Perry.

COMMENTARY

Council has received a recission motion (see attached) from Cr's Garner, Oataway and Perry following Item C9 - Council Meeting Date Adjustments and Upcoming Conferences, at the March 2026 Ordinary Meeting.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community
FINANCIAL IMPLICATION	Minor – cost for registration and accommodation to attend the conference is approximately $3,600 pp
LEGISLATIVE IMPLICATION	Local Government Act 1993
POLICY IMPLICATION	Expenses Policy
ASSET IMPLICATION	N/A
RISK IMPLICATION	Minor – both financial and reputational

RECOMMENDATION

For Council's consideration.

NOTICE TO RESCIND A MOTION

TITLE: Item C9 - Council Meeting Date Adjustments and Upcoming Conferences

Original Motion:

26-040 – Part B - The Mayor, Deputy Mayor and General Manager attend the Australian Local Government Association National General Assembly to be held in Canberra in June 2026, and the Mayor be the authorised voting delegate.

Councillor: Cr Lionel Garner

Summary:

That Council rescind part (b) of Item C9 from the Ordinary Meeting of Council held on 24th March 2026, namely:

(i) The original motion consisted of several parts. During debate, my focus was on presenting my case in relation to attendance at the Roads Congress, and I did not realise the discussion had moved to the Australian Local Government Association National General Assembly component of the motion. As a result, I did not have the opportunity to fully debate or put forward my position regarding attendance at the ALGA National General Assembly.

(ii) I believe it is important that Councillors are given the opportunity to fully consider representation at this important national local government forum.

(ii) Should the rescission motion be successful, I intend to move the following motion:

Proposed Resolution:

That the Mayor, Deputy Mayor, Cr Garner and the General Manager attend the Australian Local Government Association National General Assembly to be held in Canberra in June 2026 and that the Mayor be the authorised voting delegate.

Signed: Lionel Garner

Cr Lionel Garner

Signed: _____ Date 20.5.26.

Cr Carol Oataway

Signed: John Perry Date 20/05/2026

Cr John Perry

General Manager's Report

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C2	P63	DA2026-12 – Demolition of all buildings at 264 Lachlan St, Hay
C3	P99	Lease of Land adjacent to the Maude Cemetery
C4	P106	Climate Resilience, Infrastructure & Net Zero Plan
C5	P245	2026-27 Councillor and Mayoral Fees
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Actions Required from Council & Committee Meeting
Month: April
Ordinary Meeting 28th April

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-053	GM	**Mayoral Minute – "Invest in Us" campaign**	1. Notes the Country Mayors Association of NSW "Invest in Us" campaign advocating for increased Commonwealth Financial Assistance Grants to Local Governments. The campaign seeks to restore at least 1% of total Commonwealth taxation revenue for local Councils across Australia 2.Recognises the critical role Local Government plays in delivering essential services and infrastructure that underpin community wellbeing, economic vitality, and national resilience. 3.Supports the campaign's core message: 'Invest in us so we can invest in them.' 4. Commits to participating in the campaign by: a. Sharing campaign materials through Council communication channels b. Engaging with local media and community stakeholders to raise awareness. c. Lobbying Federal representatives to support the funding increase. 5. Writes to the Federal Minister for Local Government, the Shadow Minister for Local Government, our local Member of Parliament and Senator expressing Council's support for the campaign and urging their commitment to the proposed funding increase. ***Response:*** All actions completed.	Yes
25-054	GM	**Long Term Financial Plan, Revenue Policy and Operational Plan**	(a.) Endorses the Draft Operational Plan 2026/27, including the Draft Revenue Policy and Draft 10-Year Long Term Financial Plan (as attached to this report), for public exhibition from 4 May 2026 to 5 June 2026; and (b.) Considers all feedback and proposed amendments arising from the exhibition period for inclusion in the final documents, to be presented for adoption at the Ordinary Council Meeting in June 2026. ***Response:*** Out on public exhibition.	No
25-055	GM	**John Houston Memorial Swimming Pool**	Council does not keep the John Houston Memorial Swimming Pool open longer for the 2025/26 season and closes as planned Sunday 26th April 2026. ***Response:*** Response provided to petitioner. Pool closed for end of season.	Yes

25-056	GM	**Economic Development &Tourism March/April 2026**	(b.) Endorses the submission of a funding application under the Active Regional Communities Program – Community Participation Stream for the Hay Futures – Strengthening Community Foundations project. (c.) Provides 20% co-contribution of $115,072 over four (4) years, being $28,767 per annum, subject to the successful receipt of grant funding. (d.) Authorise the General Manager to finalise and submit the grant application and, if successful, execute all necessary documentation associated with the funding agreement. ***Response:*** Grant application submitted.	Yes
25-057		**Finances Report April 2026**	Council receives and notes the report provided and approves the Material Budget Variances outlined in the report. ***Response:*** No further action required.	Yes

Month: March
Ordinary Meeting 24th March

Res No	*Officer*	*Item*	*Resolution*	*Complete*
26-032		**Mayoral Minute – General Manager's 2026 Performance Review**	The Performance Review Panel meets Wednesday, 29 July 2026, at 9.30am, to undertake review of the General Manager's performance and reports back to Council at a future meeting. ***Response:*** Informal catch up completed.	No

Month: February
Ordinary Meeting 24th February

Res No	*Officer*	*Item*	*Resolution*	*Complete*
26-014	EM P&C	**Proposed Fast EV Charger – Maude Reserve (Opposite Maude Memorial Hall)**	(a) Issues a non-binding Letter of Support to enable the proponent to submit a grant application; (b) Undertakes consultation with the Maude community regarding the potential installation of an EV charger; and (c) Authorises the General Manager to execute all relevant documentation associated with the funding application and, if successful, to negotiate and finalise any resulting agreements. ***Response:*** Letter of support provided. Notice placed in newsletter to community.	No
26-019	GM	**Rates Debt Recovery**	Authorises the General Manager to implement the FlexiPay revenue solution.	No

			Response: Implementation in progress.	
26-027	EM E&O	**Tree Removal Requests**	(i) Removes one (1) Paper Tree from 379 Macauley Street and replace with three (3) Crepe myrtle. 1 tree planted. Require paper tree removal prior to planting remaining. (ii) Removes one (1) Claret Ash from 458 Orson Street and replace with a Manchurian Pear. No action yet (iii) Removes one (1) Gum Tree from 123 Pine Street and replace with a Manchurian Pear. Tree removed replacement not yet planted (iv) Removes one (1) Paperbark and Prune one (1) Jacaranda at 465 Water Street. Completed ***Response:*** In progress.	No No No No

Month: January
Extraordinary Meeting 27th January

Res No	*Officer*	*Item*	*Resolution*	*Complete*
26-003	GM	**Groundwater Supply Licence**	(a) Notes the information provided in the report and accepts the new water access licence; (b) Authorises the Mayor and/or General Manager to execute, under Council Seal if required, the Notification form to register this dealing with NSW Land Registry Services; (c) Engages legal services to assist in the dealing with this matter. ***Response:*** Drilling of test bores completed. Waiting water test results. Underground Water Supply Licence received/approved.	No

Month: December
Ordinary Meeting 16th December

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-178	GM	**Lease of Land adjacent to the Maude Cemetery**	Council engages Bidgee Property Services to undertake Periodic Grounds Control at the Maude Cemetery for an initial period of 12 months, with option to extend for 2 x 12 months. ***Response:*** Successful applicant has withdrawn. In discussion with second applicant. A further report to come to Council.	No
25-183	EM E&O	**Tree Removal Requests**	Council removes one (1) Silky Oak from 211 William Street and replaces it with a Manchurian Pear. No action yet. ***Response:***	No

			In progress.	
25-184	GM	**Questions with Notice**	Council collects data/evidence of vehicle speeds on Moama Street over a period of twelve (12) months and a further report brought to Council. ***Response:*** Traffic counter not yet installed. In discussions with TfNSW.	No

Month: November
Ordinary Meeting 27th November

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-169	EM E&O	**Tree Removal Requests**	(i) Removes two (2) Lophostemon from 153 Pine Street and replaces them with Crepe Myrtles. (ii) Removes two (2) Brush Box from 246 Lachlan Street and replaces them with Crepe Myrtles. Tree removed, replacement not yet planted. ***Response:*** In progress. (i) Complete.	No

Month: October
Ordinary Meeting 28th October

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-149	EM E&O	**Tree Removal Requests**	(a) Removes two Peppercorn Trees at 436 Orson Street and replace with Crepe Myrtles. Tree removed, replacement not yet planted. (b) Removes the Cedar Tree at 339 Lang Street and replace with Manchurian Pear Tree. Tree removed, replacement not yet planted ***Response:*** In progress.	No

Month: September
Ordinary Meeting 23rd September

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-134	EM – P&C	**Aerodrome Licenses**	(a) Notes the information provided in the report; (b) Submit proposed licence agreements to tenants of Hangars 3,4,5 and 7 for an amount of $2/m^2 (as per Council's Revenue Policy) (c) Negotiate with Paraway Pastoral Company (or any prospective buyer of the relevant property) with Hangar 6 and the used by Council in the Southwestern corner of the Aerodrome, utilised by Council. (d) Submit a proposed licence agreement to the Hangar 8 tenant (where Council owns the Hangar) for an amount of $4/m$^{2.}$	No

			(e) Submit a proposed licence agreement to tenants of Site 9 for an amount of $2/m^2 (as per Council's Revenue Policy) (f) Create a new hangar lease area (marked as 10 in the figure to the right) and put out on EOI to prospective tenants. (g) Submit proposed licence agreements to tenants of Agricultural Sites 11 and 12 for an amount of $0.50/m^2. (h) Go out on EOI for sites 13-15. (i) All the above will be for a period of 30 days. (j) A further report brought back to Council after the 30-day period. **Response:** Progressing; received an enquiry for a lease for a new hanger site. In negotiations on new hanger site in the Agriculture Area.	

Month: July 2025
Extraordinary Meeting 31st July 2025

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-99	GM	**Hay Sewage Treatment Plant**	(b) Authorises expenditure as outlined in the report funded from the Sewer Fund Reserve. **Response:** Ongoing. See further report In Committee.	No

Month: May 2025
Ordinary Meeting: 27th May 2025

Res No	*Officer*	*Item*	*Resolution*	*Complete*
25-66	EM-E&O	**Tree Removal Requests**	(i)Removes tree at 325 Macauley Street and replace it with Crepe Myrtle. Not done yet. (ii) Removes tree at 393 Balaclava Street and replace it with Manchurian Pear. Tree removed, replacement not yet planted. (iii) Removes tree at 255 Piper Street and replace it with Crepe Myrtle. Tree removed, replacement not yet planted (iv) Removes tree at 405 Church Street and replace it with a Crepe Myrtle. Completed. (v) Removes tree at 59 – 69 Lachlan Street and replace it with a Bottlebrush. Tree removed, replacement not yet planted (vi) Removes tree at 392 Murray Street and replace it with Manchurian Pear Tree	Yes Yes No Tree removed. Tree not planted. Yes

			removed, replacement not yet planted. (vii) Removes tree at the old goal, Church Street and replace it with a Manchurian Pear. Tree removed, replacement not yet planted **Response:** In progress.	

Month: February 2024
Ordinary Meeting: 27th February 2024

Res. No	*Officer*	*Item*	*Resolution*	*Complete*
24-009	EM-EO	Tree Removal Requests	Resolved that Council **a.** Removes two Gum trees in Pal Richards Park and replace with two Ornamental Pear Trees. **b.** Removes the Pine tree at 321 Macauley Street and replace with a crepe Myrtle Tree. Completed. **c.** Remove two Claret Ash trees at 471 Cadell Street and replace with two Crepe Myrtle Trees. Completed. **d.** Remove 2 x Claret Ash from 322 Church Street and replace with two Ornamental Pear Trees. Tree removed, replacement not yet planted. **e.** Removes Pepper Corn tree Corner of Cadell and Lachlan and replace with a Manchurian Pear. Tree removed, replacement not yet planted **f.** Retain the California Ash at 348 Cadell Street. No action required. **g.** Removes three Claret Ash Trees in the Swimming Pool Carpark and replace with three Claret Ash Trees (to keep in theme with the existing tree corridor). Completed. **h.** Heavy prune 12 Claret Ash Trees at the John Houston Memorial Pool carpark. Trees were removed and replaced with suitable species. **i.** Additional to the replacement trees suggested, Council plant trees within Hay Parks to achieve ten trees planted for every removal. Completed. **Response:** Completed	Yes Yes Yes Yes No action required Yes Yes Yes

Month: April 2021
Ordinary Meeting 27th April 2021

Res. No.	*Officer*	*Item*	*Resolution*	*Complete*

21-052	DCCS	Potential Land Acquisition	**Resolved** that Council, **(a)** Notes the information provided in the report; and **(b)** Undertakes an independent valuation of Land at a cost of $2,000 **(c)** Participates in further discussions with Transport for NSW regarding the Railway Land. **Response:** (b)Valuation has been undertaken. Land purchased. (c) Discussions with TfNSW/JHR underway General Manager has been in recent discussions with TfNSW. Waiting on response from TfNSW. Discussions still ongoing. Had recent correspondence with UGL, waiting on response.	No

Month: July 2020
Ordinary Meeting 28th July 2020

Res. No.	***Officer***	***Item***	***Resolution***	***Complete***
20-084	DCCS	Classification of Crown Reserve 150036	**Resolved** that Council classify the portion of Lot 222 DP 819305 under its management as operational land and advertises the intention of classification of operational land and allow a period of 28 days for public comment. **Response:** Matter is on hold pending Aboriginal land claim determination.	No
20-090	GM	IC 1 – Railways Lands - IN COMMITTEE	**IC 1 Resolved that Council**: (a) Commences negotiation to terminate Agreement 206.2523 and enter into a new agreement which includes Lot 4 DP 812034; and **(b)** A further report be brought to Council in due course. **Response:** Letter written to JHR. Ongoing. Staff liaising with new railway land managers. Discussions still ongoing. Had recent correspondence with UGL, waiting on response.	No

Month: March 2020
Ordinary Meeting 24th March 2020

Res. No.	***Officer***	***Item***	***Resolution***	***Complete***
20-038	DCCS	Road Name	**Resolve that Council:** **a.** Endorses the name of road as “Kiernan Lane”.	No

			b. Continues with naming the unnamed road in accordance with Geographical Names Board requirements; and **c.** Continues with the formalising of the road corridors for Yankee Crossing Road and unnamed road. **Response**: Continuing with process of naming and formalising road corridors. Recent discussions with Crown Lands indicate sticking point around Yankee Crossing Road going through a TSR. Still working with Crown Lands. Kiernan Lane is officially named. Still working on Yankee Crossing Road formulisation. Matter is on hold due to Aboriginal land claim travelling stock route.	

C1 - DA2026-11– Demolition of shed, installation of two units and 1.5m front fence at 379 Russell St, Hay

REPORTING OFFICER	Executive Manager - Planning and Compliance
ATTACHMENTS	A: Development Application Form B: Plans B: Objections C: Applicant response to Objections

INTRODUCTION

Hay Shire Council received an application for the demolition of a shed at and erection of 2 units at 379 Russell Street, Hay (Lot 61 DP 1299454).

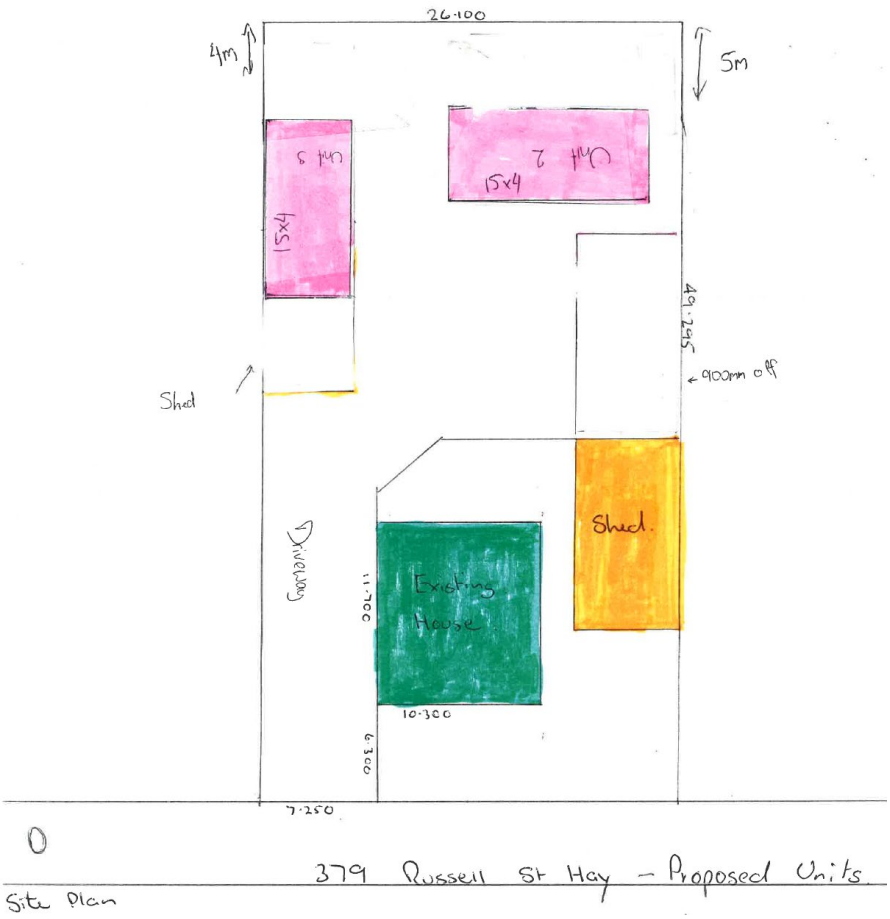
Owner: Dylan Lund
Applicant: Dylan Lund
Zoning: RU5 Village
Use: Residential

Site Characteristics: The site is located on a residential one-way street. The development proposes to retain the main dwelling while removing an accessory shed to accommodate the two new units.

The site is 1269m² and contains a dwelling and several sheds.

Aerial view of site – 379 Russell St, Hay

The applicant lodged the applications for three units (Units 1-3), but in his response to objections removed one unit (Unit 1). This report assess **two units** (marked Unit 2 and 3) on the plan.



Proposed Development

Location of Proposed Development

COMMENTARY

According to Section 4.15 of the Environmental Planning and Assessment Act 1979, a consent authority needs to take the following matters in consideration in assessing a development application:

(a) the provisions of—

(i) any environmental planning instrument, and

(ii) any proposed instrument that is or has been the subject of public consultation under this Act and that has been notified to the consent authority (unless the Planning Secretary has notified the consent authority that the making of the proposed instrument has been deferred indefinitely or has not been approved), and

(iii) any development control plan, and

(iiia) any planning agreement that has been entered into under section 7.4, or any draft planning agreement that a developer has offered to enter into under section 7.4, and

(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph),

that apply to the land to which the development application relates,

(b) the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,

(c) the suitability of the site for the development,

(d) any submissions made in accordance with this Act or the regulations,

(e) the public interest.

Planning Controls

The Zoning of the site is RU5 Village, which has the following provisions:

1 Objectives of zone

- *To provide for a range of land uses, services and facilities that are associated with a rural village.*
- *To ensure that development in village areas is compatible with the environmental capability of the land, particularly in terms of the capacity of that land to accommodate on-site effluent disposal.*
- *To retain and facilitate expansion and redevelopment of the existing central business district of the Hay urban area and to further strengthen the core retail functions of this area.*
- *To encourage appropriate business development at the intersection of Cobb, Mid-Western and Sturt Highways that services the needs of the travelling public.*
- *To encourage appropriate tourist development within the Hay urban area.*

2 Permitted without consent

Environmental protection works; Home-based child care; Home occupations; Roads; Water reticulation systems

3 Permitted with consent

Centre-based child care facilities; Community facilities; Dwelling houses; High technology industries; Home industries; Liquid fuel depots; Neighbourhood shops; Oyster aquaculture; Places of public worship; Recreation areas; Recreation facilities (indoor); Recreation facilities (outdoor); Respite day care centres; Schools; Tank-based aquaculture; Any other development not specified in item 2 or 4

4 Prohibited

Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Cellar door premises; Electricity generating works; Extractive industries; Farm buildings; Farm stay

accommodation; Forestry; Heavy industrial storage establishments; Industries; Local distribution premises; Marinas; Mooring pens; Moorings; Open cut mining; Roadside stalls; Rural industries; Rural workers' dwellings; Sex services premises; Waste disposal facilities; Wharf or boating facilities

The proposal is best characterized as 'Multi-dwelling housing' or residential 'Dwelling houses'. Under Item 3 of the RU5 zone provisions, "Any other development not specified in item 2 or 4" is permitted with consent. The works are not listed as prohibited under Item 4; therefore, the works are permitted with development consent. Regarding the Zone Objectives, the development provides diversified housing options within the rural village zone, aligning with the objective to provide a range of land uses and services associated with a rural village.

Hay Shire Council Fencing Policy: The application includes a 1.5m front fence. Standard residential provisions generally restrict solid front fences to 1.2m to maintain streetscape visibility and traffic safety. It is recommended that the 1.5m fence be supported, as the fence poses limited risk, and there are already similar fences in the vicinity.

Local Government Act 1993 – Section 68 Requirements: Because the units are transportable/manufactured homes, a separate Section 68 Approval to Install a Transportable Dwelling is required prior to the structures being established on-site, if the applicant does not apply for a Construction Certificate and Occupation Certificate under the Environmental Planning and Assessment Act and the National Construction Code. Structural concrete footing details and tie-down specifications must be submitted and vetted under this separate application to guarantee structural stability against local wind and soil loads.

Environmental Impacts

The introduction of two units on a 1269m^2 lot represents an increase in localised density. However, given the substantial site area, the development maintains an appropriate footprint that preserves open space and sits comfortably within the established residential fabric of the RU5 Village zone.

The introduction of two new roof structures and associated impervious paved areas can alter the site's surface runoff dynamics. To mitigate the risk of localized flooding or sheet-surface runoff impacting adjacent allotments, a condition of consent is imposed that all stormwater must be captured via guttering and safely conveyed by gravity to Council's infrastructure in Russell Street.

The proposal requires the demolition of an existing accessory shed structure. Given the age of standard outbuildings within the Hay locality, there can be a possibility of encountering asbestos-containing materials (e.g., fibro sheeting). Environmental safeguards have been built into the draft conditions, mandating compliant handling, 200-micron plastic wrapping, and dust-suppression measures before transport and disposal at the Hay Waste facility.

The aerial site footprint indicates that the removal of the shed will not necessitate the clearing of any ecological vegetation. Minimal structural disturbance allows for the retention of existing deep-soil zones towards the rear and sides of the allotment, maintaining local urban biodiversity and natural soil infiltration capabilities.

Social Impacts

In accordance with the broader objectives of the RU5 Village zone, this development positively contributes to the social fabric of Hay by introducing medium-density housing. Offering single-story, low-maintenance transportable units expands the rental and housing stock, providing viable pathways for smaller households, older residents looking to downsize, or incoming seasonal workers.

While neighbours raised concerns regarding the visual compatibility of manufactured homes, modern transportable units can deliver a clean, uniform external appearance. The visual interface with the public domain will be defined by a structured 1.5m front fence.

The single-story layout minimises the potential for overlooking into adjoining private open spaces compared to two-story alternatives. Acoustic privacy between the new units and existing boundaries can be successfully managed through compliant internal insulation. Unit 3, which is currently proposed to be on the property, is conditioned to be moved 900mm off the boundary.

Economic Impacts

The construction, site preparation, and connection of services will generate immediate, short-term economic activity for local trades, plumbers, and earthmovers. Additionally, there will be long term economic benefits to adding to the housing stock in Hay.

Infill development, such as the proposed development, utilises existing municipal infrastructure without requiring expensive capital expansions by Council.

Site Suitability

The subject allotment at 379 Russell Street is considered highly suitable for the proposed multi-dwelling residential development. The site size of 1269m^2 easily accommodates the building footprints, required setbacks, and open space areas for two transportable units while retaining the principal dwelling. Situated on a residential one-way street, the property benefits from an established local road network capable of absorbing the minor increase in vehicular traffic without disrupting existing traffic flows, provided that dedicated on-site parking is utilised to prevent street congestion.

Furthermore, the land is free from any immediate environmental constraints that would impede development. The site is clear of significant ecological vegetation, and the minor demolition works can be safely managed via controls. The proposed development is compatible with the character of the surrounding locality, which consists of a caravan park, residential uses and industrial uses.

Submissions

The proposal was notified to 12 neighbouring properties in accordance with the policy for 14 days. There were 5 neighbour comments received. These objections are included in Attachment C, and the response to objections from the Applicant is in Attachment D. **In response to the objections, the applicant has reduced the number of units from three to two, with Unit 1 being removed.**

The primary grounds of objection and planning responses are detailed below:

Objection 1: Increased Traffic and Parking Pressures on a One-Way Street

- Concern: Objectors raised concerns that adding three units to a narrow, residential one-way street will lead to traffic congestion and unsafe on-street parking.
- Planning Assessment: Russell Street is a low-speed, residential one-way environment. The site plan indicates that adequate on-site parking spaces are provided for the units, avoiding reliance on street parking. Any new vehicle crossovers require a separate Road Opening Permit to verify safe sightlines. The applicant has decreased the number of units from three to two, which will lessen the impact.

Objection 2: Stormwater Runoff Affecting Adjoining Properties

- Concern: Objectors are worried that adding three new roofs will cause localized flooding on adjacent yards during heavy rain events.
- Planning Assessment: Standard conditions of consent dictate that no sheet-surface runoff may impact neighbours. All stormwater must be captured via guttering and piped directly to Council's street infrastructure via gravity. Side setbacks require a minimum 450mm clearance from the eave/gutter line to ensure zero boundary overhang.

Objection 3: Privacy and Overlooking Impacts

- Concern: Adjoining residents expressed concern over a loss of visual and acoustic privacy due to the proximity of the unit windows to shared boundaries.
- Planning Assessment: The units are single-story transportable structures, minimising vertical overlooking angles. Boundary fencing must be maintained or installed in accordance with Council's policy to screen living spaces visually.

Objection 4: Out of Character with the Neighbourhood Streetscape

- Concern: Submissions claimed that manufactured/transportable units look temporary and are inconsistent with the established historical or standard detached housing character of Hay.
- Planning Assessment: The RU5 Village zone encourages a flexible, diverse mix of housing styles to support workforce demands and population adjustments. Modern transportable structures built to Section 68 or NCC standards present neat, finished external facades. The character of the area is mixed, with a caravan park, residential uses and industrial uses.

Public Interest

The provision of affordable, medium-density infill housing directly supports the Hay Local Strategic Planning Statement and the Hay Structure Plan. The public interest is well-served by expanding the local rental or residential supply, provided the development adheres to building standards and environmental control safeguards.

It is seen that the proposed development is in the public interest.

The recommendation is to support the application. The conditions reflect the above assessment, with also a condition that Unit 3, which is currently proposed to be on the property, needs to be moved at least 900mm off the boundary.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Environmental** 2.1 Council is resilient and adaptive 2.1.1 Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure. **Economic** 3.1 Our community welcomes new and innovative industry to support our future 3.1.1 Future Ready Businesses 3.1.2 Strengthen Business Support Services 3.1.3 Business Attraction and Investment Growth 3.1.4 Facilitate growth industries including workforce development and skills 3.1.5 Identify opportunities to grow the agricultural sector 3.1.6 Identify opportunities to grow the renewable energy sector **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community

	4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	N/A
LEGISLATIVE IMPLICATION	Environmental Planning & Assessment Act 1979 Hay Local Environmental Plan 2011
POLICY IMPLICATION	Notification & Advertising of Development Proposals Policy Fencing Policy Building over Sewer Mains Policy
ASSET IMPLICATION	N/A
RISK IMPLICATION	Low

RECOMMENDATION

DA2026-11 to demolish a shed, install 2 units and a 1.5m front fence at 379 Russell St, Hay be approved with the following conditions:

(1) **Compliance with Consent:** The Development being completed in accordance with plans and specifications stamped by Council being Plans A & B, for 379 Russell St, Hay, except where varied by conditions of this consent. **Detailed siting plans will need to be provided before the approval of Section 68 approvals or the Construction Certificate, showing the distances off all boundaries**. Also

a. No building can be closer than 900mm off any boundary
b. Any development needs to adhere to Council's Building Over Sewer Mains Policy.

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

(2) **Signage:** Site signage shall apply and must be erected on the site in a prominent, visible position for the duration of the construction.

- Stating that unauthorised entry to the site is not permitted;
- Showing the name of the builder or another person responsible for the site and a telephone number at which the builder or other persons can be contacted outside working hours; and
- The name, address and telephone contact of the Principal Certifying Authority for the work.

Any structures erected to meet the requirements of this condition must be removed when it is no longer required for the purposes for which it was erected.

Reason: *To meet the minimum requirements of the Environmental Planning and Assessment Regulation.*

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

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

(4) **Critical Stage Inspections: A person who is carrying out, or in charge of carrying out the** work, must notify Council with 24hours notice when the relevant inspections are required below:

(a) Pier pads prior to pouring concrete;
(b) All footing excavations, with steel in position, before concrete is poured;
(c) All concrete floors and raft slabs, with steel and damp proof membrane in position before concrete is poured;
(d) Sewer drains before being covered;
(e) Bearers and floor joists before flooring is laid;
(f) Wall and roof framing before being lined;
(g) Insulation of walls, roof, floor, ceilings, soffits, service pipes, ducts and chimney flue dampers;
(h) Wet area flashings after internal linings are installed;
(i) Stormwater drains before backfilling;
(j) Fire-rated wall and ceiling framing;
(k) Sound transmission measures;
Final inspection on completion of the works, and BEFORE any occupation.

Reason: *The need for Council to ensure that works have been carried out in accordance with the approved plans, specifications and the relevant legislation/standards.*

(5) **Siting:** The applicant is responsible to ensure that the building is sited on the allotment and constructed to the design levels approved by Council as specified on the approved site plan.

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

(6) **Variations:** No alteration to approved plans and specifications is allowed unless separately approved by Council.

Reason: *To ensure the designs meet regulations and standards, and are in line with Council policies.*

(7) **Site Encroachment Prohibited:** The structure shall be erected solely within the property boundaries. Guttering and eaves should not overhang Lot boundaries, having a minimum distance of 450mm between the overhang of any eaves/guttering and the side boundaries of the allotment.

Reason: *To ensure that no encroachments occur onto neighbouring properties/Lots.*

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

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

(8) **Smoke Detector:** In a Class 1a building, smoke alarms must be located in—

(a) any storey containing bedrooms, every corridor or hallway associated with a bedroom, or if there is no corridor or hallway, in an area between the bedrooms and the remainder of the building; and
(b) each other storey not containing bedrooms.
(c) The smoke detectors/alarms shall be installed as per Australian Standard AS3786.
(d) powered from the consumer mains source where a consumer mains source is supplied to the building; and
(e) interconnected where there is more than one alarm.

(9) **Termite Protection:** The building and immediate surrounds shall be treated in accordance with Australian Standard 3660.1 for protection against subterranean termites, and a copy of the guarantee submitted to Council.

NB: If a chemical system is selected for use as a barrier against termite attack, a durable notice shall be attached to the house providing information relating to the treatment supplied and the chemical used. This notice should be affixed permanently in either the electric meter box or at the entrance to the sub-floor area.

Whilst the Building Code of Australia (BCA) and AS 3660.1 prescribe measures for protection in relation to the structural elements of a building, there are many other elements which may be susceptible to termite attack. Council therefore, encourages builders and owners to take general protective measures against termite attack according to approved industry standards and practices.

No protective measure is permanent. Owners should therefore, arrange regular inspections of their building by appropriate experts.

Reason: *To protect the building from termite attack.*

(10) **Occupation Certificate Required:** Prior to commencement of the use (and/or) occupation of the subject development, a satisfactory final inspection (and/or) occupation certificate must be issued by the Principal Certifying Authority. An Occupation Certificate must be applied for via the Planning Portal, select your development and apply for a "Related Certificate".

Reason: *To ensure compliance with approval.*

(11) **Section 68 Certificate Required:** If the units will be approved under the Local Government Act, an Approval to Install a Transportable Dwelling, pursuant to Section 68 of the Local Government Act 1993, as amended, must be obtained from Council prior to the building being erected/established on the subject land.

NOTE 1: Council will determine the Section 68 Application and impose any relevant conditions. The applicant is advised to read the Approval and comply with the conditions as appropriate.

Reason: *To enable the design of the proposed work to be assessed, in detail, before any work commences on site, and because it is in the public interest that the development comply with the appropriate construction standards and Section 68 of the Local Government Act 1993, as amended.*

(12) **Lapsing of Consent:** This consent is limited to a period of 5 years from the date of the Notice of Determination, unless the works associated with the development have physically commenced.

Reason: *To ensure compliance with the Environmental Planning & Assessment Act 1979.*

(13) **Waste Storage During Construction:** Provision shall be made on site for the proper storage and disposal of waste such that no builders' waste shall be left in the open. Specific attention should be given to items which are subject to relocation by the action of wind, eg. paper, sheets of iron, ridge capping, cement and lime bags and the like.

Reason: *To ensure that the site is not a source of wind-blown litter.*

(14) **Water and Sewerage Connection:** Before the approval of the Construction Certificate and/or the Section 68 approval, the applicant needs to submit a services plan detailing water and sewer connections, to be approved by Council's Engineer.

All connections to, or alteration to, any sewerage lines MUST be carried out by a Licensed Plumber/Drainer.

Please ensure a Sewerage Diagram is provided to Council on completion (template attached) and prior to the issue of an Occupation Certificate.

Reason: *To ensure a minimum standard of workmanship in relation to any sewer and drainage activity.*

(15) **Water Proofing of Wet Areas:** The installation of a water proof membrane of internal wet areas as nominated in this Consent shall be undertaken to the standards of AS 3740 2004 and for a Certificate of Installation to be submitted to the Council. The installer shall be a person who holds a Water Proofing Licence with the Department of Fair Trading. The Certificate issued shall meet the requirements of the Council or PCA in terms of warranty and application. The sealed area in the shower recess shall be subject to a 24 hour water test and is a mandatory inspection requirement. The number of coats shall be applied on the floor outside the door leading to the treated wet area.

Reason: *To ensure the water proof measures of the National Construction Code and the Australian Standard are observed and adhered to.*

(16) **Fencing:** Any fencing installed on the boundaries of the allotment must be in accordance with Hay Shire Council's Fencing Policy, with the exception of the front fence as per the application.

Reason: *Compliance with Hay Shire Council's Fencing Policy and minimise impact on traffic safety.*

(17) **Easements:** The applicant is required to ensure that any easements registered over the title to the land are complied with.

Reason: *Compliance with legal documents.*

(18) **Vehicular Crossing/Driveway:** If it is proposed to construct a new (or alter) a vehicular crossing on the public footpath or road verge, a Road Opening Permit must be applied for. This will need to be before commencement of construction. All costs to driveways are to be borne by the applicant.

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

(19) **Demolition Works:** Demolition of existing building or structures is to be carried out in a manner so that the risk of injury to health and safety of site personnel and public persons will be minimised.

Identify and locate service supply mains – Water, Electricity and notify the controlling authority to disconnect such services prior to demolition.

All debris is to be removed from the site and disposed of at Hay Waste Depot, in the building refuse section of the garbage depot. Please note that a separate fee applies for disposal of waste at Council's waste depot. You should contact Council's Waste Service Officer for an estimate of costs in this regard.

Reason: *To ensure the safety and to minimise the disruption to services through damage to same.*

(20) **Excavation Safety:**
All excavations and back-filling associated with the erection or demolition of a building must be executed safely and in accordance with appropriate professional standards. The adjoining property owner is to be given seven (7) days notice.
All excavations associated with the erection or demolition of a building must be properly guarded and protected to prevent them from being dangerous to life or property.

Reason: *Regulatory compliance*

(21) **Waste Removal:**
All debris and any waste fill is to be removed from the site and disposed of at Hay Garbage Depot, in the building refuse section of the garbage depot. Please note that a separate fee applies for disposal of waste at Council's waste depot. You should contact Council's Works Operations Manager for an estimate of costs in this regard.

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

(22) **Waste Storage During Construction:**
Provision shall be made on site for the proper storage and disposal of waste such that no builders' waste shall be left in the open. Specific attention should be given to items which are subject to relocation by the action of wind, eg. paper, sheets of iron, ridge capping, cement and lime bags and the like.

Reason: *To ensure that the site is not a source of wind-blown litter.*

(23) **Asbestos Removal:**
Any quantity of asbestos, whether it be stabilised or non-stabilised (loose), should be undertaken with care. Stabilised asbestos can include fibro sheets, fibro roofing, fibro water pipes, and bituminous floor tiles. If you are removing more than 10 sq. mtrs. of surface area you will need to have a specially licensed person with Workcover, authorised to undertake such work. If you are removing stabilised asbestos sheeting, roofing, etc. observe the following precautions:

- Remove entire sheets of materials without breaking the product, ie punch nail holes through rather than break the sheet, take down – don't drop.
- Thoroughly wet each sheet of the waste before removing.
- Wrap the sheeting in plastic 200 microns thick.
- When transporting, make sure the top of the trailer is taped over with plastic sheeting and secured.
- Transport to an asbestos authorised disposal area, ie Hay Waste Depot is authorised, provided prior notice has been given so that the disposal pits are specially opened up and protective gear is worn by the operator of the plant.
- When unloading do not drop on the ground but gently place into the areas as directed by the Council operator.
- Do not use power tools which expose the asbestos fibres.
- Do not scrub or water-blast any asbestos cement sheeting.
- Do not slide sheets over other sheets, as this will release fibres.
- Wear a protective mask and goggles.

Websites with additional information are at www.asbestosawareness.com.au and Council's website, www.hay.nsw.gov.au.

Reason: *To minimise the risk of asbestosis and to dispose of this harmful product in a safe secure manner at an accredited disposal point.*

(24) **Details Required for Concrete Footings**
Details of all structural concrete footings shall be submitted with the Section 68 application.

Reason: *It is in the public interest that all building elements are able to withstand the combination of loads and other actions to which it may be subjected.*

Development Application Form

HAY SHIRE COUNCIL

(Highlighted fields indicate changes)

Portal Application number: PAN-591946

Council Application number: 2026-11

Edited on: 23/04/2026

Primary Applicant Details

	Current Application Details ({1})	Previous Application Details ({1})
First given name	Dylan	Dylan
Family name	lund	lund
Other given name/s	James	James
Contact number	0458271625	0458271625
Email	dylan.lund8@gmail.com	dylan.lund8@gmail.com
Address	379 RUSSELL STREET HAY SOUTH 2711	379 RUSSELL STREET HAY SOUTH 2711
Are you applying on behalf of a business or company?	No	No

Owner/s details

	Current Application Details ({1})	Previous Application Details ({1})
Who owns the development site?	I am the only owner of the development site	I am the only owner of the development site

Developer details

	Current Application Details ({1})	Previous Application Details ({1})
ABN	16076968688	16076968688
Name	RUSSELL TURNER	RUSSELL TURNER
Trading Name	RUSSELL TURNER	RUSSELL TURNER
Email	rtbrandm@gmail.com	rtbrandm@gmail.com

Crown development

	Current Application Details ({1})	Previous Application Details ({1})
Is crown development?	No	No

Site access

	Current Application Details ({1})	Previous Application Details ({1})
Are there any security or site conditions which may impact the person undertaking the inspection? For example, locked gates, animals etc.	No	No

Development application type

	Current Application Details ({1})	Previous Application Details ({1})
What is the application type?	Development application	Development application

Select the site of the development

HAY SHIRE COUNCIL

	Current Application Details ({1})	Previous Application Details ({1})
Site #	1	1
Street address	RUSSELL STREET HAY SOUTH 2711	RUSSELL STREET HAY SOUTH 2711
LGA	HAY	HAY
Primary address?	No	No
Site #	2	2
Street address	379 RUSSELL STREET HAY SOUTH 2711	379 RUSSELL STREET HAY SOUTH 2711
LGA	HAY	HAY
Primary address?	Yes	Yes

Planning controls affecting property

	Current Application Details ({1})	Previous Application Details ({1})
What type of development are you proposing?	Residential Accommodation, Dwelling House, Demolition, Erection of a new structure	Residential Accommodation, Dwelling House, Demolition, Erection of a new structure
Please provide a detailed description of the development	Construction of three single story dwellings, demolition of shed and 1.5m front fence.	construction of three single story dwellings and demolition of shed

Provide details of your proposed development

	Current Application Details ({1})	Previous Application Details ({1})
Proposed gross floor area (m2)	86	86
Total site area (m2)	1269	1269

	Current Application Details ({1})	Previous Application Details ({1})
What is the estimated development cost, including GST?	122000	122000
Estimated development cost	120000	120000

BASIX certificate

	Current Application Details ({1})	Previous Application Details ({1})
Do you have one or more BASIX certificates?	No	No

Subdivision

	Current Application Details ({1})	Previous Application Details ({1})
Is Subdivision proposed?	No	No
Category of development #	1	1
Category of development	Residential accommodation	Residential accommodation

Car parking spaces	4	4
Motorcycle spaces	0	0
Bicycle spaces	0	0

HAY SHIRE COUNCIL

Proposed operating details

	Current Application Details ({1})	Previous Application Details ({1})
Is a new road proposed?	No	No

Number of parking spaces

	Current Application Details ({1})	Previous Application Details ({1})
Is the development to be staged?	No, this application is not for concept or staged development	No, this application is not for concept or staged development

Climate zone

	Current Application Details ({1})	Previous Application Details ({1})
What climate zone/s is the development in? Climate Zone: select all that apply	Climate zone 8 - alpine	Climate zone 8 - alpine
Has the climate zone impacted the design of the development?	No	No

Related planning information

	Current Application Details ({1})	Previous Application Details ({1})
Is the application for integrated development?	No	No
Is your proposal categorised as designated development?	No	No
Is your proposal likely to significantly impact on threatened species, populations, ecological communities or their habitats, or is it located on land identified as critical habitat?	No	No
Is this application for biodiversity compliant development?	No	No
Does the application propose a variation to a development standard in an environmental planning instrument (eg LEP or SEPP)?	No	No
Is the application accompanied by a Voluntary Planning Agreement (VPA)?	No	No

Section 68 of the Local Government Act

	Current Application Details ({1})	Previous Application Details ({1})
Is approval under s68 of the Local Government Act 1993 required?	No	No
Have you already applied for approval under s68 of the Local Government Act?	No	No
Was the s68 applied for via the NSW Planning Portal?	No	No

Tree works

	Current Application Details ({1})	Previous Application Details ({1})
Is tree removal and/or pruning work proposed?	No	No

HAY SHIRE COUNCIL

Local heritage

	Current Application Details ({1})	Previous Application Details ({1})
Does the development site include an item of environmental heritage or sit within a heritage conservation area?	No	No
Are works proposed to any heritage listed buildings?	No	No
Is heritage tree removal proposed?	No	No

Affiliations and Pecuniary interests

	Current Application Details ({1})	Previous Application Details ({1})
Is the applicant or owner a staff member or councillor of the council assessing the application?	No	No
Does the applicant or owner have a relationship with any staff or councillor of the council assessing the application?	No	No

Political Donations

	Current Application Details ({1})	Previous Application Details ({1})
Are you aware of any person who has financial interest in the application who has made a political donation or gift in the last two years?	No	No

Sustainable Buildings

	Current Application Details ({1})	Previous Application Details ({1})
Is the development exempt from the State Environmental Planning Policy (Sustainable Buildings) 2022, Chapter 3, relating to non-residential buildings?	Yes	Yes

	Current Application Details ({1})	Previous Application Details ({1})
Provide reason for exemption. Is the development any of the following?	Development that is wholly residential	Development that is wholly residential

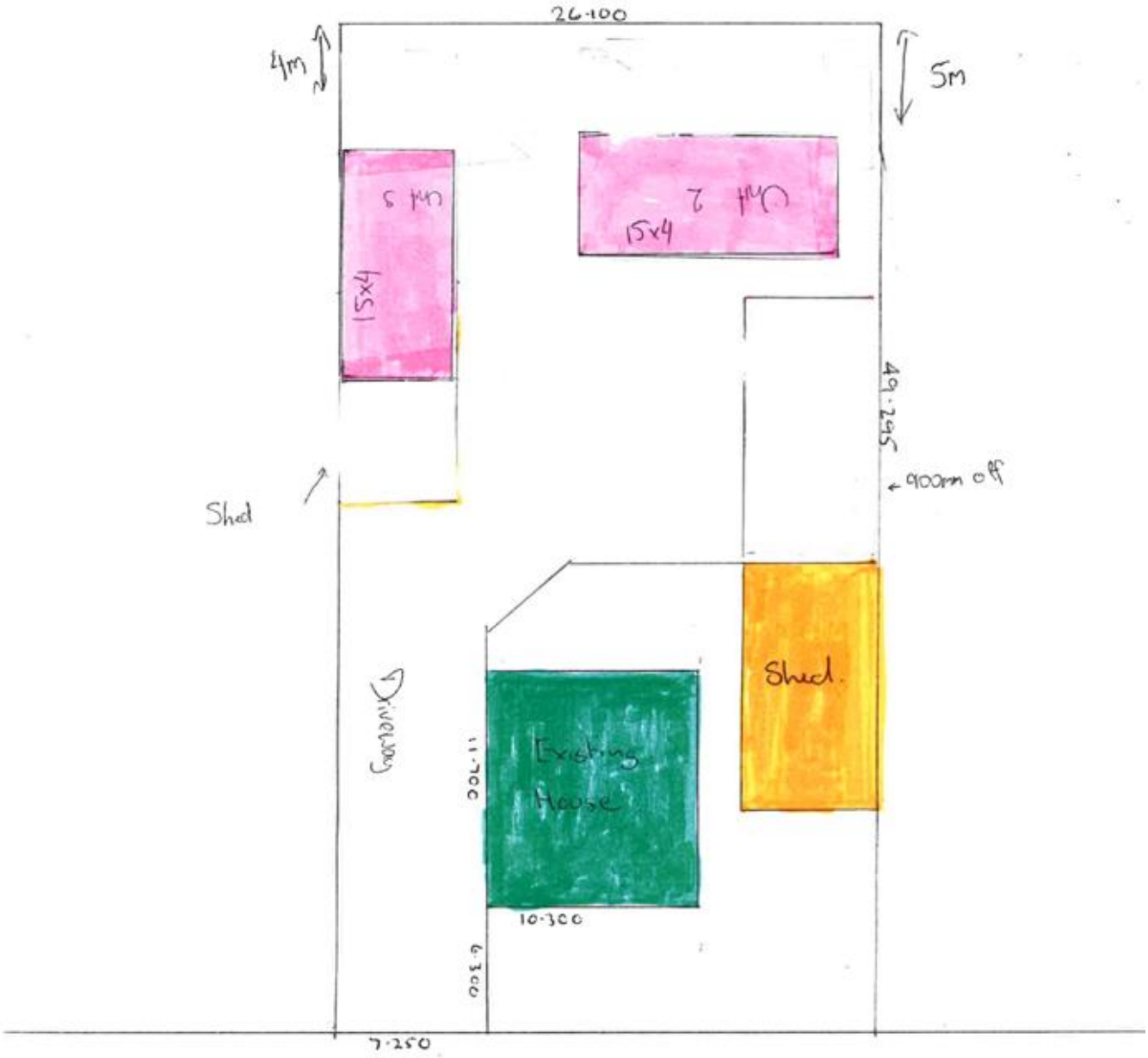
Payer details

	Current Application Details ({1})	Previous Application Details ({1})
Select the option that is applicable	Individual	Individual
First Name	Dylan	Dylan
Other given name(s)	James	James
Family name	lund	lund
Contact number	0458271625	0458271625
Email address	dylan.lund8@gmail.com	dylan.lund8@gmail.com
Billing address	379 RUSSELL STREET HAY SOUTH 2711	379 RUSSELL STREET HAY SOUTH 2711

379 Russell St Hay – Proposed Units.

Site Plan

Scale 1:200.



379 Russell St Hay – Proposed Units.

Site Plan

Objection to Development at 379 Russell Street, Hay.

[redacted]
Hay NSW 2711
[redacted]
28th April 2026

Dear Sir,

Re: Notification of Development Proposal
DA No. 2026-11
379 Russell Street, Hay

We, [redacted] are writing to formally object to the proposed development at 379 Russell Street. As the owners of the adjoining property, we are directly affected by the impacts this development will have on the surrounding neighbourhood and our quality of life.

1. Upon inspection of the property, it is duly noticed there is a new fence already in existence, which is contrary to the type of development stated in the schedule. Is this then a retrospective approval, based on the fence already being there?

2. **Traffic, Parking and Safety concerns** – Russell Street is a narrow road, currently experiencing issues with on street parking as it is. The plans for development show no allowance for parking internally on the property and this is a concern for the following reasons:
    a. Russell Street is a narrow one-way street with limited manoeuvrability, especially with cars parked on the street.
    b. Increased traffic flow from new residents will worsen on-street parking, elevation congestion in the street.
    c. Safety concerns for elderly residents and children living on the street due to increased traffic flow.

3. **Increased noise and disturbance** – the scale and intensity of the development will bring four residences on the one block of land. This will introduce increased noise levels, both during construction and ongoing occupancy. This is likely to exceed the characteristic noise levels of the existing neighbourhood.

4. **Overdevelopment of the site** – the proposed development is not in keeping with the established nature of the neighbourhood. Our concern is - has a subdivision of land taken place to allow the addition of three new separate dwellings or are

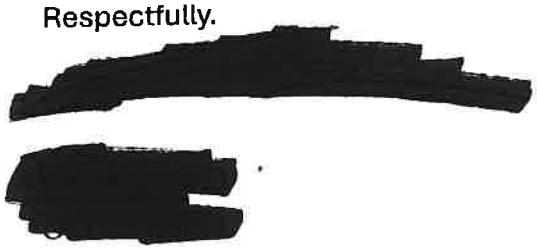
they just allowed to erect three new structures on what is already a property with an established house? This seems to be an overdevelopment of a site in terms of both building and potential population density on a given piece of land.

5. **Environmental impacts** – internal tree removal has already taken place with denudes the property, leaving a loss of shade. With the number of proposed dwellings there will be increased storm water run off from rainfall and the reduced green space will negatively impact on the biodiversity and drainage on the property.

6. **Privacy impacts** – four dwellings on the one property will enable direct overlooking onto our property and this is inconsistent with reasonable expectations of residential privacy.

We respectfully request that the council refuse the development application based on the impact that four dwellings and increased occupancy could have in Russell Street.
We would appreciate being kept informed of any updates and we thank you for considering our submission.

Respectfully.



[redacted]

Hay NSW 2711

3rd May 2026

Mr J Terblanche

Hay Shire Council

P O Box 141

Hay NSW 2711

To Mr Terblanche

We both wish to strongly oppose the Development Proposal for 379 Russell Street, Hay.

The reasons are:

1. The increase of noise from 4 houses on the small block at the rear of ours.
2. The unit would overlook our yard and we would lose our privacy.
3. Where would the vehicles from the units park?

We moved over to South Hay years ago for a quiet life and to get away from close neighbours, at present it is a good safe neighbourhood where everyone looks out for each other and their property. We feel that this would change with the intensive housing on the adjoining block.

[redacted]

[redacted]

[redacted]

[redacted]

30th April 2026

Hay Shire Council
Mr Jack Terblanche
Executive Manager- Planning and Compliance
P O Box 141
Hay NSW 2711

Dear Mr Terblanche

RE: Notification of Development Proposal
DA No 2026-11
379 Russell Street, Hay

I am pleased that Council has decided to consider informing us of the above development application, unlike the units that where placed next to our residential property without any formal notification and right of objection.

I wish to strongly object to the development on the following reasons:

1. **Overdevelopment of the site. The property has always been a single dwelling site**
2. **Sewerage overload. We experience blockages from the sewerage backing up from the main line on a regular basis. We have been informed by plumbers and council staff that the regular problems is from the councils main. This will only put more pressure in the sewerage line.**
3. **The increased noise from such high density housing on a small block of land.**
4. **The lack of privacy screening with the dwellings so close to the fence line.**
5. **The lack of detail as to where the vehicles from each unit will be parked and the noise from the vehicles in such a confined area.**
6. **The increased road traffic past our house as Russell Street is a one way street. There are a lot of people and children that regularly walk along Lang Street.**

In closing I feel the units would have a detrimental effect on the area with issues detailed above as we already have extensive noise from the units that where placed in the caravan park without any consultation with existing neighbours.

Kellie Rutledge

From: [redacted]
Sent: Tuesday, 5 May 2026 4:59 PM
To: Hay Shire Council; David Webb
Subject: Objection to Development Proposal DA: 2026-11

Follow Up Flag: Follow up
Flag Status: Completed

Hay Shire Council 134 Lachlan street
Hay NSW 2711
To whom this may concern,

Subject: Objection to Development Proposal
DA: 2026-11

I am writing as a nearby resident to formally raise concerns regarding the proposed development notified in my area. While I understand the need for responsible development, I object to the proposal on the grounds outlined below.

1. Overcrowding and Overdevelopment

The proposal appears to introduce an excessive number of dwellings on a single block. This raises serious concerns about overdevelopment and the long-term livability of the area. The increased density is inconsistent with the existing residential character of the neighbourhood and may place undue strain on local infrastructure and services.

2. Traffic and Safety Impacts

The increased number of occupants and dwellings will inevitably lead to significantly higher traffic volumes. This raises concerns regarding road safety, congestion, and the adequacy of existing parking arrangements in what is currently a quiet residential street.

3. Unapproved Boundary Works

A 1.5-metre fence has already been erected on the site. There is concern that this structure may have been installed without proper approval, and its scale contributes to visual bulk and impacts on neighbouring properties, including reduced sightlines and neighbourhood amenity.

4. Asbestos Handling and Health Risks

There are serious concerns regarding the handling and removal of asbestos on the site. If asbestos removal has not been conducted in accordance with safety regulations and proper containment procedures, this presents a potential health risk to surrounding residents, workers, and the wider community. This issue requires urgent investigation and confirmation of compliance with safety standards.

Conclusion

Given the cumulative impact of overdevelopment, increased traffic, unapproved works, and potential health risks associated with asbestos handling, I respectfully request that Council carefully reconsider this proposal. At a minimum, I ask that a full compliance review and safety inspection be conducted before any approval is granted.

I trust Council will give these concerns due consideration in the interest of maintaining the safety, character, and amenity of the neighbourhood.

Yours sincerely,

[redacted]

Kellie Rutledge

From: [redacted]@outlook.com>
Sent: Tuesday, 5 May 2026 1:55 PM
To: Hay Shire Council
Subject: Notification of development proposal DA no: 2026-11 379 Russell st hay

Importance: High

General Manager
Hay Shire Council
134 Lachlan Street,
Hay NSW 2711

To whom it may concern,

Re: notification of Development Proposal
DA No: 2026-11
379 Russell street Hay NSW 2711.

I am writing to formally lodge a complaint and request an urgent investigation into the proposed construction at 379 Russell street Hay which is [redacted]
Hay NSW 2711.

While I acknowledge the need for housing within the community, this development has raised significant concerns regarding safety, amenity, planning, and compliance, all of which have the potential on impacting my property and quality of life.
If construction commences there will be risk of ongoing noise, dust, and disruption, affecting the quiet enjoyment of my home. I am also concerned about the long-term impacts once the development is complete.
There are serious concerns regarding safety, particularly due to the expected increase in vehicle movements associated with multiple dwellings on a single block. This is likely to create hazards in what has traditionally been a quiet one-way residential street, increasing the risk of accidents and posing danger to residents including children and pedestrians.
Traffic and parking are also major concerns. The addition of several dwellings is likely to lead to congestion and limited parking availability, which may result in vehicles occupying the street and further impacting safety and accessibility.
I believe this development represents an overdevelopment of a single residential block. The density appears inconsistent with the character of the surrounding area and places additional strain on local infrastructure and services. I am also concerned about increased noise levels from ongoing occupancy and activity.
In addition, I have concerns about the potential impact on the future value of my property due to the scale and nature of this development. I am also concerned about the type and quality of construction, as well as the overall appearance of the units, and whether they will be in keeping with the existing streetscape.
Further to this, I wish to raise several serious compliance and site-specific concerns:

- A fence approximately 1.5 metres in height has already been constructed without any apparent approval.

- The proposed drainage plans indicate runoff away from the legal point of discharge, raising concerns about potential flooding, water damage, and non-compliance with drainage regulations.
- There are concerns regarding additional overhead services, including power lines, potentially running over my driveway. My driveway has low clearance, and any further overhead infrastructure presents a significant safety hazard with the potential to cause harm and restrict access.
- Water and telecommunications (Telstra) services located within the proposed driveway area do not appear to have adequate cover or protection. These services have already been damaged and required repair by Council, which raises serious concerns about planning and execution.
- There appears to be a lack of appropriate and coordinated planning. The plans provided are vague, unclear, and do not adequately address the impacts on neighbouring properties.
- I have serious concerns that the land at the rear of the property may be contaminated with asbestos following the demolition of an outdoor structure. This demolition appears to have occurred without proper approval, notification, or visible safety controls. This raises significant health and environmental concerns, particularly if the site has not been properly assessed, cleared, and certified prior to further construction.

Given the seriousness of these issues, I request that Council:

1. Conduct an immediate compliance inspection of the site.
2. Confirm whether all works to date have been approved and are being carried out in accordance with relevant planning and building regulations.
3. Investigate the handling of potential asbestos contamination and confirm what measures have been taken to ensure the site is safe.
4. Review the drainage, services, and infrastructure plans to ensure they meet all legal and safety requirements.
5. Provide clear, detailed documentation outlining approved plans, conditions of consent, and how Council intends to monitor compliance moving forward.

At this stage, I am extremely concerned that appropriate planning, approvals, and safety measures have not been properly followed. The current situation presents potential risks to safety, property, and health, and requires urgent attention.

I request a written response addressing these concerns as a matter of priority.

Yours faithfully,

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From: Dylan Lund
To: Kellie Rutledge
Cc: Jasmine Gregory
Subject: Re: DA 2026-11- Units/demolition/fence - 379 Russell St Hay-
Date: Thursday, 7 May 2026 2:29:47 PM
Attachments: image263001.jpg

7 May 2026

Jack Terblanche
Executive Manager Planning & Compliance
Hay Shire Council
PO Box 141
Hay NSW 2711

Dear Mr Terblanche,

RE: Development Application – 379 Russell Street, Hay NSW

Response to Concerns Raised by Adjoining Residents

We refer to correspondence received regarding concerns raised by neighbouring residents in relation to the proposed development at 379 Russell Street, Hay.

The applicant appreciates the opportunity to respond to the matters raised and provides the following comments for Council's consideration.

1. Privacy and Residential Amenity
   The proposed development has been designed with consideration to neighbouring properties and residential amenity. Appropriate fencing and landscaping treatments can be incorporated along boundaries to assist in maintaining privacy between adjoining properties. Window placement and orientation will also be considered to minimise any potential overlooking impacts.
2. Traffic and Parking
   Adequate on-site parking has been provided within the development to minimise any impact on existing street parking within Russell Street. Vehicle access arrangements are straightforward and suitable for the scale of the development. Traffic generation associated with the proposal is expected to remain low and consistent with normal residential activity within the locality.
3. Noise Impacts
   The proposed use is residential in nature and is not anticipated to create unreasonable noise impacts beyond what would ordinarily be expected within a residential area. During construction, works will be undertaken within standard approved construction hours and in accordance with

relevant environmental and Council requirements.

4. Safety Concerns
   The proposal is not considered to introduce any unusual safety concerns for neighbouring residents or the broader community. Vehicle movements associated with the development are anticipated to be minimal, and all construction activities will be managed in accordance with applicable safety standards and requirements.
5. Character of the Area and Overdevelopment
   The development has been designed to complement the existing residential character of the surrounding area while contributing additional housing opportunities within Hay. The scale and appearance of the proposed buildings will remain consistent with residential development objectives and the established streetscape.
6. Stormwater and Environmental Considerations
   Stormwater will be collected and managed in accordance with Council's engineering requirements to ensure no adverse impacts occur to adjoining properties. Landscaping and site management measures will also be implemented where practical to maintain the presentation and environmental quality of the site.
7. Compliance with Council Requirements
   All works associated with the development, including utility connections, fencing and associated infrastructure, will be undertaken in accordance with Council requirements and relevant authority standards.

The applicant respectfully submits that the concerns raised can be appropriately managed through the design of the development and compliance with Council conditions of consent.

Accordingly, we request Council continue its assessment of the application favourably.

Should Council require any further information or clarification, please do not hesitate to contact the undersigned.

Yours faithfully,

Dylan Lund

On Thu, 7 May 2026 at 11:58 am, Kellie Rutledge <krutledge@hay.nsw.gov.au> wrote:

> Good morning, Dylan

C2 - DA2026-12 – Demolition of all buildings at 264 Lachlan St, Hay

REPORTING OFFICER	General Manager
ATTACHMENTS	A: Development Application Form B: Heritage Report C: Applicant response to Heritage Report

INTRODUCTION

Hay Shire Council received an application for the Demolition of all buildings and structures at 264 Lachlan Street, Hay (Lot 1 DP 812034).

Owner: Lance A Edmonds
Applicant: Lance Edmonds
Zoning: RU5 Village
Use: Residential

The site is 1458m² and contains a dwelling and several smaller outbuildings. The site, in particular the dwelling (Gatekeepers Cottage), is listed as Heritage in the Hay Local Environmental Plan 2011. The listing (I13) is “locally significant”, rather than State, so can be handled at local level.

Aerial view of site – 264 Lachlan St, Hay

Surrounding uses and location of Railway Station

COMMENTARY

According to Section 4.15 of the Environmental Planning and Assessment Act 1979, a consent authority needs to take the following matters in consideration in assessing a development application:

(a) the provisions of—

(i) any environmental planning instrument, and

(ii) any proposed instrument that is or has been the subject of public consultation under this Act and that has been notified to the consent authority (unless the Planning Secretary has notified the consent authority that the making of the proposed instrument has been deferred indefinitely or has not been approved), and

(iii) any development control plan, and

(iiia) any planning agreement that has been entered into under section 7.4, or any draft planning agreement that a developer has offered to enter into under section 7.4, and

(iv) the regulations (to the extent that they prescribe matters for the purposes of this paragraph),

that apply to the land to which the development application relates,

(b) the likely impacts of that development, including environmental impacts on both the natural and built environments, and social and economic impacts in the locality,

(c) the suitability of the site for the development,

(d) any submissions made in accordance with this Act or the regulations,

(e) the public interest.

Planning Controls

The Zoning of the site is RU5 Village, which has the following provisions:

1 ***Objectives of zone***
- *To provide for a range of land uses, services and facilities that are associated with a rural village.*
- *To ensure that development in village areas is compatible with the environmental capability of the land, particularly in terms of the capacity of that land to accommodate on-site effluent disposal.*
- *To retain and facilitate expansion and redevelopment of the existing central business district of the Hay urban area and to further strengthen the core retail functions of this area.*
- *To encourage appropriate business development at the intersection of Cobb, Mid-Western and Sturt Highways that services the needs of the travelling public.*
- *To encourage appropriate tourist development within the Hay urban area.*

2 ***Permitted without consent***
Environmental protection works; Home-based child care; Home occupations; Roads; Water reticulation systems

3 ***Permitted with consent***
Centre-based child care facilities; Community facilities; Dwelling houses; High technology industries; Home industries; Liquid fuel depots; Neighbourhood shops; Oyster aquaculture; Places of public worship; Recreation areas; Recreation facilities (indoor); Recreation facilities (outdoor); Respite day care centres; Schools; Tank-based aquaculture; Any other development not specified in item 2 or 4

4 ***Prohibited***
Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Cellar door premises; Electricity generating works; Extractive industries; Farm buildings; Farm stay accommodation; Forestry; Heavy industrial storage establishments; Industries; Local distribution premises; Marinas; Mooring pens; Moorings; Open cut mining; Roadside stalls; Rural industries; Rural workers' dwellings; Sex services premises; Waste disposal facilities; Wharf or boating facilities

Demolition is permitted with development consent pursuant to Clause 2.7 of the LEP. The applicant's long-term intention is to replace the structures with multi-dwelling housing ("The Heritage Square"). While residential accommodation is permitted with consent within the RU5 zone, the current application formally seeks consent only for the demolition of the existing structures. There is however the heritage aspects of the proposed demolition, that trigger clause 5.10 of the Hay LEP:

5.10 Heritage conservation
Note.
Heritage items (if any) are listed and described in Schedule 5. Heritage conservation areas (if any) are shown on the Heritage Map as well as being described in Schedule 5.
(1) ***Objectives*** *The objectives of this clause are as follows—*
(a) to conserve the environmental heritage of Hay,
(b) to conserve the heritage significance of heritage items and heritage conservation areas, including associated fabric, settings and views,
(c) to conserve archaeological sites,
(d) to conserve Aboriginal objects and Aboriginal places of heritage significance.
(2) ***Requirement for consent*** *Development consent is required for any of the following—*
(a) demolishing or moving any of the following or altering the exterior of any of the following (including, in the case of a building, making changes to its detail, fabric, finish or appearance)—
(i) a heritage item,
(ii) an Aboriginal object,
(iii) a building, work, relic or tree within a heritage conservation area,

(b) altering a heritage item that is a building by making structural changes to its interior or by making changes to anything inside the item that is specified in Schedule 5 in relation to the item,
(c) disturbing or excavating an archaeological site while knowing, or having reasonable cause to suspect, that the disturbance or excavation will or is likely to result in a relic being discovered, exposed, moved, damaged or destroyed,
(d) disturbing or excavating an Aboriginal place of heritage significance,
(e) erecting a building on land—
(i) on which a heritage item is located or that is within a heritage conservation area, or
(ii) on which an Aboriginal object is located or that is within an Aboriginal place of heritage significance,
(f) subdividing land—
(i) on which a heritage item is located or that is within a heritage conservation area, or
(ii) on which an Aboriginal object is located or that is within an Aboriginal place of heritage significance.
*(3) **When consent not required** However, development consent under this clause is not required if—*
(a) the applicant has notified the consent authority of the proposed development and the consent authority has advised the applicant in writing before any work is carried out that it is satisfied that the proposed development—
(i) is of a minor nature or is for the maintenance of the heritage item, Aboriginal object, Aboriginal place of heritage significance or archaeological site or a building, work, relic, tree or place within the heritage conservation area, and
(ii) would not adversely affect the heritage significance of the heritage item, Aboriginal object, Aboriginal place, archaeological site or heritage conservation area, or
(b) the development is in a cemetery or burial ground and the proposed development—
(i) is the creation of a new grave or monument, or excavation or disturbance of land for the purpose of conserving or repairing monuments or grave markers, and
(ii) would not cause disturbance to human remains, relics, Aboriginal objects in the form of grave goods, or to an Aboriginal place of heritage significance, or
(c) the development is limited to the removal of a tree or other vegetation that the Council is satisfied is a risk to human life or property, or
(d) the development is exempt development.
*(4) **Effect of proposed development on heritage significance** The consent authority must, before granting consent under this clause in respect of a heritage item or heritage conservation area, consider the effect of the proposed development on the heritage significance of the item or area concerned. This subclause applies regardless of whether a heritage management document is prepared under subclause (5) or a heritage conservation management plan is submitted under subclause (6).*
*(5) **Heritage assessment** The consent authority may, before granting consent to any development—*
(a) on land on which a heritage item is located, or
(b) on land that is within a heritage conservation area, or
(c) on land that is within the vicinity of land referred to in paragraph (a) or (b),
require a heritage management document to be prepared that assesses the extent to which the carrying out of the proposed development would affect the heritage significance of the heritage item or heritage conservation area concerned.
*(6) **Heritage conservation management plans** The consent authority may require, after considering the heritage significance of a heritage item and the extent of change proposed to it, the submission of a heritage conservation management plan before granting consent under this clause.*
*(7) **Archaeological sites** The consent authority must, before granting consent under this clause to the carrying out of development on an archaeological site (other than land listed on the State Heritage Register or to which an interim heritage order under the Heritage Act 1977 applies)—*
(a) notify the Heritage Council of its intention to grant consent, and
(b) take into consideration any response received from the Heritage Council within 28 days after the notice is sent.

*(8) **Aboriginal places of heritage significance** The consent authority must, before granting consent under this clause to the carrying out of development in an Aboriginal place of heritage significance—*
(a) consider the effect of the proposed development on the heritage significance of the place and any Aboriginal object known or reasonably likely to be located at the place by means of an adequate investigation and assessment (which may involve consideration of a heritage impact statement), and
(b) notify the local Aboriginal communities, in writing or in such other manner as may be appropriate, about the application and take into consideration any response received within 28 days after the notice is sent.
*(9) **Demolition of nominated State heritage items** The consent authority must, before granting consent under this clause for the demolition of a nominated State heritage item—*
(a) notify the Heritage Council about the application, and
(b) take into consideration any response received from the Heritage Council within 28 days after the notice is sent.
*(10) **Conservation incentives** The consent authority may grant consent to development for any purpose of a building that is a heritage item or of the land on which such a building is erected, or for any purpose on an Aboriginal place of heritage significance, even though development for that purpose would otherwise not be allowed by this Plan, if the consent authority is satisfied that—*
(a) the conservation of the heritage item or Aboriginal place of heritage significance is facilitated by the granting of consent, and
(b) the proposed development is in accordance with a heritage management document that has been approved by the consent authority, and
(c) the consent to the proposed development would require that all necessary conservation work identified in the heritage management document is carried out, and
(d) the proposed development would not adversely affect the heritage significance of the heritage item, including its setting, or the heritage significance of the Aboriginal place of heritage significance, and
(e) the proposed development would not have any significant adverse effect on the amenity of the surrounding area.

The property at 264 Lachlan Street is identified as a heritage item of **local significance** listed under Schedule 5, Part 1 of the Hay LEP 2011:

- Item Name: Railway cottages (group) – prominent "Gatekeeper's Cottage", brick outhouse, and accessory timber outbuilding.
- Item Number: I13
- Heritage Significance: The group possesses historical, social, and representative significance as physical evidence of Hay's early railway infrastructure and late 19th-to-early 20th-century transport worker accommodations.

Pursuant to the sub-clauses of Clause 5.10, the following statutory matters must be considered:

- Clause 5.10(2) - Requirement for Consent: Development consent is required for the total or partial demolition of a heritage item. The submission of this DA satisfies the procedural requirement, but the granting of consent is discretionary and subject to heritage impact evaluation.
- Clause 5.10(4) - Effect of Development on Heritage Significance: The consent authority must consider the effect of the proposed development on the heritage significance of the item and its curtilage.

The Applicant's Position (See Attachment C): The applicant argues that the structures are in a state of terminal decay, making restoration economically unviable (estimated at over $530,000). The applicant contends that total demolition and replacement with a modern "Heritage Square" re-interpretation is the most practical use of the land.

Council's Heritage Advisor Assessment (See Attachment B):: Council's Heritage Advisor (Black Mountain Projects), following a site inspection on 26–27 March 2026, confirmed that the heritage listing is appropriate and that the site retains high local structural and cultural value. The Advisor

noted that while the secondary timber outbuilding is severely compromised, the primary Gatekeeper's Cottage and the brick outhouse are structurally capable of stabilisation and repair.

Secondary wooden outbuilding

A detailed evaluation under the sub-clauses of Clause 5.10 is provided below:

- Economic Infeasibility of Conservation vs. Guaranteed Ongoing Disrepair
  - Clause 5.10 inherently presumes that a heritage asset can be practically and safely conserved. However, the physical reality of the Gatekeeper's Cottage is one of terminal structural decay. The applicant has submitted a comprehensive cost analysis demonstrating that a basic stabilization and restoration of the 80m² cottage footprint alone would exceed $530,000. This extreme cost is driven by critical factors such as the severe structural degradation, including compromised electrical wiring, internal wall collapses, and advanced rot in the primary timber framework.
  - In the Hay residential market, the potential rental or capital return on an 80m² single cottage cannot mathematically justify or recover a $530,000+ capital injection. Refusing demolition on theoretical heritage grounds will not result in the restoration of the cottage; instead, it will economically trap the owner,

forcing the building to remain vacant, unhabitable, and left to further deteriorate. Insisting on retention guarantees that the building will simply fall into further ruin, posing an ongoing safety, structural, and fire hazard to the Hay community.

- Visual Amenity and Existing Site Conditions (The Hoarding Constraint)
  - An aerial and physical inspection of 264 Lachlan Street confirms that the property has devolved into a heavily cluttered hoarding site, accumulated with scattered outbuildings, industrial debris, and scrap material. The core heritage item is completely obscured and structurally compromised by this accumulation.
  - The current state of the site severely diminishes the visual amenity of the Lachlan Street streetscape and detracts from the entry corridor of the township. The proposed total demolition provides an immediate, positive environmental outcome by enabling a comprehensive, systematic cleanup of the entire 1,458m² allotment. This will permanently remove an eyesore and replace a degraded hoarding site with a clean, orderly, and purposefully managed residential development.
- Public Benefit: Local Housing Shortage
  - While Clause 5.10 focuses on protecting historical fabric, Council must weigh this against the public interest and the social needs of the present community. Hay is currently experiencing a critical shortage of diverse, compact, and affordable residential housing, which heavily impacts workforce retention and local economic growth.
  - The applicant's redevelopment scheme, "The Heritage Square", directly addresses this crisis by proposing to replace an unhabitable ruin with four (4) high-quality, modern, custom-built 64m² cottages. This represents a significant net increase in local housing stock on an underutilised 1,458m² serviced allotment.

Apart from the above, the applicant will salvage viable physical elements from the original structures, including sound historical timbers and brickwork, to be substantively integrated into the landscaping, common areas, or architectural detailing of the new development. The proposed new dwellings are intentionally designed as a modern re-interpretation of the Caretakers Cottage, utilising heritage-inspired roof pitches, vernacular materials, and front verandahs. This ensures that the "visual memory" and rural character of the original railway cottage are preserved in the streetscape, avoiding a sterile or out-of-character development.

A condition of consent will require a comprehensive, high-resolution photographic archival record of all buildings to be completed prior to any demolition work. This permanently preserves the history of the site in Council's archives for public access.

Environmental, Social and Economic Impacts

The property has functioned for an extended period as a heavily congested hoarding site, characterized by the unmanaged accumulation of scrap metals, industrial rubbish, decaying structural debris, and overgrown vegetation. This current state presents severe biosecurity risks, including harbourage for vermin, and acts as a significant fuel load hazard in a residential zone.

The removal of these structures will permanently eliminate a persistent neighbourhood eyesore, dramatically improving local air quality, soil hygiene, and the visual landscape of the Lachlan Street entry corridor.

Due to the age and deteriorating condition of the timber outstructures and the cottage, there is a verified presence of hazardous materials, including exposed, degrading electrical systems. Leaving the structure to collapse naturally under structural neglect poses an ongoing environmental risk of airborne materials contaminating adjacent properties.

The primary social benefit of approving this demolition is the immediate pathway it opens up for new housing. Hay is experiencing an acute residential housing shortage, which stifles community growth and prevents local businesses from attracting and retaining vital staff. Retaining an unhabitable, dangerous shell provides no benefit to the community. Replacing this structural ruin with four (4) modern 64m² cottages injects critical small-household stock into the local market, offering high-quality living options for essential workers, smaller families, and downsizers.

In its current state, the vacant Gatekeeper's Cottage is an inviting target for illegal trespassing, vandalism, and arson, which can degrade neighbourhood safety.

Site Conditions and unauthorised buildings

Site Suitability

The current state of 264 Lachlan Street as an unhabitable hoarding site represents a major underutilisation of serviced urban land. By permitting demolition, Council removes a localised safety and visual liability, freeing up a lot to improve the housing shortage.

Submissions

The proposal was notified to neighbouring properties within a 100m radius, and also advertised in the Riverine Grazier, with a 14-day exhibition period. No comments were received.

Public Interest

The structural restoration is economically unviable and would indefinitely lock the allotment into a severe state of hazardous neglect and hoarding. By permitting total removal, Council actively helps a housing shortage and eliminates a major streetscape eyesore.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Environmental** 2.1 Council is resilient and adaptive 2.1.1 Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure. **Economic** 3.1 Our community welcomes new and innovative industry to support our future

	3.1.1 Future Ready Businesses 3.1.2 Strengthen Business Support Services 3.1.3 Business Attraction and Investment Growth 3.1.4 Facilitate growth industries including workforce development and skills 3.1.5 Identify opportunities to grow the agricultural sector 3.1.6 Identify opportunities to grow the renewable energy sector **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	N/A
LEGISLATIVE IMPLICATION	Environmental Planning & Assessment Act 1979 Hay Local Environmental Plan 2011
POLICY IMPLICATION	Notification & Advertising of Development Proposals Policy
ASSET IMPLICATION	N/A
RISK IMPLICATION	N/A

RECOMMENDATION

DA2026-12 to demolish all buildings and structures at 264 Lachlan St, Hay be approved with the following conditions:

1. **Compliance with Consent**
   The Development being completed in accordance with plans and specifications stamped by Council being Plan A for 264 Lachlan St, Hay, except where varied by conditions of this consent.

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

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

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

3. **Variations**

No alteration to approved plans and specifications is allowed unless separately approved by Council.

Reason: *To ensure the designs meet regulations and standards, and are in line with Council policies.*

4. **Footpath Construction**
   All work on the public footpath and roadway shall be carried out with due care and regard for the safety and convenience of the public including pedestrians, cyclists and motorists. Special regard shall be paid to caring for the needs of children, the disabled, the infirm and the elderly.

   Reason: *Preservation of the life, health and good will of members of the public*.

5. **Footpath Storage**
   Building materials/machinery not to be stored on Council footway and/or nature strip at any time.

   Reason: *To ensure an adequate level of public safety is maintained.*

6. **Protection of Services & Assets**
   Any damage caused to Council's infrastructure including but not limited to footpaths, roads, drainage, sewer/water services, kerb & gutters, laybacks or other public land shall be restored to Council's satisfaction and at the full cost of the developer. Where a dispute arises over the person(s) responsible for the damage, Council shall reserve the right to carry out work to remedy such damage(s) at the proponent's cost. **PLEASE NOTE, Sewer Mains are located in the back north-west corner of the property.**

   Reason: *To protect Council infrastructure.*

7. **Gates**
   Any gates must open inwards and not encroach onto roads/road reserves.

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

8. **Easements**
   The applicant is required to ensure that any easements registered over the title to the land are complied with.

   Reason: *Compliance with legal documents.*

9. **Lapsing of Consent**
   This consent is limited to a period of 5 years from the date of the Notice of Determination, unless the works associated with the development have physically commenced.

   Reason: *To ensure compliance with the Environmental Planning & Assessment Act 1979.*

10. **Preservation of Historical Details**
    A comprehensive, high-resolution photographic archival record of all buildings to be completed prior to any demolition work. A copy of this needs to be handed to Council before demolition commences.
    Reason: Permanent p*reservation of the history of the site in Council's archives for public access.*

Pre-Lodgement Application Form

HAY SHIRE COUNCIL

Portal Application number: PAN-622725

Applicant contact details

First given name	Lance
Other given name/s	
Family name	Edmonds
Contact number	0458 20608
Email	lanceedmonds85@gmail.com
Address	Po Box 20 Hay NSW 2711
Application on behalf of a company, business or body corporate	No

Owner/s of the development site

Owner/s of the development site	I am the only owner of the development site

Site access details

Are there any security or site conditions which may impact the person undertaking the inspection? For example, locked gates, animals etc.	No

Developer details

ABN	
ACN	
Name	
Trading name	
Address	
Email Address	

Development details

Application type	Development Application
Site address #	1
Street address	264 LACHLAN STREET HAY 2711
Local government area	HAY
Lot / Section Number / Plan	1/-/DP812034 ☑
Primary address?	Yes
Planning controls affecting property	Land Application LEP Hay Local Environmental Plan 2011 Land Zoning RU5: Village Height of Building NA Floor Space Ratio (n:1) NA Minimum Lot Size NA Heritage Gatekeepers Cottages Significance: Local Land Reservation Acquisition NA

	Foreshore Building Line NA

HAY SHIRE COUNCIL

Proposed development

Selected common application types	Alterations or additions to an existing building or structure
Selected development types	Dwelling House
Description of development	Demolition of all buildings & structures
Does the development include affordable housing?	No
Dwelling count details	
Number of dwellings / units proposed	0
Number of storeys proposed	
Number of pre-existing dwellings on site	
Number of dwellings to be demolished	
Existing gross floor area (m2)	0
Proposed gross floor area (m2)	0
Total site area (m2)	0
What is the estimated development cost, including GST?	$2,200.00
Estimated development cost	$2,000.00
Do you have one or more BASIX certificates?	No
Subdivision	
Number of existing lots	
Proposed operating details	
Number of staff/employees on the site	

Number of parking spaces

Number of loading bays	
Is a new road proposed?	No
Concept development	
Is the development to be staged?	No, this application is not for concept or staged development.
Crown development	
Is this a proposed Crown development?	No

Related planning information

Is the application for integrated development?	No
Is your proposal categorised as designated development?	No
Is your proposal likely to significantly impact on threatened species, populations, ecological communities or their habitats, or is it located on land identified as critical habitat?	No
Is this application for biodiversity compliant development?	No
Does the application propose a variation to a development standard in an environmental planning instrument (eg LEP or SEPP)?	No
Is the application accompanied by a Planning Agreement ?	No

Section 68 of the Local Government Act	HAY SHIRE COUNCIL
Is approval under s68 of the Local Government Act 1993 required?	No
10.7 Certificate	
Have you already obtained a 10.7 certificate?	
Tree works	
Is tree removal and/or pruning work proposed?	No
Local heritage	
Does the development site include an item of environmental heritage or sit within a heritage conservation area.	No
Are works proposed to any heritage listed buildings?	No
Is heritage tree removal proposed?	No
Affiliations and Pecuniary interests	
Is the applicant or owner a staff member or councillor of the council assessing the application?	No
Does the applicant or owner have a relationship with any staff or councillor of the council assessing the application?	No
Political Donations	
Are you aware of any person who has financial interest in the application who has made a political donation or gift in the last two years?	No
Please provide details of each donation/gift which has been made within the last 2 years	

Sustainable Buildings

Is the development exempt from the *State Environmental Policy (Sustainable Buildings) 2022* Chapter 3, relating to non-residential buildings?	No
Has the proposed development been designed to enable any of the following sustainability measures?	Other
Provide details	NIl
Provide further detail on the general sustainability provisions and list any relevant documents that accompany this application	NIL
Is the development seeking certification from a sustainability rating system?	No
Embodied emissions for non-residential developments	
Does the NABERS Embodied Emissions Materials Form accompany this application? This is a mandatory document for your development type.	No
Has a voluntary NABERS Agreement to Rate relating to embodied emissions been prepared for each prescribed large commercial development type?	No
Low Emissions Construction Technologies	

Describe any low emissions construction technologies incorporated in the development	NIl HAY SHIRE COUNCIL
Is the development designed to retain or reuse an existing building on site?	No
Is the development designed to use recycled materials from the site or elsewhere?	No
Has a whole of Life Cycle Analysis (LCA) been prepared for this development?	No
Other consideration for large commercial development	
Is the development a prescribed large commercial development that involves any of the following:	No

Payer details

Provide the details of the person / entity that will make the fee payment for the assessment.

The *Environmental Planning and Assessment Regulation 2021* and Council's adopted fees and charges establish how to calculate the fee payable for your development application. For development that involves building or other works, the fee for your application is based on the estimated cost of the development.

If your application is for integrated development or requires concurrence from a state agency, additional fees will be required. Other charges may be payable based on the Council's adopted fees and charges. If your development needs to be advertised, the Council may charge additional advertising fees.

Once this application form is completed, it and the supporting documents will be submitted to the Council for lodgement, at which time the fees will be calculated. The Council will contact you to obtain payment. Note: When submitting documents via the NSW Planning Portal, credit card information should not be displayed on documents attached to your development application. The relevant consent authority will contact you to seek payment.

The application may be cancelled if the fees are not paid:

Selected development types

First name	Lance
Other given name(s)	
Family name	Edmonds
Contact number	0458 20681
Email address	lanceedmonds85@gmail.com
Billing address	Po Box 20 Hay NSW 2711

Application documents

The following documents support the application.

Document type	Document file name
NABERS Embodied Emissions Materials Form	Statement Environ
Owner's consent	Owners Consent
Site Plans	Owners Consent
Statement of environmental effects	Statement Environ

Applicant declarations

I declare that all the information in my application and accompanying documents is , to the best of my knowledge, true and correct.	Yes
I understand that the development application and the accompanying information will be provided to the appropriate consent authority for the purposes of the assessment and determination of this development application.	Yes
I understand that if incomplete, the consent authority may request more information, which will result in delays to the application.	Yes
I understand that the consent authority may use the information and materials provided for notification and advertising purposes, and materials provided may be made available to the public for inspection at its Offices	Yes

and on its website and/or the NSW Planning Portal	
I acknowledge that copies of this application and supporting documentation may be provided to interested persons in accordance with the Government Information (Public Access) 2009 (NSW) (GIPA Act) under which it may be required to release information which you provide to it.	Yes
I agree to appropriately delegated assessment officers attending the site for the purpose of inspection.	Yes
I have read and agree to the collection and use of my personal information as outlined in the Privacy Notice	Yes
I confirm that the change(s) entered is/are made with appropriate authority from the applicant(s).	

HAY SHIRE COUNCIL

Owners Consent Form

Hay Shire COUNCIL

- [x] Development Application
- [ ] Construction Certificate
- [ ] Complying Development Certificate
- [ ] Subdivision Certificate
- [ ] Strata Certificate

Owner/s Details

Name/s: Lance Edmonds

Postal Address: PO Box 20 Hay N.S.W 2711

Phone: 0458 206 818

Email: hayhydraulics@gmail.com

Note: All registered property owners of the land must sign. In the case of a Company, the consent of the authorised person must be provided on letterhead. If the property is part of a strata plan, it is the responsibility of the property owner to seek advice or approval from the strata management group prior to commencing works.

Property Details

Lot 1 Section DP 812034

Street address 264 Lachlan St Hay Postcode 2711

Consent

I/We consent to Lance Edmonds

(Applicant Name)

lodging an application with Hay Shire Council for the construction/installation of:

264 Lachlan St Hay on my/our land.

I/we consent to authorised officers of Council to access my/our property in order for them to process this application and determine compliance with any consent that the Council may issue. Access to my/our property may occur in my/our absence.

Appointment of Principal Certifying Authority (PCA)

Applicable for Construction Certificates and Complying Development Certificates Only

Indicate with a tick which one of the following statements apply:

- [x] I/we appoint Hay Shire Council as the Principal Certifying Authority (PCA).
- [ ] I/we do not appoint Hay Shire Council as the PCA. At least two days prior to construction, I/we will provide Council with details of the appointed PCA.

All Owners Signatures

Print Name	Print Name	Print Name
Lance Edmonds		
Signature	**Signature**	**Signature**
Date	**Date**	**Date**
17/3/26		

STATEMENT OF ENVIRONMENTAL EFFECTS TEMPLATE

If unsure about any of the details required it is recommended that you contact Council's Planning Department by calling Hay (02) 6990 1100 and make an appointment to discuss your proposal with an assessment officer.

Property Details

Lot(s) 1 DP 812034.

House Number (s) 264 Street Lachlan st

Town Hay NSW 2711

Description of The Site and Locality

The Site Resadential

Details of the Proposed Development

Proposal Demolition of building

Matters for Consideration

(Matters for consideration pursuant of the *Environmental Planning & Assessment Act 1979 Section 4.15*)

a) Is the development permissible within its zone? Yes ☑ No ☐

b) Likely impacts of the development, including environmental impacts on both the natural and built environments, as well as social and economic impacts in the locality.

		Yes	No
(i)	Will the proposal result in the loss/damage of any vegetation from the site?	☐	☑
(ii)	Are any landscaping works proposed on the land?	☑	☐
(iii)	If yes, please describe the proposed works and detail what existing trees/vegetation to be removed/ retained or show details on the site plan.		

inhance site

Black Mountain Projects Pty Ltd
5 Wangara St Aranda ACT 2614
ABN 80 002 762 629
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Dr Peter Kabaila
Heritage Consultant
B Arch (UNSW), DipEd, PhD (ANU)
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HERITAGE ADVICE

Heritage Advice Council Visit 26-27 March 2026

Heritage Advice – Council Visit

Hay Council
26–27 March 2026

Acknowledgements

Black Mountain Projects acknowledges the assistance of:

- Jack Terblanche, Project Manager, Hay Council
- Rob Anderson, Hay Council
- Max Hicks, Hay Council
- Robyn Howard, Hay Historical Society

DA Enquiry – Proposed Demolition of Heritage Item

264 Lachlan Street, Hay
Enquiry: Lance Edmond, Hay Hydraulics
Advice: Council Heritage Adviser (Peter Kabaila)

Summary (Key Message for Council)

This is a heritage-listed site where the applicant proposes to “demolish everything.”

- The property contains **three heritage buildings** and is **fully listed under the LEP**.
- Council **cannot lawfully support demolition** that conflicts with its own heritage controls.
- The standard and expected approach is:
    - **Retain and stabilise heritage buildings**, and
    - Allow **sympathetic new development** around them.

In simple terms:

- Demolition of the main cottage is **not supported**.
- Any approval should require **clean-up, repair and stabilisation first**, before considering any further works.

Findings

- The heritage listing is appropriate.
- No clear evidence that conservation options have been explored.

Buildings on site:

- **Brick railway cottage (c. 19th century)**
    - Landmark corner building
    - Strong link to the Hay railway precinct
- **Brick outhouse (fenceline)**
    - Contributes to the historic setting

- **Timber structure with chimney**
    - Later addition, in very poor condition

Additional notes:

- The site forms part of a broader **railway heritage context** near the Hay Railway Station precinct.
- Buildings are currently filled with **junk and stored materials** (not heritage items).

Recommendations

1. Immediate site clean-up

- Remove all junk and stored materials from buildings and yard
- This is a **first step and should occur before any other works**

2. Retention and stabilisation

- Retain:
    - Brick railway cottage
    - Brick outhouse
- Undertake basic works:
    - Structural stabilisation
    - Weatherproofing
    - Securing the buildings

3. Limited demolition (only if justified)

- Timber structure may be demolished **only if structurally unsound**
- Must be accompanied by heritage mitigation

4. Fencing

- Replace high solid metal fencing with:
    - Lower, visually permeable fencing (e.g. chainwire or rural style)
- Fencing should suit the **cottage setting**

5. Future development

- New buildings may be supported if:
    - Subordinate in scale
    - Do not dominate the cottage
    - Use sympathetic materials and roof forms

6. Unacceptable outcomes

- Demolition of the railway cottage
- New development without prior conservation of the cottage

Recommended Staged Conditions of Consent

To make the project workable and enforceable, a staged approval is recommended:

Stage 1 – Site Clean-Up

- Remove all non-heritage material
- Must be completed first

Stage 2 – Stabilisation and Repair

- Repair and secure:
    - Railway cottage
    - Outhouse
- Install appropriate fencing

Stage 3 – Selective Demolition

- Demolish timber structure (if approved)
- Only after:
    - Stabilisation works completed
    - Photographic recording undertaken

Stage 4 – New Development

- Only proceed once earlier stages complete
- Subject to heritage-sensitive design

Conclusion

This is an important railway heritage site.

With a staged and practical approach, it can:

- Retain its heritage value, and
- Accommodate new development

Wholesale demolition is not justified and should not be supported.

STRATEGIC HERITAGE RE-IMAGINATION & REDEVELOPMENT PROPOSAL

264 Lachlan Street, Hay NSW 2711
Demolition of Existing Structures & Construction of 'The Heritage Square'

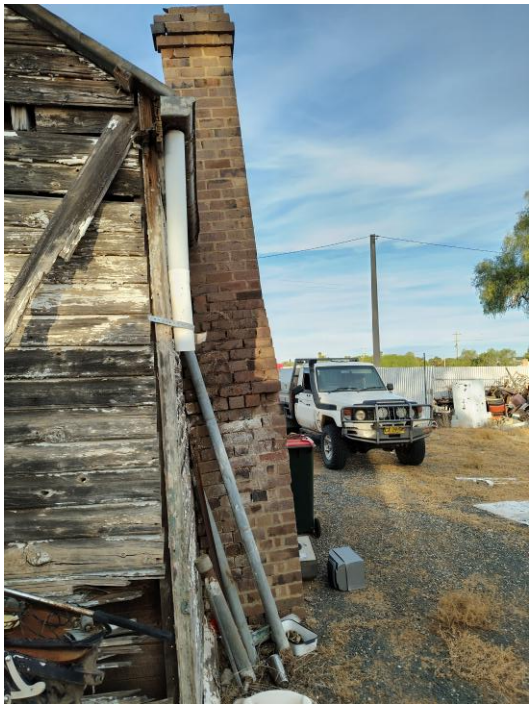
1. Executive Summary & Statement of Intent

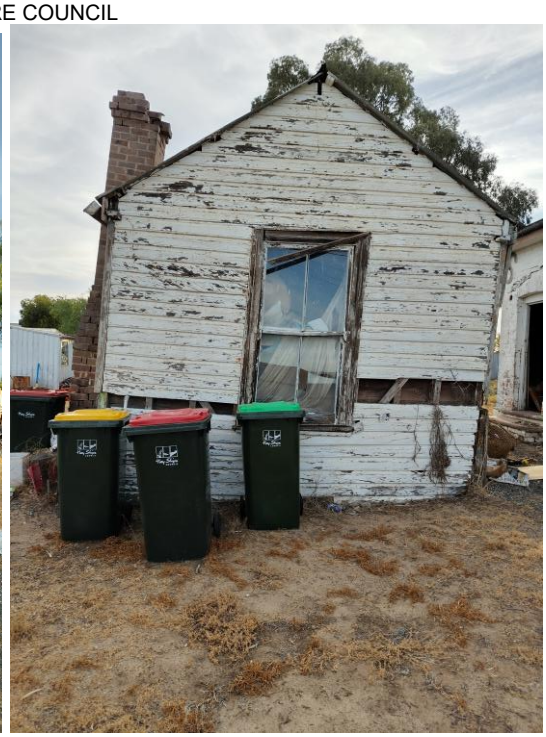
This proposal serves as a formal disagreement with the Heritage Advice provided by Black Mountain Projects. While the archival value of the 'Gatekeeper's Cottage' is noted, the physical reality of the structure is one of terminal decay. To insist on 'stabilisation' is to insist on an empty, unhabitable ruin that provides no utility to Hay's residents. This report proposes a more ambitious outcome: the salvage of history and its translation into four high-quality, modern cottages that alleviate local housing stress.

2. Economic Viability & Cost Analysis

In the Hay regional market, construction costs are influenced by freight and specialized labor shortages. Restoring a structure in this condition requires 'specialist heritage trades' rather than standard residential builders.

Item	Description	Est. Cost (AUD)
Remediation	Asbestos removal, site clearing, and securing lot.	$15,000 - $20,000
Cottage Restoration	80m2 @ $5,500/m2 (Structural, Roofing, Services)	$440,000
Shed Restoration	21m2 @ $3,500/m2 (Foundation and Timber work)	$73,500
Total Estimate	Excludes landscaping and DA fees.	$530,000+





Shed condition

Condition of electrics in cottage

Internal condition of cottage

Conclusion: The cost to restore a single non-functional dwelling exceeds the cost of building two new modern cottages.

3. Strategic Context: Hay Housing Shortage

The Hay Shire Council Housing Strategy and highlight a critical shortage of 'downsizing' options and small-scale professional housing. Currently, Hay suffers from a lack of high-quality, 1-2 bedroom rentals or dwellings for essential workers. By transitioning from 1 uninhabitable ruin to 4 modern, thermally efficient cottages, this project increases the housing density of the site by 400%, directly supporting the local objective to grow the population and provide diverse housing stock.

4. Design Concept: 'The Heritage Square'

The proposed development features four cottages arranged in a southern-facing square. This creates a shared central mews or garden, mirroring the historical sense of community found in railway settlements.

Planned four Heritage Cottages with shared access

5. Project Background

The proposed development comprises the demolition of an existing deteriorated cottage and construction of a new 2-bedroom dwelling inspired by the architectural character of the original structure.

The existing cottage displays a simple rural vernacular style commonly associated with late nineteenth and early twentieth century regional NSW cottages. Character-defining elements include:

- Symmetrical front elevation
- Bullnose verandah
- Vertical window proportions
- Simple rural detailing
- Painted external surfaces

- Minimal ornamentation
- Tall parapeted gable form
- Traditional wall and roof proportions

The existing structure has significantly deteriorated and is no longer practical for restoration. The intent of the new building is therefore not to create a literal replica, but rather a contemporary cottage that respectfully references key visual elements of the original building.

The proposed cottage adopts the scale, proportions and visual rhythm of the existing dwelling while incorporating contemporary construction methods, thermal performance, NCC compliance and modern liveability standards.

6. Design Philosophy

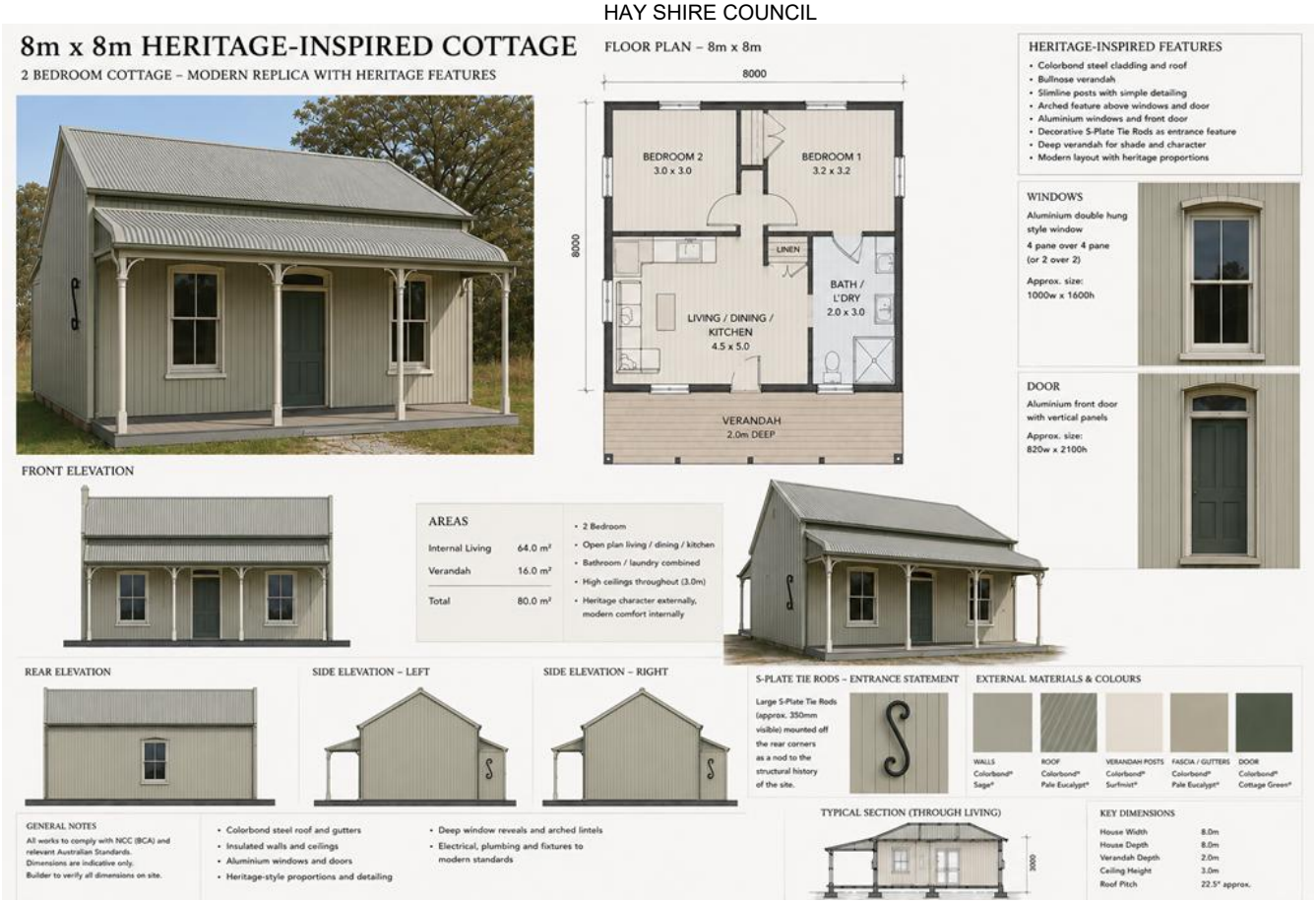
The architectural approach is based on the principle of:

“Contemporary interpretation rather than historical imitation.”

The new dwelling intentionally avoids creating a false historical reconstruction. Instead, it selectively incorporates defining elements from the original cottage into a simplified modern form.

Key heritage-inspired elements retained include:

- Narrow vertical windows
- Bullnose verandah
- Traditional cottage proportions
- Symmetrical façade composition
- Simple roof geometry
- Deep front verandah
- Tall wall proportions
- Minimal detailing
- Traditional rural colour palette
- S-Shaped rod ends duplicated



Proposed cottages

Modern interventions include:

- Colorbond steel cladding
- Aluminium framed windows
- Contemporary insulated wall systems
- Simplified detailing
- Modern services and construction systems

The result is intended to appear familiar within the rural/railway streetscape while remaining clearly identifiable as a contemporary building.

7. Architectural Strategy

Built Form

The building adopts a simple rectangular footprint measuring approximately:

- 8m x 8m internal floor area
- 64m² internal living area
- 16m² front verandah

The compact form reflects the proportions of traditional railway and worker cottages found throughout regional NSW.

The roof form is intentionally uncomplicated:

- Single ridged gable roof
- Corrugated Colorbond roof sheeting
- No chimney
- Minimal roof penetrations

The simplicity of the roof form assists:

- Cost efficiency
- Thermal performance
- Storm resistance
- Long-term maintenance reduction

Façade Design

The front façade is designed around:

- Central entry door
- Two vertically proportioned windows
- Deep bullnose verandah
- Slim verandah posts
- Traditional cottage symmetry

The verandah provides:

- Passive solar shading

- Weather protection
- Transition between public and private space
- Visual depth

S-Plate Tie Rod Interpretation

The original building featured visible structural tie rod anchors associated with historic masonry stabilisation.

S-Plate Tie Rods

Rather than recreating these structurally, the proposal reinterprets them as sculptural heritage references.

The new design incorporates:

- Large visible S-shaped tie rod plates
- Approximately 350mm in height
- Located near rear building corners only
- Black steel finish
- Decorative only

Importantly:

- Only the visible S-plate is exposed

- The rod itself is concealed within the wall system
- The feature acts as a subtle reference to the structural history of the original cottage

The S-plates become symbolic architectural markers rather than literal reconstruction elements.

Materials Palette

External Walls

- Vertical Colorbond wall cladding
- Profile: board-and-batten appearance or narrow rib profile
- Colour: muted rural tone (recommended “Pale Eucalypt”, “Surfmist”, or similar)

Roof

- Corrugated Colorbond steel roofing
- Traditional corrugated profile
- Low sheen finish preferred

Verandah

- Bullnose corrugated verandah roof
- Slim painted posts
- Timber-look detailing where appropriate

Windows

- Aluminium framed
- Heritage-inspired proportions
- Vertical orientation
- Double-hung appearance (awning or fixed combinations possible)

Doors

- Aluminium or composite heritage-style entry door
- Vertical panel detailing
- Dark muted colour finish

Internal Planning Strategy

The cottage is designed as a compact contemporary rural dwelling.

Layout Summary: Front Zone:

- Open living / dining / kitchen
- Direct verandah access
- High ceilings for spaciousness

Rear Zone:

- Bedroom 1
- Bedroom 2
- Bathroom/laundry

The bathroom arrangement has been retained in its previous position to avoid direct visual connection from the kitchen.

This improves:

- Privacy
- Functional separation
- Perceived spatial quality

8. Sustainability Strategy

The proposal incorporates passive design principles suitable for Hay's climate conditions.

Strategies include:

- Deep verandah shading
- Cross ventilation
- Insulated wall and roof systems
- Light-coloured roofing
- Lightweight thermally responsive envelope
- High-performance glazing
- Reduced western openings where practical

The compact form also improves:

- Energy efficiency
- Construction efficiency
- Long-term operational costs

9. Salvage Strategy

1. Sash Windows & Doors: Where structural integrity permits, original sashes can be restored and used as decorative internal features or highlights.

2. S-Plate Tie Rods: These iconic threaded rods will be repurposed into the new 'Entrance Statement' as a nod to the structural history of the site.

3. Brickwork: All sound original bricks will be used to construct a heritage-interpretation pillar at the street frontage.

4. Other items: The current site is a significant hoarding. All local historical items will be donated to local organisations and museums.

10. Preliminary Materials & Specification Schedule

Element	Specification
Footings	Concrete slab on ground
Structure	Timber frame
External walls	Colorbond vertical cladding
Roof	Corrugated Colorbond steel
Verandah roof	Bullnose corrugated steel
Insulation	R2.5 walls / R5.0 roof minimum
Windows	Powder-coated aluminium
Internal walls	Plasterboard
Ceilings	3000mm approx.
Flooring	Concrete slab with vinyl plank or timber-look finish
Kitchen	Laminated cabinetry
Bathroom	Standard mid-range fixtures
Hot water	Heat pump or electric
Cooling/heating	Split system reverse cycle

11. Preliminary Cost Estimate – Hay NSW (2026)

Regional NSW construction pricing currently sits approximately within the following ranges:

- Basic regional construction: approximately $2,200–$2,800/m²
- Mid-range custom cottage construction: approximately $2,800–$3,600/m² (HomeChoice)

Given the custom heritage-inspired detailing, verandah works and smaller floor area, the proposed cottage would likely sit toward the upper end of regional mid-range pricing.

Estimated Construction Costs

Item	Approximate Cost
Single cottage building construction (64m² internal)	$180,000 – $250,000
Demolition of existing cottage	$20,000 – $45,000
Site works & services	$20,000 – $40,000
DA / approvals / consultants	$12,000 – $30,000
Contingency	$20,000 – $35,000

Indicative Total Project Cost

Approximate Total: $792, 000 – $1,150,000

This estimate excludes:

- Land value
- Landscaping
- Extensive external works
- Solar systems
- Significant geotechnical issues

Smaller custom homes often have higher per-square-metre rates because kitchens, bathrooms and services occupy a larger proportion of the build cost. (HouseHonest)

12. Conclusion

The proposal represents a respectful reinterpretation of the original rural cottage through contemporary construction methods and simplified heritage-inspired detailing.

The design intentionally balances:

- Rural character
- Modern compliance
- Cost efficiency
- Durability
- Climatic suitability
- Heritage reference

The resulting building aims to preserve the visual memory and streetscape contribution of the original cottage while delivering a durable, efficient and practical modern dwelling appropriate for regional NSW.

Lance Edmonds

Proposed Cottages on Next Page

HAY SHIRE COUNCIL

8m x 8m HERITAGE-INSPIRED COTTAGE

2 BEDROOM COTTAGE – MODERN REPLICA WITH HERITAGE FEATURES

FLOOR PLAN – 8m x 8m

HERITAGE-INSPIRED FEATURES

- Colorbond steel cladding and roof
- Bullnose verandah
- Slimline posts with simple detailing
- Arched feature above windows and door
- Aluminium windows and front door
- Decorative S-Plate Tie Rods as entrance feature
- Deep verandah for shade and character
- Modern layout with heritage proportions

WINDOWS

Aluminium double hung style window

4 pane over 4 pane (or 2 over 2)

Approx. size:
1000w x 1600h

DOOR

Aluminium front door with vertical panels

Approx. size:
820w x 2100h

FRONT ELEVATION

AREAS

Internal Living	64.0 m²
Verandah	16.0 m²
Total	80.0 m²

- 2 Bedroom
- Open plan living / dining / kitchen
- Bathroom / laundry combined
- High ceilings throughout (3.0m)
- Heritage character externally, modern comfort internally

REAR ELEVATION

SIDE ELEVATION – LEFT

SIDE ELEVATION – RIGHT

S-PLATE TIE RODS – ENTRANCE STATEMENT

Large S-Plate Tie Rods (approx. 350mm visible) mounted off the rear corners as a nod to the structural history of the site.

EXTERNAL MATERIALS & COLOURS

WALLS	ROOF	VERANDAH POSTS	FASCIA / GUTTERS	DOOR
Colorbond® Sage®	Colorbond® Pale Eucalypt®	Colorbond® Surfmist®	Colorbond® Pale Eucalypt®	Colorbond® Cottage Green®

GENERAL NOTES

All works to comply with NCC (BCA) and relevant Australian Standards.
Dimensions are indicative only.
Builder to verify all dimensions on site.

- Colorbond steel roof and gutters
- Insulated walls and ceilings
- Aluminium windows and doors
- Heritage-style proportions and detailing
- Deep window reveals and arched lintels
- Electrical, plumbing and fixtures to modern standards

TYPICAL SECTION (THROUGH LIVING)

KEY DIMENSIONS

House Width	8.0m
House Depth	8.0m
Verandah Depth	2.0m
Ceiling Height	3.0m
Roof Pitch	22.5° approx.

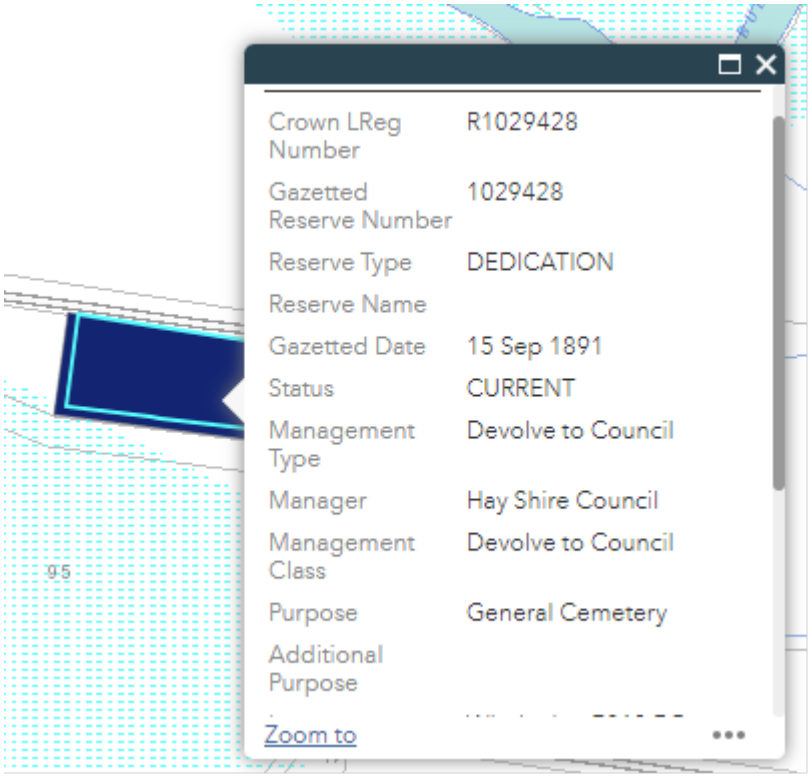
This is Page No 97 of the Business Paper presented to the Ordinary Meeting of Council 26th May 2026

C3 – Lease of Land adjacent to the Maude Cemetery

REPORTING OFFICER	Executive Manager Planning and Compliance
ATTACHMENTS	

INTRODUCTION

The Maude Cemetery was dedicated as a cemetery in 1891 under the Crown Lands Act 1884. It is devolved to Council under the Local Government Act section 48.



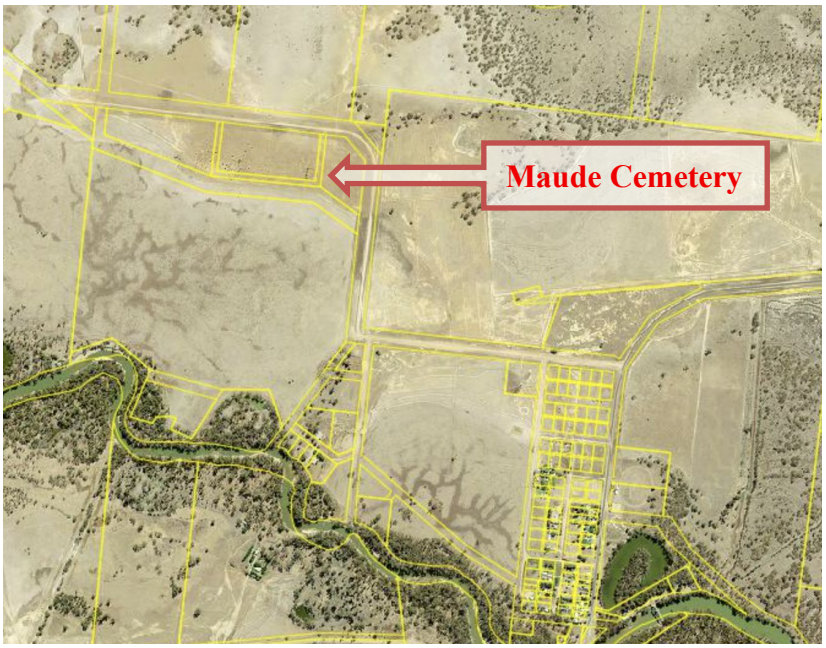
What is devolved land?
Councils manage more than 2,000 Crown reserves in NSW as a devolved manager. Crown reserves dedicated or reserved for public recreation or for a public cemetery devolve to council when they are not under control or vested in any other body or person, or under any lease. These public reserves are managed under section 48 of the *Local Government Act 1993* (LG Act).

It is also possible for a Crown reserve to be devolved under section 48 of the LG Act if the Governor, by proclamation, places the land under the control of the council, or if the Minister administering the *Crown Land Management Act 2016* (CLM Act) declares it by an order published in the Gazette. Control under section 48 can be removed by declaration made under section 2.22 of the CLM Act.

Councils are not the appointed Crown land manager under the CLM Act for devolved land and must manage it differently to reserves where they are the appointed Crown land manager. Councils are not required to prepare a plan of management for Crown reserves devolved to them.

Councils need to manage devolved reserves consistent with the reserve purpose and can undertake minor improvements, restoration work, maintenance, or works for public safety. Councils are unable to grant any tenures over this land.

Maude Cemetery is located on Pibrock Road, to the northwest of Maude township.



Location of Maude Cemetery

Maude Cemetery (marked in red)

As can be seen from the aerial photograph above, Maude Cemetery takes up a fraction of the total Council reserve.

Council owned land (marked in red) with Maude Cemetery outline (marked in blue)

In the past there used to be an informal agreement with Council and a neighbouring landowner for the utilisation of Lot 7018 DP 1019632 and Lot 7003 DP 1019633. The land was grazed to keep growth down and fences maintained on the property. The land has now changed ownership, and there has been a query on the potential use for the land as grazing.

COMMENTARY

The current state of the land has shown neglect of the past year, with an increase in boxthorn, and the fencing being dilapidated. It is the opinion of staff that Council is unlikely to use the land in the short to medium term, and the best possible use is an agricultural use (in line with its RU1 Primary Production zoning), where there will be weed control and fencing maintenance.

As part of any negotiation, the Maude Cemetery must keep on functioning as a cemetery, and it is thought that limited vehicular access (for funerals) and full pedestrian access to the site will suffice. This access will however go through the reserve area.

The Hay Cemeteries Master Plan has identified issues with Maude Cemetery, as per the excerpt below. These include access issues, boxthorn growth, and no defined entrance.

2.3.3 Maude Cemetery

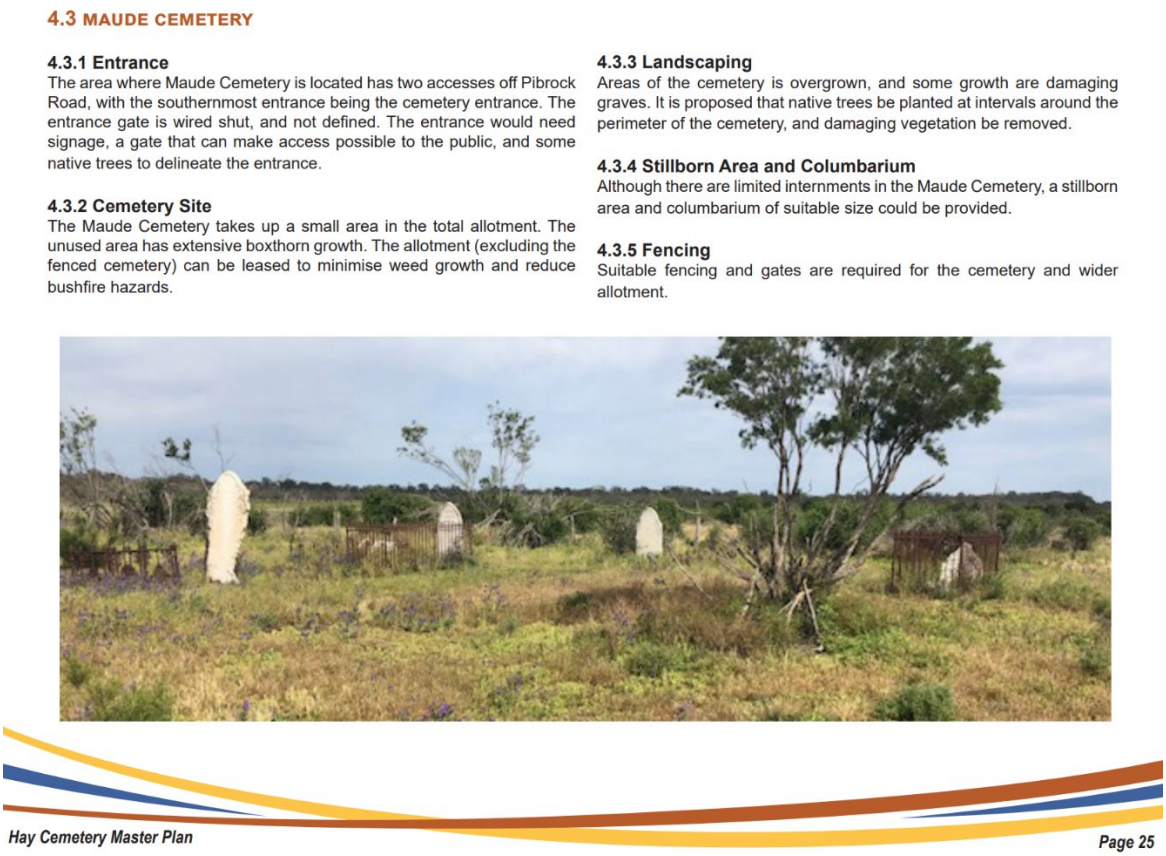
There are a number of issues with the Maude Cemetery:

- No access, with entrance gates being inaccessible.
- Boxthorn growth.
- No interpretation, and no defined entrance signage and planting.
- Damages gravestones.
- Overgrown areas that causes damage to graves.

Excerpt of Hay Cemetery Master Plan

Proposals for the Maude Cemetery included the following (see except below):

- Defining and entrance and ensuring public access
- Lease the wider area for weed control and hazard reduction
- Improve the landscaping to the area
- Provide a stillborn and columbarium area
- Improve the fencing



4.3 MAUDE CEMETERY

4.3.1 Entrance
The area where Maude Cemetery is located has two accesses off Pibrock Road, with the southernmost entrance being the cemetery entrance. The entrance gate is wired shut, and not defined. The entrance would need signage, a gate that can make access possible to the public, and some native trees to delineate the entrance.

4.3.2 Cemetery Site
The Maude Cemetery takes up a small area in the total allotment. The unused area has extensive boxthorn growth. The allotment (excluding the fenced cemetery) can be leased to minimise weed growth and reduce bushfire hazards.

4.3.3 Landscaping
Areas of the cemetery is overgrown, and some growth are damaging graves. It is proposed that native trees be planted at intervals around the perimeter of the cemetery, and damaging vegetation be removed.

4.3.4 Stillborn Area and Columbarium
Although there are limited internments in the Maude Cemetery, a stillborn area and columbarium of suitable size could be provided.

4.3.5 Fencing
Suitable fencing and gates are required for the cemetery and wider allotment.

Hay Cemetery Master Plan *Page 25*

Excerpt of Hay Cemetery Master Plan

In line with Council's resolution in October 2025, and in accordance with the Local Government Act, an Expression of Interest (EOI) is called for land management of Lot 7018 DP 1019632 and Lot 7003 DP 1019633 at the Maude Cemetery, with the following conditions attached:

- Period of land management – up to 5 years
- Maintenance of land to mitigate bushfire risk and keeping land weed free.
- Maintenance of fencing around the site.
- Keeping limited vehicular access (for funerals and maintenance) and 24/7 pedestrian access to the cemetery component.

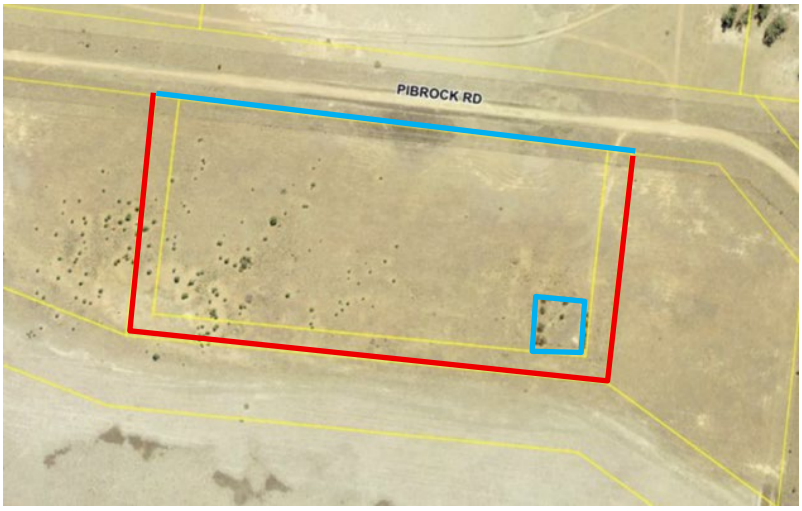
An Expression of Interest was advertised which closed on 21st November 2025 (see attached) and two submissions were received (see attached) from Treespec Pty Ltd, received 21st November 2025, and by Bidgee Property Services, dated 21st November 2025. The submission by Bidgee Property Services provides the best value for money for Council. Council resolved in December 2025 *that Council engages Bidgee Property Services to undertake Periodic Grounds Control at the Maude Cemetery for an initial period of 12 months, with option to extend for 2 x 12 months.* Unfortunately, Bidgee Property Services has since declined the offer.

Staff has been in discussion with Treespec, and wish to offer the land for their use and management, with the following conditions:

- Period of land management – initial period of 12 months, with option to extend for 2 x 12 months.
- Maintenance of land to mitigate bushfire risk and keeping land weed free.
- Maintenance of fencing around the site.

- Keeping limited vehicular access (for funerals and maintenance) and 24/7 pedestrian access to the cemetery component.

Fencing needs to be done as per the below figure:



Fencing will need to be done for the property, which will be at a cost of $18,000. The cemetery itself and the Pibrock Road frontage will need to be covered at a 100% cost from Council, with the shared boundary be 50/50 between Council and the neighbouring landowner (who is also the owner of Treespec). This cost can be accommodated from existing budgets.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Economic** 3.1 Our community welcomes new and innovative industry to support our future 3.1.5 Identify opportunities to grow the agricultural sector **Civic Leadership** 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.2 Inform and empower community input into decision making
FINANCIAL IMPLICATION	$18,000 fencing. Savings on weed and site control over the longer time
LEGISLATIVE IMPLICATION	Local Government Act 1993 Crown Land Management Act 2016 Dividing Fences Act 1991
POLICY IMPLICATION	Nil. The proposed lease does not conflict with the Public Cemeteries Policy or the Hay Cemetery Master Plan
ASSET IMPLICATION	Minor – would improve the asset
RISK IMPLICATION	Minor – would lower risk to Council

RECOMMENDATION

That Council engages Treespec for the use and management of Lot 7018 DP 1019632 and Lot 7003 DP 1019633 at the Maude Cemetery, with the following conditions attached:

a) Period of land management – initial period of 12 months, with option to extend for 2 x 12 months.
b) Maintenance of land to mitigate bushfire risk and keeping land weed free.
c) Maintenance of fencing around the site.
d) Keeping limited vehicular access (for funerals and maintenance) and 24/7 pedestrian access to the cemetery component.

C4 – Climate Resilience, Infrastructure & Net Zero Plan

REPORTING OFFICER	General Manager
ATTACHMENTS	- Climate Resilience, Infrastructure & Net Zero Plan, Version 2.0

INTRODUCTION

Staff have prepared a draft Climate Resilience, Infrastructure & Net Zero Plan for Council's consideration.

The Integrated Climate Adaptation, Critical Infrastructure and Net Zero Plan 2026–2036 (the Plan) brings together Council's climate adaptation, infrastructure resilience, and emissions reduction strategies into a single, coordinated framework.

The Plan responds to increasing climate risks, ageing infrastructure, and the transition to a low-emissions economy. It provides a structured approach to protecting critical assets, maintaining service delivery, and reducing Council's operational greenhouse gas emissions, with a long-term objective of achieving net zero emissions by 2050.

Adoption of the Plan will support informed decision-making, improve financial efficiency, strengthen resilience, and position Hay Shire Council as a proactive and forward-looking council.

COMMENTARY

Staff have progressively developed a range of strategic documents to address climate change, infrastructure resilience, and emissions reduction. These include the Climate Change Adaptation Plan, Critical Infrastructure Strategy, and Net Zero Emissions Plan.

While each document provides important direction, they have largely been developed and considered independently. Increasingly, it is recognised that climate risks, infrastructure performance, and emissions outcomes are interconnected and require an integrated approach.

The impacts of climate change are already being experienced across the Shire, including:

- Increased frequency and intensity of extreme heat events
- Flooding and prolonged wet weather affecting transport networks
- Greater pressure on water, waste, and community infrastructure
- Heightened risks to service continuity and community wellbeing

At the same time, Council is managing an ageing asset base and rising costs associated with maintenance, renewal, and disaster recovery.

In parallel, there is a growing policy and regulatory focus at both State and Commonwealth levels on emissions reduction, energy transition, and climate resilience. Local government is expected to play a key role in responding to these challenges.

This Plan has been developed to bring together Council's existing work into a single, coordinated framework that strengthens decision-making, avoids duplication, and ensures a consistent and strategic response over the next decade.

The Plan aligns with Council's broader strategic planning framework and supports the delivery of key outcomes identified in the Community Strategic Plan and Delivery Program.

It directly contributes to:

- Sustainable and resilient infrastructure networks
- A safe, healthy, and connected community
- Environmental stewardship and responsible resource management
- Economic sustainability and regional competitiveness

The Plan also aligns with relevant State and national priorities, including:

- Climate adaptation and disaster resilience frameworks
- Net zero emissions targets and energy transition policies
- Infrastructure resilience and asset management best practice

By integrating adaptation, infrastructure, and emissions planning, the Plan strengthens Council's ability to meet legislative obligations, respond to funding opportunities, and demonstrate strategic leadership.

Failure to adopt an integrated and proactive approach presents a number of risks to Council and the community, including:

- **Infrastructure Failure and Service Disruption**
  Increased exposure to climate-related events such as flooding, heatwaves, and extreme weather may lead to asset failure, road closures, and interruptions to essential services.
- **Financial Risk**
  Rising costs associated with reactive maintenance, emergency response, and asset replacement may place increasing pressure on Council's long-term financial sustainability.
- **Regulatory and Compliance Risk**
  Failure to align with emerging policy and reporting requirements may limit access to funding and expose Council to reputational risk.
- **Community Vulnerability**
  Without effective adaptation measures, vulnerable populations may face increased health, safety, and social impacts.
- **Missed Transition Opportunities**
  Delayed action on emissions reduction may result in higher future costs and missed opportunities associated with renewable energy and efficiency improvements.

The Plan also presents significant opportunities, including:

- **Improved Asset Resilience and Longevity**
  Targeted investment in climate-resilient infrastructure will reduce long-term costs and improve service reliability.
- **Operational Cost Savings**
  Energy efficiency and renewable energy initiatives can deliver ongoing financial savings.
- **Access to External Funding**
  Alignment with State and Commonwealth priorities positions Council to secure grants and co-investment.

- **Economic Development**
  Supporting renewable energy and low-carbon initiatives can stimulate local economic activity and investment.
- **Community Leadership and Confidence**
  Demonstrating proactive leadership enhances community trust and preparedness.

The implementation of the Plan will require a combination of existing resources, future budget allocations, and external funding.

Key financial considerations include:

- Integration of priority actions into Council's Long Term Financial Plan, Delivery Program, and Operational Plan
- Capital investment in infrastructure upgrades and resilience measures
- Operational investment in energy efficiency, emissions reduction, and monitoring systems
- Ongoing maintenance and lifecycle cost considerations

Where possible, actions will be prioritised to:

- Deliver cost savings or cost avoidance over time
- Leverage external grant funding and partnerships
- Align with planned asset renewal and upgrade programs

It is noted that many adaptation and mitigation actions represent risk mitigation investments, reducing the likelihood of significantly higher costs associated with asset failure, emergency response, and recovery.

A staged and prioritised implementation approach will ensure that financial impacts are managed within Council's broader fiscal framework.

The development of the Plan has drawn on:

- Internal cross-departmental collaboration
- Existing strategic plans and asset data
- Input from relevant operational areas

Ongoing engagement will be critical to successful implementation and will include:

- Collaboration with emergency services and key infrastructure providers
- Engagement with State agencies and funding bodies
- Communication with the community regarding risks, preparedness, and initiatives
- Partnerships with industry and regional stakeholders, particularly in relation to renewable energy and economic opportunities

Future updates of the Plan will incorporate broader community consultation as part of Council's standard review processes.

The Plan establishes a clear implementation framework supported by:

- Defined actions, priorities, and timelines
- Assigned responsibilities across Council functions
- Measurable key performance indicators (KPIs)

Progress will be monitored and reported through:

- Annual reporting as part of the Operational Plan and Annual Report
- Regular internal reviews of action delivery
- Updates to emissions inventories and performance metrics

The Plan will be:

- Reviewed annually to track progress and update actions
- Formally reviewed every four years in alignment with Council's Delivery Program cycle

This approach ensures that the Plan remains responsive to emerging risks, opportunities, and policy changes.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.3 Deliver infrastructure that are responsive to the community's needs 1.3 Our community is connected 1.3.1 Enhance public and community transport options 1.3.2 Build a connected, collaborative community 1.4 Our youth and aged are supported 1.4.2 Support youth and aged services and initiatives **Environmental** 2.1 Council is resilient and adaptive 2.1.1 Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure. 2.1.2 Foster sustainable energy solutions and practices to reduce Council's footprint. 2.1.3 Climate change risks and opportunities are embedded in our decision making process. 2.2 Our Community is resilient and adaptive 2.2.1 Support business with climate risk adaptation and best practice 2.4 Enhance the built environment 2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels. 2.5 Our community is inclusive and sustainable 2.5.3 Advocate for water security and practices 2.5.4 Develop and implement a sustainable waste management strategy 2.5.5 Facilitate and support sustainable practices across our community **Economic** 3.1 Our community welcomes new and innovative industry to support our future

	3.1.1 Future Ready Businesses 3.1.2 Strengthen Business Support Services 3.1.3 Business Attraction and Investment Growth 3.1.4 Facilitate growth industries including workforce development and skills 3.1.5 Identify opportunities to grow the agricultural sector 3.1.6 Identify opportunities to grow the renewable energy sector 3.2 Our community values its history and tourism 3.2.1 Increase tourism and visitor spend 3.2.2 Promote events and activities 3.2.3 Actively identify, promote and enhance tourism initiatives 3.2.4 Showcase our open space, recreation and cultural facilities 3.3 Our community is resilient and adaptive 3.3.1 To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy 3.3.2 Coordinated action for Climate Resilient Economic Development 3.3.3 Reimagined Care Economy **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve
FINANCIAL IMPLICATION	Moderate. A significant number of the actions will require external funding or consideration in future budgets.
LEGISLATIVE IMPLICATION	Local Government Act 1993
POLICY IMPLICATION	• NSW Climate Change Policy Framework • NSW State Disaster Mitigation Plan • Integrated Planning and Reporting (IP&R) Framework • Hay Shire Council Community Strategic Plan (2025-2035) • Hay Local Environmental Plan 2011 • Local Emergency Management and Disaster Risk Profile • Adverse Event Management Plan (2020) • 10 Year Economic roadmap (2026) • Hay & Carrathool Regional Drought Resilience Plan (2024) • Digital Transformation Strategy (2024) • Circular Economy Strategy (2022) • Asset Management Policy & Plans
ASSET IMPLICATION	Moderate.
RISK IMPLICATION	Minor

RECOMMENDATION

That Council:

(a) Notes the integrated approach to Hay Shire Council's Climate Change Adaptation Plan, Critical Infrastructure and Net Zero Emissions Plan into a single, coordinated implementation framework;
(b) Adopts the Climate Resilience, Infrastructure & Net Zero Plan, Version 2.0 as presented; and
(c) Authorises the General Manager to progress the Critical Infrastructure, Climate Adaptation & Net Zero Action Plan as outlined in the report, including:
    (i) Incorporating the Plan's actions into Council's Delivery and Operational Plans.
    (ii) Receiving annual progress reports on implementation, including emissions reduction and climate resilience outcomes.
    (iii) Undertaking a full review of the Plan every four years, aligned with Council's strategic planning cycle.

Climate Resilience, Infrastructure and Net Zero Plan

VERSION 2.0.0

4/05/2026

VERSION HISTORY				
VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
1.0		6/04/2026	Initial Draft	David Webb
2.0		4/05/2026	Updated Draft	David Webb

PREPARED BY	David Webb	TITLE	General Manager	DATE	4/05/2026
APPROVED BY		TITLE		DATE	

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Part 1: Hay Shire Council Disaster Risk Profile

1. Background

The Hay Shire local government area (LGA) is exposed to grass and bush fires, floods, storms, extreme heat and drought on a recurring basis. The LGA has been subject to nine disaster declarations between 2010 and March 2026, including extensive flooding in 2022 that followed severe drought from 2017-2020.

Hay Shire Council has undertaken continual efforts to lessen the impact that disasters can have on people and property, including levee and stormwater upgrades, updated floodplain management studies and plans, as well as facilitation of ongoing interagency cooperation and collaboration in emergency management.

Hay Shire Council has also participated in the 2023-24 Disaster Risk Reduction Fund project as part of its membership with the Riverina and Murray Joint Organisation (RAMJO). This LGA Disaster Risk Profile provides:

- an overview of the Hay Shire LGA;
- an economic and demographic profile of the LGA, including its vulnerable population characteristics;
- a description of current and future natural hazard risks in the LGA;
- a list of disaster risk reduction activities completed by Hay Shire Council between 2021-2025; and,
- a list of disaster risk reduction activities planned for the period 2025-2029.

This LGA disaster risk profile also provides a resource for councils to use in NSW government-led disaster risk reduction activities, such as the NSW Reconstruction Authority's Disaster Adaptation Plans (DAPs).

The DAPs will support the NSW State Disaster Mitigation Plan (SDMP) which provides a strategic framework aimed at reducing risks associated with natural disasters[1]. The SDMP identifies five tools to reduce the exposure of people, homes and infrastructure to natural hazards and six tools to reduce vulnerability (Figure 1). The disaster risk reduction activities completed or planned by Hay Shire Council listed in the tables in Sections 6-7 below have been aligned with the SDMP tools to reduce exposure and vulnerability.

Figure 1: SDMP tools to reduce hazard exposure and vulnerability.

Source: NSW Reconstruction Authority, State Disaster Mitigation Plan.

2. Hay Shire Council Local Government Area

Hay Shire Council lies within the western Riverina region of southwestern New South Wales and incorporates the town of Hay and the villages of Booligal and Maude. The town of Hay is located on the junction of the Cobb, Sturt and Mid-Western Highways approximately 720 kilometres west of Sydney, 420 kilometres north of Melbourne and 650 km east of Adelaide. The nearest regional centres are Griffith 150 kilometres to the east and Deniliquin 130 kilometres to the south.

Figure 2: Hay Shire Council area.

Source: Office of Local Government, Find your local council | Office of Local Government.

The LGA is predominantly a rural area comprising 11,328 square kilometres[2]. The Traditional Custodians of the Hay Shire Council area include the Nari Nari, Wiradjuri and Yitha Yitha peoples. Rural land is used largely for agriculture, including sheep grazing, beef cattle, fruits and vegetables and irrigated grains such as rice[2].

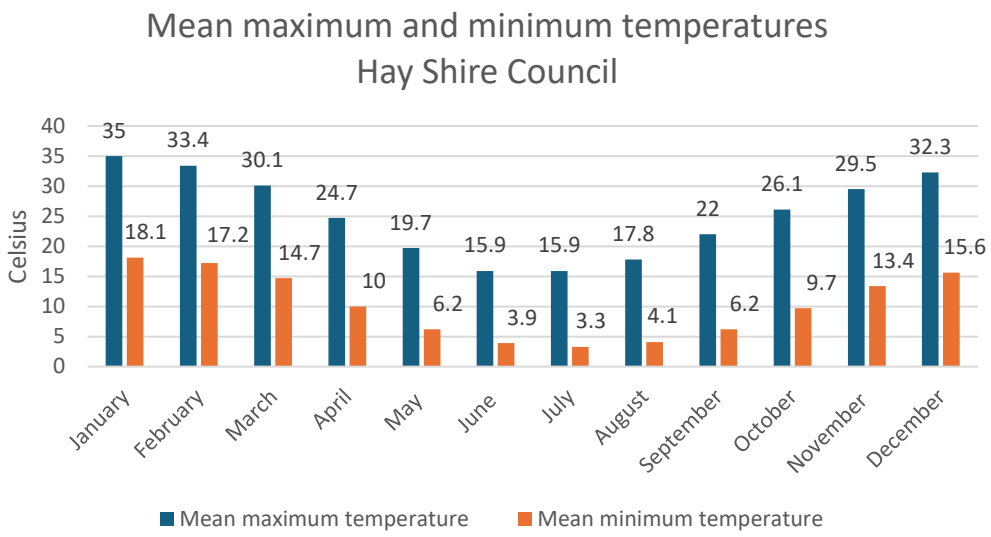
2.1 Environmental description

The Hay Shire LGA is located on the flat and vast Riverine Plain comprised of native grasslands and saltbush shrubland. The Murrumbidgee River, and its associated wetlands, runs from east to west through the LGA and supports extensive river red gum forests[3]. Black box woodland can be found on low-lying sites with clay soils. Grey box woodland can be found as scattered remnants. However, large areas of the LGA have been converted to agriculture.

The Hay Shire LGA has an arid climate with minimal annual precipitation, hot summers and cool winters. Over the course of the year, the temperature typically varies from 3 °C to 35 °C and is rarely below-1 °C or above 46° C[4]. Climate statistics from the Bureau of Meteorology show:

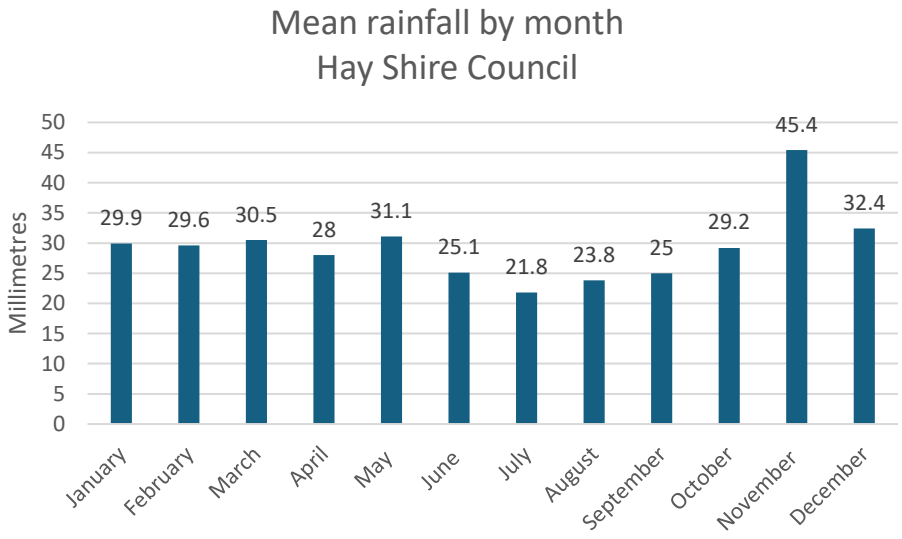
- The annual mean maximum temperature is 25.2° C;
- The annual mean minimum temperature is 10.2° C;
- The mean rainfall is 351.7 millimetres; and,
- The mean number of days per year of rainfall greater than or equal to 1 millimetre is 45.1[4].

Figure 3: Mean maximum and minimum temperatures at Hay Airport AWS.



Source: Bureau of Meteorology, Climate statistics for Australian locations.

Figure 4: Mean rainfall at Hay Airport AWS.



Source: Bureau of Meteorology, Climate statistics for Australian locations.

2.2 Socio-demographic profile

2.2.1 General population

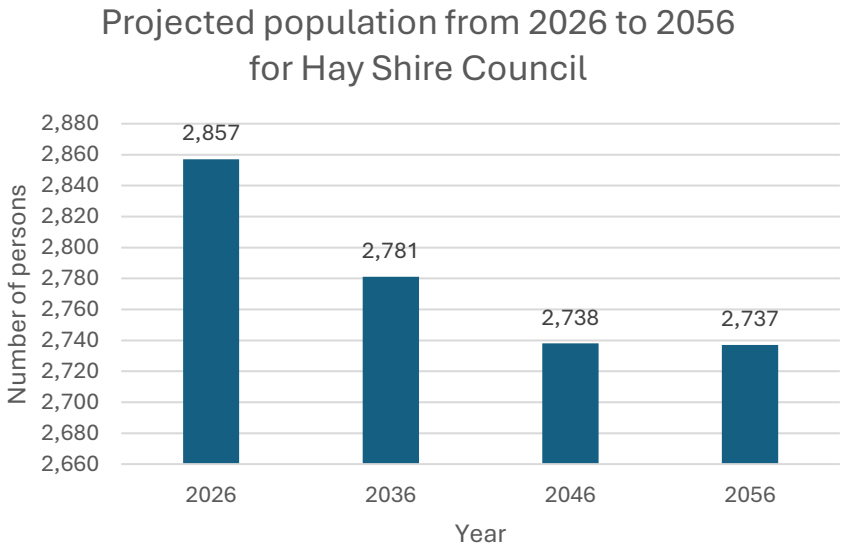
In 2024, the estimated residential population of Hay Shire Council was 2,861 people[5].

The total number of occupied private dwellings in 2021 was 1,134[6] with 26.4 percent of the population renting a dwelling[7].

Hay Shire Council is projected to have a slight overall decline in population from 2026 to 2056[8], as shown in Figure 5 below. However, it is important to note that these projections are based on current

data and do not account for potential future investments, policy interventions, or social and economic initiatives that may positively influence population growth.

Figure 5: Estimated resident population for Hay Shire Council from 2026 to 2056.



Source: Transport for NSW, TZP24 Travel Zone Map Explorer, TZP24 Travel Zone Map Explorer | Transport for NSW.

Population projections are important to consider in disaster risk reduction because, as the population increases, more people will be exposed to natural hazards[1]. Population projections are also important to consider in land use planning to minimise future hazard risk by ensuring future housing to support increased populations is not located in areas with unacceptable levels of natural hazard risk[9].

2.2.2 Vulnerable populations

Disaster risk results from the combination of a natural hazard and the exposure and vulnerability to that hazard[1]. While all communities are at risk of being exposed to a disaster, some population groups are more vulnerable to disasters due to characteristics such as age, race, culture, disability, socio-economic status, geographical location or migration status[10].

Vulnerable populations are often the least prepared for disaster events because of: 1) limited resources; 2) isolation and weak or limited social networks; and, 3) lack of trust in agencies responsible for disaster response due to negative past experiences or an inability to communicate (i.e. language or cultural barriers)[11]. However, vulnerable populations, irrespective of their levels of preparedness, disproportionately bear higher economic and social costs if disasters occur because they tend to reside in more exposed areas and have fewer options to respond, cope and recover[12].

Table 1 below shows characteristics of populations vulnerable to natural hazards in the Hay Shire Council area, based on Australian Bureau of Statistics (2021) census data[13].

Table 1: Demographic characteristics of vulnerable populations within the Hay Shire LGA.

Demographic Characteristic	Number of Persons	% of Population
Persons aged over 65	649	22.5
Persons aged under 5	172	6.0
Persons with a disability*	637	21.6
Population with less than $1000 total household weekly income	--	49.3
Households where rent payments are more than 30% of imputed household income	65	21.7
Households where mortgage payments are more than 30 % of imputed household income	17	6.9
Aboriginal and Torres Strait Islanders	238	8.3
Residents born overseas	197	6.8
Culturally and linguistically diverse (CALD) persons/non-English speaking at home	117	4.1
Top 5 languages spoken at home: Italian; Punjabi; Fijian; Afrikaans; Malayalam		

*data from 2018 census

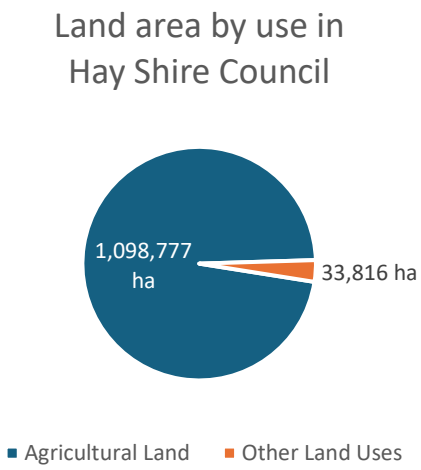
Source: Australian Bureau of Statistics, Hay | Region summary | Data by region | Australian Bureau of Statistics.

2.3 Economic profile

The Australian Bureau of Statistics shows the following land area statistics for the Hay Shire LGA:

- The total land area of the Hay Shire LGA is 1,132,593.2 hectares (ha)[14];
- Agricultural land comprises more than 97 percent of the land area (1,098,777 ha)[15], including irrigation networks based on the Murrumbidgee River which support 6,769 hectares of irrigated agricultural land15.

Figure 6: Land area by use in Hay Shire Council.



Source: Australian Bureau of Statistics, Hay | Region summary | Data by region | Australian Bureau of Statistics.

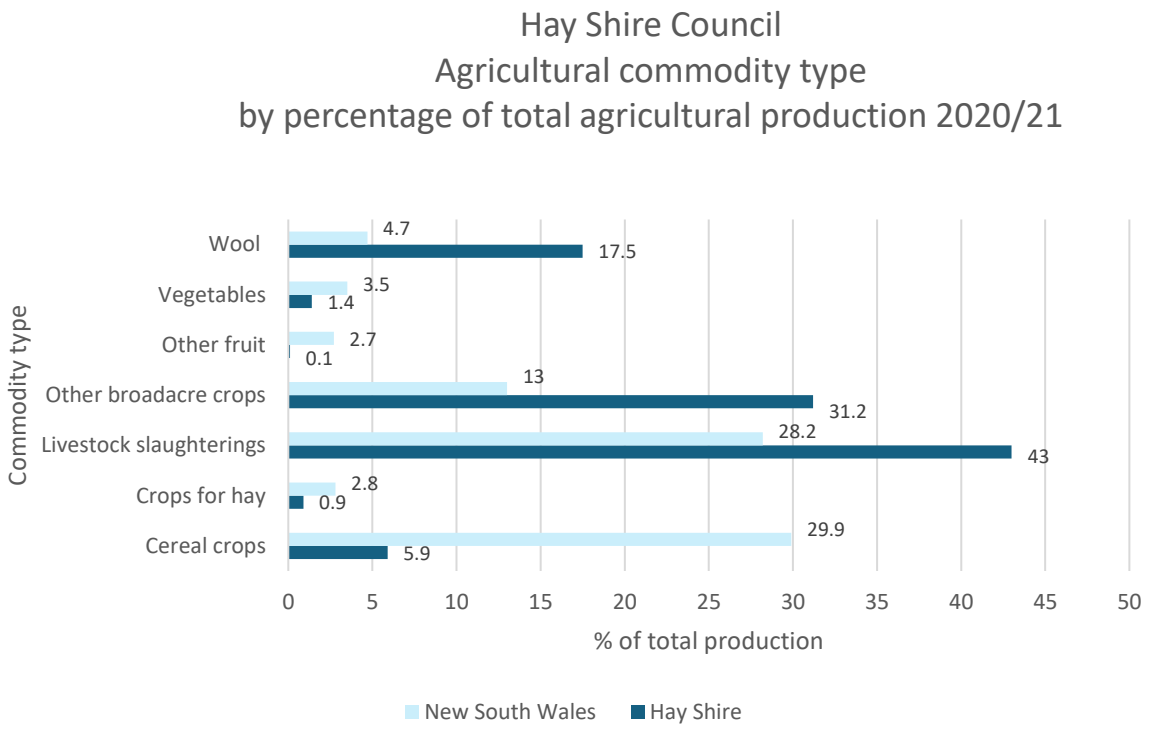
Hay Shire Council's Gross Regional Product was $0.21 billion in the year ending June 2024, growing 4.5% since the previous year[16], with agriculture a major economic driver. Hay Shire is located in one of the best wool growing merino regions in Australia with 26 studs found on the Riverine Plains[17].

Agricultural production has diversified in recent years with the sheep meat and beef cattle industries increasing, as well as irrigated crops such as maize, cotton, wheat, oats, barley, cereal rye, grain sorghum, sunflowers, soya beans, rapeseed, large seeds and legumes[17]. Pature crops and a wide variety of fruit and vegetables are also grown, including lettuce, pumpkins, tomatoes, garlic, car, rockmelons/watermelon and broccoli[17].

Other statistics include:

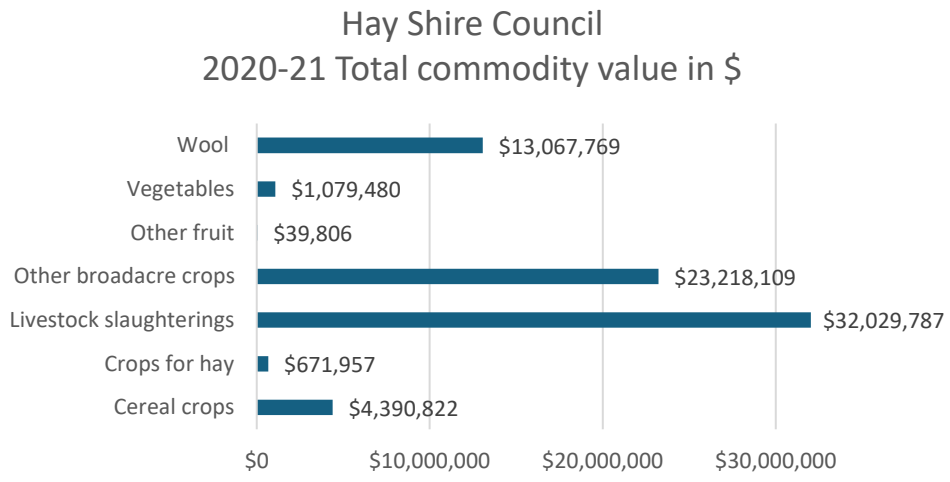
- The total gross value of agricultural production was $74 million in 2020-21[18].
- The total gross value of crops was $23.8 million[18], with other broadacre crops the largest commodity produced which accounted for 31.2% of the LGA's total agricultural output in value terms[19], as shown in Figure 7.
- The total gross value of livestock slaughtered and other disposals was $32 million in 2020-21[18], representing 43% of the LGA's total agricultural output[19], as shown in Figure 8.
- Wool represented 17.5% of the LGA's total agricultural output[19] with a total gross value of $13 million in 2020/21[18].

Figure 7: Agricultural commodity type by percentage of total agricultural production in Hay Shire Council compared to New South Wales.



Source: Australian Bureau of Statistics, Value of Agricultural Commodities Produced, Australia, 2021-22 financial year | Australian Bureau of Statistics.

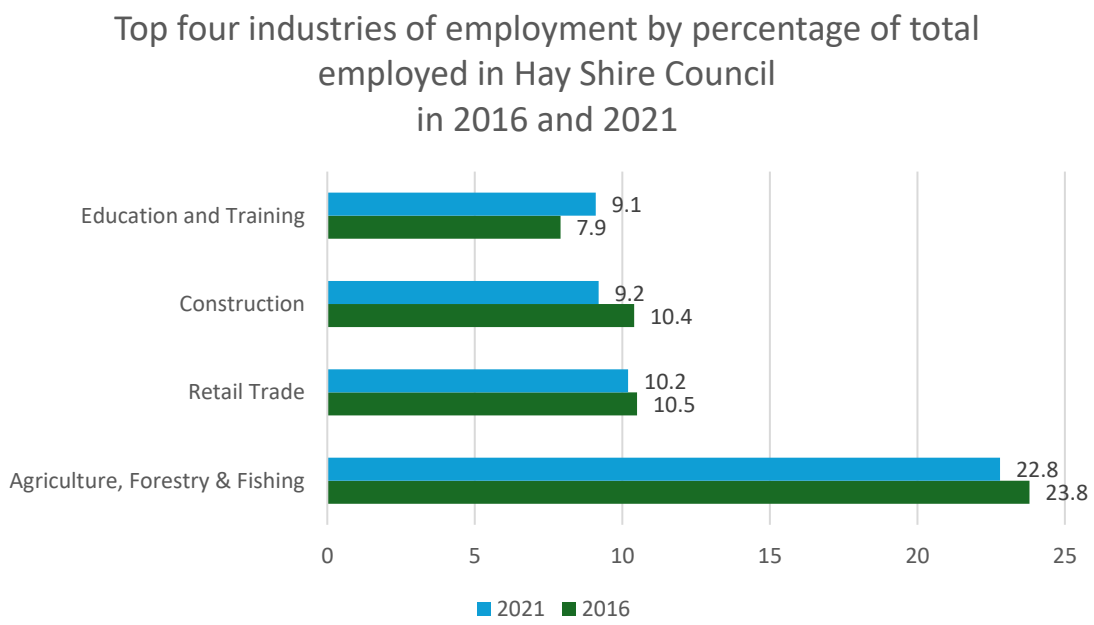
Figure 8: Value of agricultural commodities in Hay Shire Council in 2020-21.



Source: Australian Bureau of Statistics, Value of Agricultural Commodities Produced, Australia, 2021-22 financial year | Australian Bureau of Statistics.

Agriculture, forestry and fishing employed 22.8 percent of all workers in 2021 in the Hay Shire LGA[20]. Figure 9 shows 'retail trade', 'construction' and 'education and training' and as the other top employing industries between 2016 and 2021.

Figure 9: Top four industries by percentage of total employed in Hay Shire Council in 2016 and 2021.



Source: Australian Bureau of Statistics, Hay | Region summary | Data by region | Australian Bureau of Statistics.

The unemployment rate in 2021 was 4.0 percent which is higher than the regional average of 3.6 percent but equal to the state unemployment rate[21]. The median income in the LGA in 2021 was $46,026 which was higher than the regional NSW median of $45,234 and the overall state median of $42,276[22].

The Hay Shire Council area is located within the Southwest Renewable Energy Zone (REZ) with several major projects proposed for the area. The Hay region offers high-quality wind and solar resources, a sparse population, strong existing and planned grid connections, and local landholder support[23]. Its flat landscape also makes it ideal for large-scale renewable infrastructure.

There is the potential for significant economic benefits for the LGA from proposed developments, including up to 1250 jobs during construction at the Pottinger Energy Park and Bullawah Wind Farm and more than 50 ongoing roles once they are both operational[23]. Additionally, Hay Shire Council strongly advocates for local benefit from these projects and has developed, with the community, the *Fundamental Principles for Successful Renewable Energy Development in Hay.* These Principles ensure the community is considered in all decisions by EnergyCo and Developers and have formed the basis for negotiations to deliver long term legacy to the community[23].

3. Natural hazards

The Hay Shire LGA is repeatedly exposed to bush fires, floods, storms, heat and drought. Nine disaster declarations impacted Hay Shire Council between 2010 and May 2026[24], as shown in the table below. Numerous other severe storms and other weather-related events have impacted the council area in this period but were not of sufficient scale to trigger a disaster declaration.

Table 2: Disaster declarations impacting Hay Shire Council from 2010 to March 2026.

Disaster Declaration #	Name of Event	Date
1034	Flooding	14 Sept 2022
1001	Storms and Floods	5 Jan 2022
731	Inland Storms and Floods	30 Aug 2016
722	Inland Storms and Floods	18 Jun 2016
538	Statewide Bush fires	1 Jan 2013
479	Southern NSW Flooding	28 Feb 2012
430	NSW Floods February 2011	04 Feb 2011
421	November 2010 Floods	29 Nov 2011
417	NSW flooding: October 2010	1 October 2010

Source: Disaster Assist, https://www.disasterassist.gov.au/find-a-disaster/australian-disasters.

The Hay Shire LGA is vulnerable to natural hazard impacts because Hay and Maude are located on the Murrumbidgee River which can flood, and grasslands and agriculture dominate the LGA land area. Agricultural systems rely heavily on weather patterns and natural resources and are particularly vulnerable to disruptions from extreme weather events[25].

3.1 Floods

Hay and Maude are prone to main stream flooding from the Murrumbidgee River. The town of Hay lies on both sides of the river while Maude lies on the northern bank. Both towns are located on flat land and are partially protected by levees.

Potential impacts include:

- Inundation of residential, commercial and rural properties.
- Isolation of communities due to road closures.
- Damage to critical infrastructure such as water, sewerage and roads.
- Disruption to agricultural production and supply chains

A summary of flood behaviour and impacts in Hay and Maude, as described in the 2025 *Hay and Maude Flood Risk Management Study and Plan*, is given below[26].

3.1.1 Hay

Hay (population 2,400) is bisected by the Murrumbidgee River that runs east to west through town dividing the town into Hay and South Hay. They are connected by a 190-metre-long bridge built in 1973. Five levees have been constructed to protect the urban areas of Hay.

Major floods have occurred in 1891, 1931, 1950, 1952, 1956, 1970, 1974, 2012 and 2022. It is noted in the *Flood Risk Management Study and Plan* that road raising of the Sturt and Mid-Western

Highways, as well as large-scale rural floodplain infrastructure (e.g. irrigation canals and dams) and increased density of riparian vegetation, has contributed to higher peak flood levels being experienced than before these modifications occurred.

Flood damage estimates indicate that 144 dwellings, three public buildings and 30 commercial buildings in Hay would experience above-floor flooding in a 1% Annual Exceedance Probability (AEP) event with an Average Annual Damage (AAD) estimate calculated as being $16.1 million.

In South Hay, flood damage estimates indicate that 16 dwellings would experience above-floor flooding in a 1% Annual Exceedance Probability (AEP) event with an Average Annual Damage (AAD) estimate calculated as being $2 million.

In a local catchment flood, three residential dwellings and five commercial/industrial buildings would experience above-floor flooding in a 1% AEP local catchment flood amounting to $0.9 million in flood damages. No properties would experience above-floor flooding in South Hay.

Significant flood events on the Murrumbidgee River at Hay are summarised in Table 3 below. A 1% AEP flood has a gauge height of 9.49 metres; a 5% AEP flood has a gauge height of 9.11 metres.

Table 3: Significant flood events on the Murrumbidgee River at Hay.

Flood Event	Peak Flood Depth at Gauge (m)
Nov 2022	9.11
Mar 2012	8.99
Sep 1974	9.04
Oct 1970	8.81
Jul 1956	8.99
Jul 1952	8.74
Apr 1950	8.62
Jun 1931	8.88
Jul 1891	8.80

Source: Lyall & Associates, Nexus Environmental Planning, Hay Shire Council, LinkClick.aspx.

3.1.2 Maude

Maude (population 110) is located on the northern bank of the Murrumbidgee River immediately downstream of the Maude Weir. The Maude Levee is about 1,100 metres in length and was constructed to prevent floodwater from inundating low-lying parts of the urban centre. Local catchment flooding can occur in significant rain events causing ponding of water behind the levee at several locations because there are no pipes beneath the levee.

In Maude, flood damage estimates indicate that only one dwelling would experience above-floor flooding in a 1% Annual Exceedance Probability (AEP) event with an Average Annual Damage (AAD) estimate calculated at $0.1 million. No properties would experience above-floor flooding in a 1% AEP local catchment flood.

Significant flood events on the Murrumbidgee River at Maude are summarised in Table 4 below. A 1% AEP flood has a gauge height of 7.56 metres; a 5% AEP flood has a gauge height of 7.35 metres.

. Table 4: Significant flood events on the Murrumbidgee River at the Downstream Maude Weir Stream Gauge.

Flood Event	Peak Flood Depth at Gauge (m)
Nov 2022	7.61

Oct 2016	7.29
Mar 2012	7.44
Dec 2010	7.11
Aug 1991	6.96
Sep 1990	7.00
May 1989	7.23
Nov 1975	7.04
Sep 1974	7.38
Jul 1956	7.41

Source: Lyall & Associates, Nexus Environmental Planning, Hay Shire Council, LinkClick.aspx.

Table 5 below shows the following flood hazards and their risk priority in the *Hay Shire Council Local Emergency Management Plan*.

Table 5: Flood hazards and their risk priorities listed in the Hay Shire Council Local Emergency Management Plan.

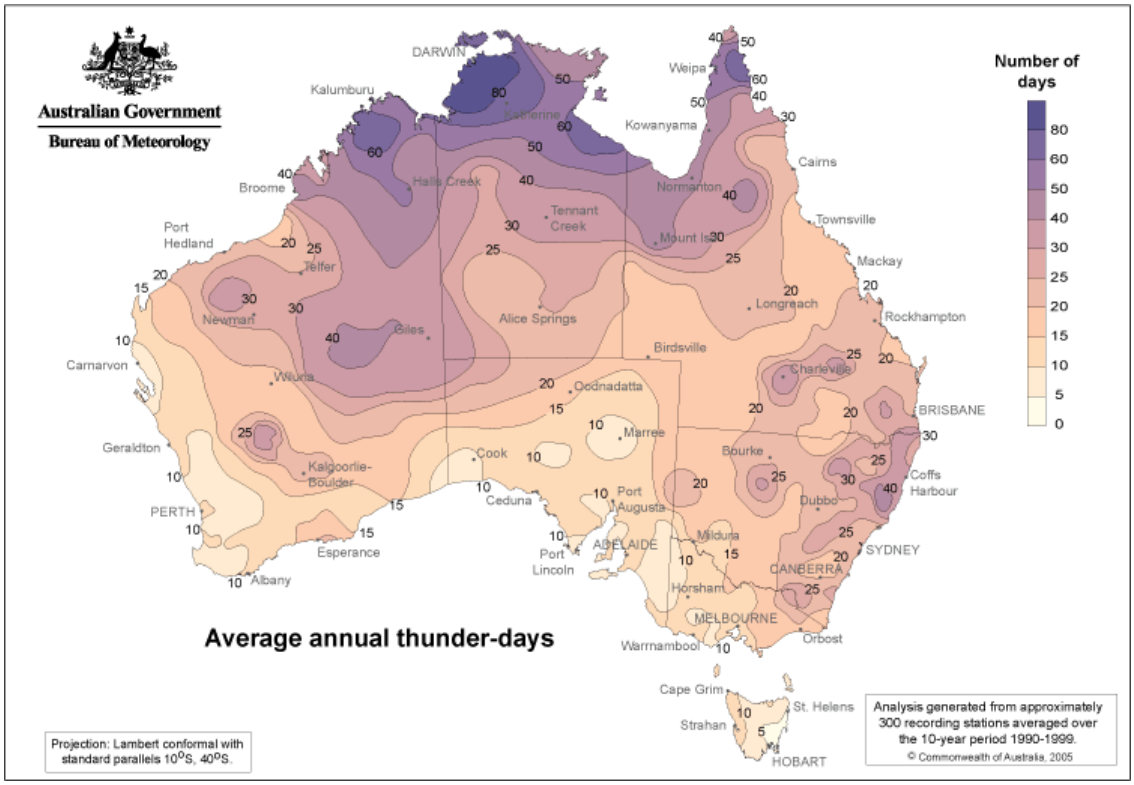
Hazard	Risk Description	Likelihood Rating	Consequence Rating	Risk Priority
Flood (Flash)	Heavy rainfall causes excessive localised flooding with minimal warning time.	Likely	Insignificant	Medium
Flood (Riverine)	River flows exceed the capacity of normal river systems resulting in flood waters escaping and inundating river plains	Possible	Major	Extreme

Source: Hay Shire Council Local Emergency Management Plan.

3.2 Severe storms

The Hay Shire Council LGA is at risk of severe storms and flash flooding, particularly in spring and summer months. As shown in Figure 10, the LGA spans an area that experiences an average of 15-20 thunder days per year.

Figure 10: Average annual thunder-days averaged over the 10-year period 1990-1999.



Source: Bureau of Meteorology, [Average annual thunder-day and lightning flash density maps, Bureau of Meteorology](#).

Potential impacts include:

- Localised flooding and property damage.
- Fallen trees and power outages.
- Damage to crops, sheds and fencing.

Table 6 shows storm hazard and its risk priority in the *Hay Shire Local Emergency Management Plan.*

Table 6: Storm hazard and its risk priority listed in the Hay Shire Council Local Emergency Management Plan.

Hazard	Risk Description	Likelihood Rating	Consequence Rating	Risk Priority
Storm	Severe storm with accompanying lightning, hail, wind, and/or rain that causes severe damage and/or localised flooding (includes tornado)	Possible	Major	High

Source: Hay Shire Council Local Emergency Management Plan.

3.3 Bush fires

Grass fires are a threat in warmer months due to large areas of grasslands, rangelands and dryland agriculture in the LGA which can contribute to fire growth[27]. Good spring rains can cause the grass to grow and significantly increase the grass fire hazard. During October the grass fuels begin to cure, and by November if the weather is hot, is fully cured[28].

Potential impacts include:

- Threats to life and property.
- Loss of livestock and agricultural assets.
- Smoke impacts on health and visibility.
- Damage to power and telecommunications infrastructure

The *Hay Shire Council Local Emergency Management Plan* includes the following likelihood and consequence ratings and risk priority for grass and bush fires, as shown in Table 7.

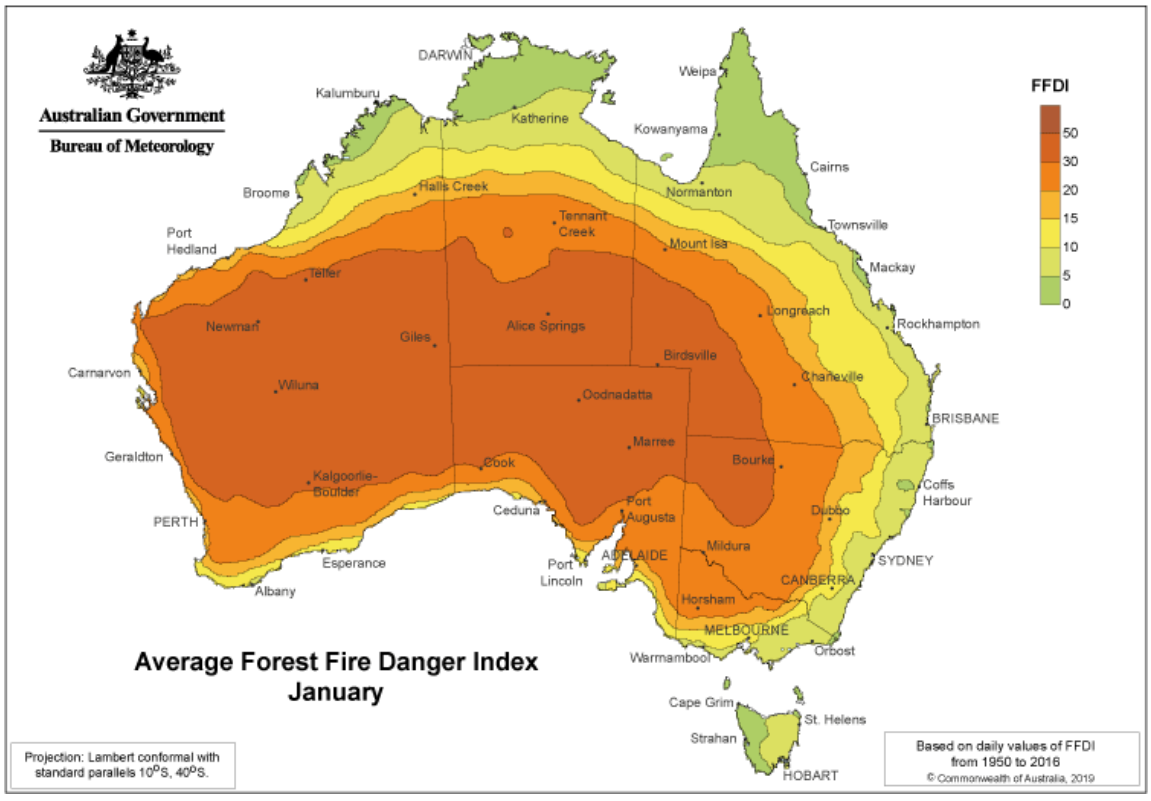
Table 7: Storm hazard and its risk priority listed in the Hay Shire Council Local Emergency Management Plan.

Hazard	Risk Description	Likelihood Rating	Consequence Rating	Risk Priority
Fire (bush or grass)	Major fires in areas of bush or grasslands	Possible	Major	High

Source: Hay Shire Council Local Emergency Management Plan.

Figure 11 shows Hay Shire Council is in the band where average forest fire danger index in January is in the range of 20-30 (greater than 50 is considered severe)[29].

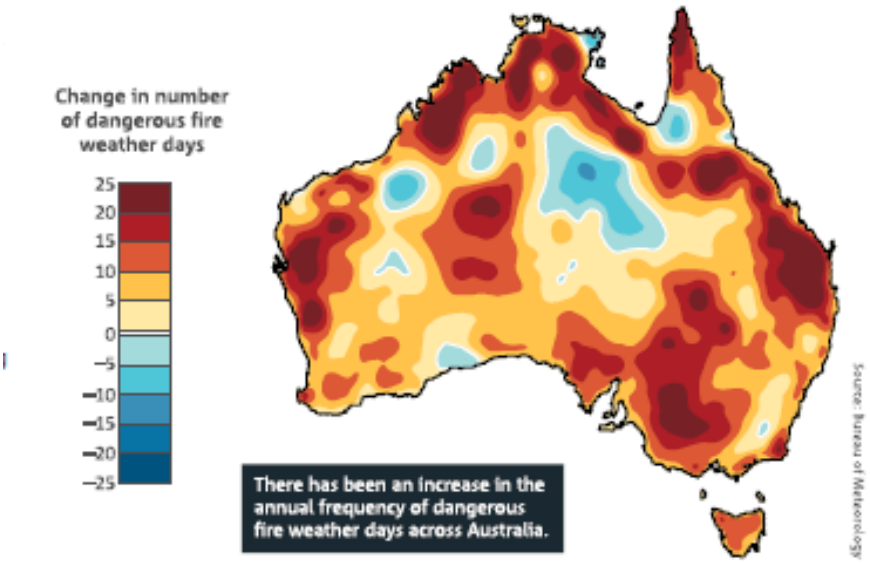
Figure 11: Average Forest Fire Danger Index (FFDI) in January based on daily values of FFDI from 1950 to 2016.



Source: Bureau of Meteorology, [Bushfire Forest Fire Danger Index – climate averages maps, Bureau of Meteorology](#).

Like many areas in Australia, the annual frequency of dangerous fire weather days has increased, as shown in Figure 12 below. Hay Shire Council is in the band that indicates an increase of 15-20 days per year that the FFDI exceeds the 90th percentile when comparing 1950-1987 to 1987-2024[30].

Figure 12: Change in the number of dangerous fire weather days across Australia.



There has been an increase in the number of days with dangerous weather conditions for bushfires. The map shows the change in the number of days per year (July to June) that the FFDI exceeds its 90th percentile of conditions observed from 1950–2024, between 2 periods: July 1950 to June 1987 and July 1987 to June 2024. The FFDI is an indicator of dangerous fire weather conditions for a given location.

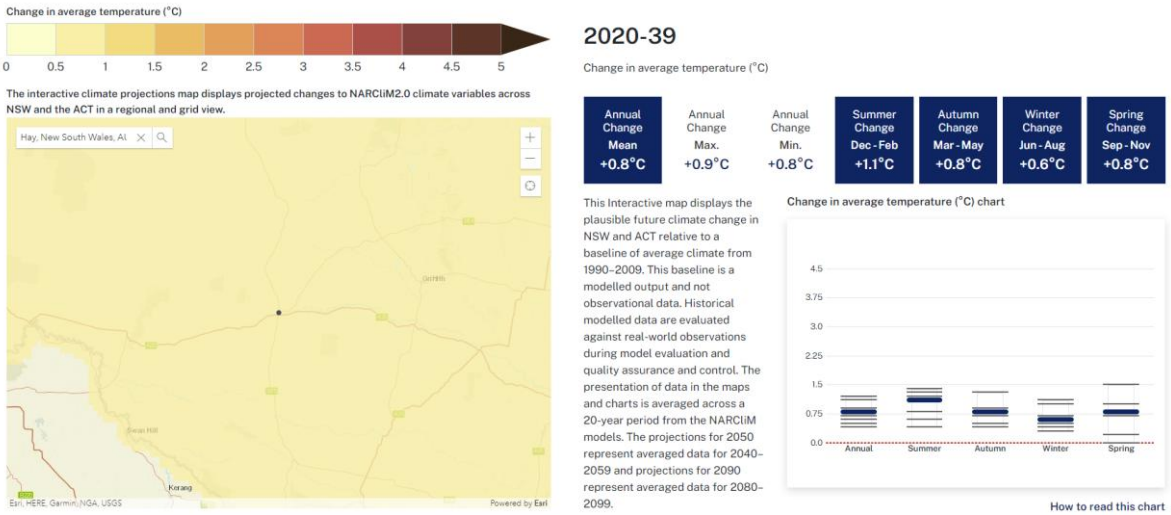
Source: Bureau of Meteorology, State of The Climate 2024.

Hay Shire Council is part of the NSW Rural Fire Service Murrumbidgee Irrigation Area (MIA) District which typically experiences approximately one to three large fires (i.e. greater than 100 hectares) every 10-15 years. The last significant fire in the Murrumbidgee Irrigation Area District was in 2018[27].

There are no focus areas in the *Murrumbidgee Irrigation Area Bush Fire Risk Management Plan* (BFRMP) located in the Hay Shire Council area. Focus areas are locations that have been specifically identified as having unacceptable risk and require additional, targeted treatment strategies within the five-year BFRMP[27].

3.4 Heat

Heatwaves are becoming more frequent and prolonged across the region, including in the Hay Shire LGA. In the Riverina Murray, 2009 was the warmest year on record for both average temperature and maximum temperature; average temperature was 1.1°C above the 1990-2009 average[31]. All areas, including the Hay Shire LGA, have experienced more hot days above 35°C and more consecutive days above 38°C in the past 30 years[32].



Potential impacts include:

- Heat related illness and increased mortality.
- Increased demand on health and emergency services.
- Stress on energy and water systems.
- Reduced workforce productivity, particularly in outdoor industries.

Heatwave hazard and its risk priority in the *Hay Shire Council Local Emergency Management Plan* are shown in Table 8. Hay Shire Council and the Local Emergency Management Committee also adopted a Heatwave Consequence Management Guide in 2024.

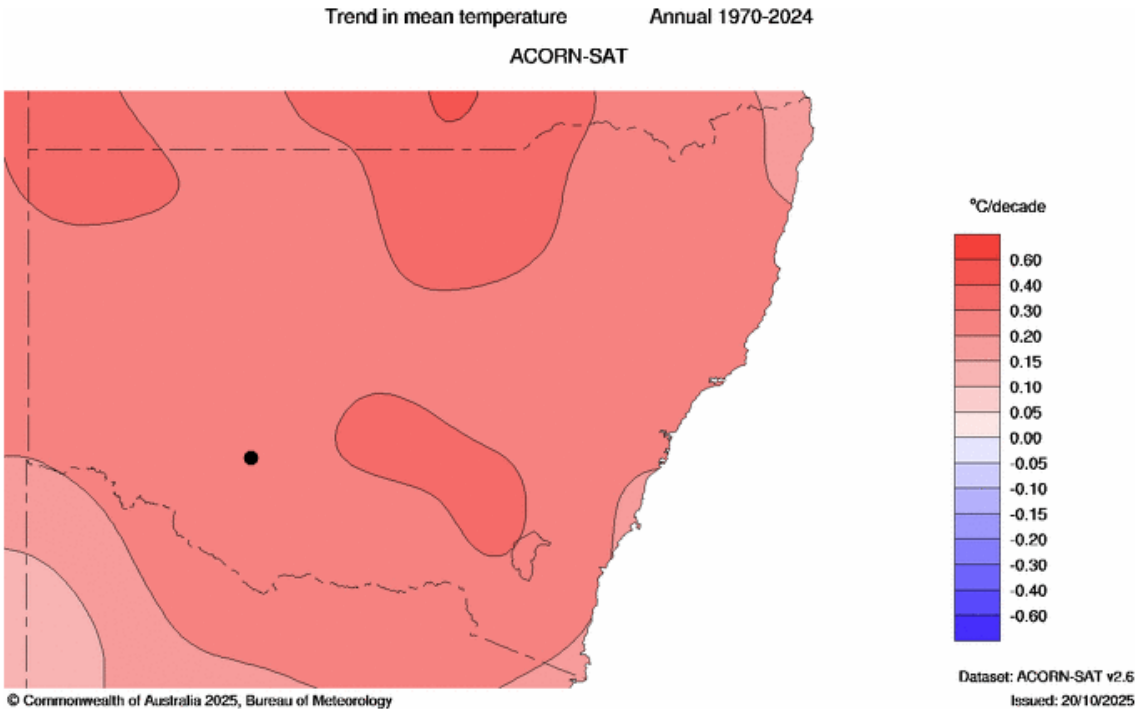
Table 8: Heatwave hazard and its risk priority listed in the Hay Shire Council Local Emergency Management Plan.

Hazard	Risk Description	Likelihood Rating	Consequence Rating	Risk Priority
Heatwave	A sequence of abnormally hot conditions having the potential to affect a community adversely.	Possible	Major	High

Source: Hay Shire Council Local Emergency Management Plan.

The trend in annual mean temperature from 1970 to 2023 for the Hay Shire Council area has been an increase of .20 to .30 degrees Celsius per decade[33] (Figure 13 below). This trend is expected to continue in the future[31].

Figure 13: Trend in annual mean temperature from 1970 to 2023 with Hay Shire Council represented by the black circle.



Source: Bureau of Meteorology, Australian climate variability & change - Trend maps.

3.5 Earthquakes

The Hay Shire Council area experiences mild tremors occasionally, but damages are rarely reported. Geoscience Australia hazard mapping suggests a low overall risk[34]. The *Hay Shire Council Local Emergency Management Plan* does not list earthquake as a hazard in this area. Earthquake risk is not predicted to change in the future.

3.6 Drought

The Hay Shire LGA is subject to drought on a recurring basis, resulting in economic, social and environmental impacts. The significance of agriculture to the Hay Shire LGA economy makes the area particularly vulnerable to impacts from drought. Not only can drought cause crop failures and stocks losses, but droughts also amplify conditions that foster bush fires, dust storms and land degradation[35].

Potential impacts include:

- Reduced agricultural productivity and income.
- Mental health impacts on farming and rural communities.
- Degradation of natural ecosystems.
- Pressure on water supplies.

The LGA has experienced a range of droughts of differing durations and intensities, including:

- The Federation Drought: 1895-1902
- World War 1 Drought: 1914-1915

- World War 2 Drought: 1937-1945
- 1965-1968 Drought: 1956-1968
- 1982-83 Drought: 1982-1983
- The Millenium Drought: 1997-2009
- The 2017-2020 Drought: 2017-2020[36].

All of the drought events were characterised by protracted periods of low rainfall, leading to low soil moisture[36]. The last two droughts significantly impacted the region due to the duration of the Millenium Drought and the significant period of below average rainfall in the 2017-2020 Drought[36].

The thirty-year trend of declining annual rainfall and increasing annual mean temperature is likely to continue in the future[31]. Additionally, climate drivers, such as the Indian Ocean Dipole (IOD) and El Niño Southern Oscillation (ENSO), also contribute to the likelihood of increased drought periods in the LGA in the future. Extremely positive IOD events are likely to increase[37] resulting in less rainfall and higher temperatures. Because positive IOD events tend to correspond with El Niño events, drought will become more likely[35].

Drought impacts can differ in LGAs like Hay Shire Council where irrigation supports some agricultural land use because low rainfall and soil moisture are only two of the factors contributing to impacts[35]. Irrigation water and its availability is tied to operational and political constraints of the schemes and rainfall in mountain regions hundreds of kilometres away[35]. Areas within the irrigation schemes therefore may have some buffer from the impacts of shorter droughts in the region but are vulnerable to water security issues more generally. However, long and widespread droughts, such as the Millenium Drought, can still cause significant impacts in these areas. For example, during the Millenium Drought, the production of irrigated rice and cotton fell by 99% and 84% respectively from 2002 to 2009[38].

Given that droughts will continue to impact the LGA, Hay Shire Council has proactively taken part in developing the *Hay and Carrathool Regional Drought Resilience Plan*, along with Carrathool Shire Council[39]. This plan outlines the work needed to become more resilient and adaptable to changing climate conditions.

4. Climate change projections and future risk

The Hay Shire LGA is predicted to become hotter and drier with an average reduction of annual rainfall of 13.44 percent under a low emissions scenario in the 2040-2059[40] period and 18.99 percent in a high emissions scenario[41]. Average mean, maximum and minimum temperatures are all predicted to increase[42]. Hot days and severe fire weather days are also projected to increase[43,44], as shown in Table 9 below.

Table 9: Climate change projections for the Hay Shire LGA (at Booligal) under low and high emissions scenarios for the years 2040-2059.

Climate change projections – Hay Shire Council	2040-2059	
	Low Emissions	High Emissions
Average Mean Temperature *Increase*	1.22 ° C	2.01° C
Average Minimum Temperature *Increase*	1.14° C	1.91° C

Average Maximum Temperature *Increase*	1.24° C	2.01° C
Hot days* per year will *increase* by:	16.26 days	25.84 days
Severe fire weather** days will *increase* by:	4.35 days	7.38 days
Average annual rainfall will *decrease* by:	13.44%	18.99%

* Hot days are defined as days over 35C

**Severe fire weather days are defined as days with Forest Fire Danger Index greater than 50

Source: Adapt NSW, Interactive climate change projections map | AdaptNSW.

These projections suggest that the Hay Shire Council area will likely experience increases in the incidence of several natural hazards and long-term stressors including extreme heat, bush fires and drought. The Hay Shire LGA and its agricultural economic base could be threatened by changes to climate drivers like the IOD and ENSO. Research indicates the Southern Annular Mode (SAM) is showing an increasing tendency to remain in a positive phase in summer and autumn months which may lead to reduced rainfall in winter in the LGA, as storm systems stay to the south of the continent[45].

Increasing surface temperatures mean that a typical La Niña year now is warmer than El Niño years in the 1980s[30]. Though ENSO is naturally occurring, El Niño and La Niña events have occurred more often over the past 50 years[46]. In the future, ENSO events are likely to increase in amplitude and frequency, having stronger effects and occurring more often[47]. Research also suggests that swings from a strong El Niño to a strong La Niña, like that experienced from 2019-20 to 2020-21, will become more frequent[30]. Some research suggests extreme El Niño and La Niña events may increase from about one in every 20 years to one in every 10 years by the end of the 21st century[48].

5. Summary of natural hazards and future risk

The Hay Shire Council LGA experiences bush fires, floods, storms (including hail, tornadoes and flash flooding), extreme heat, drought and earthquakes. These natural hazards are recurring and have caused significant social, economic and environmental impacts over the years. Agriculture is a dominant economic driver in the LGA which makes the area particularly prone to economic impacts from natural hazards when crops fail or are damaged, livestock is lost and infrastructure servicing the industries is damaged or not usable for prolonged periods. Natural hazard impacts on agriculture have flow-on effects to manufacturing and other industries and businesses that support it.

The LGA is subject to potentially significant impacts from flooding, particularly on the Murrumbidgee River floodplain. The 2025 Hay and Maude Floodplain Risk Management Study and Plan recommends several levee upgrade and warning system upgrade projects. Funding through State and Commonwealth government programs will be essential to realise this work.

The Hay Shire Council LGA is likely to become hotter and drier in the future with increases in the frequency and intensity of extreme heat, bush fires and drought. An increase in the amplitude and frequency of ENSO events (i.e. El Niño and La Niña) may compound extreme drought and flooding events in the future, as swings between El Niño and La Niña become more frequent.

The Hay Shire LGA has several vulnerable population groups, including the aged, disabled, Aboriginal and Torres Strait Islanders and economically disadvantaged that require careful consideration and communication in disaster resilience initiatives. The LGA does not have the same level of pressure

from population growth as other councils in the RAMJO region. However, addressing legacy risk, such as participation in housing buy-back schemes and further upgrades to levees and other flood protection infrastructure, will continue to be high priorities for the LGA.

Given the economic characteristics and population demographics of the region, and the projected increase in natural hazard risks due to climate change, planning and preparation for natural disasters will be critical. This will require all levels of government to work together and with the community to mitigate the social, economic and environmental impacts of extreme weather events.

6. Disaster risk reduction actions taken from 2021-2025

Under the Local Government Act 1993, all councils in New South Wales are required to prepare a suite of documents to guide and direct their service delivery. This Integrated Planning and Reporting Framework includes a Community Strategic Plan (CSP) that is prepared in consultation with the community and identifies the community's goals and aspirations for the future. These plans are updated every four years after Council elections. A four-year Delivery Program and annual Operational Plan turn the strategic goals in the CSP into actions by identifying all the key activities to be undertaken over the life of the program and plan, respectively[49].

Hay Shire Council has undertaken many disaster risk reduction activities from 2021 to 2025. The table below shows specific risk reduction actions taken each financial year, based on Council's Annual Report for that year. The table also shows how those actions align with the tools to reduce exposure and vulnerability in the NSW SDMP.

Table 10: Specific disaster risk reduction actions taken by Hay Shire Council from 2021 to 2025.

Year	Specific Disaster Risk Reduction Actions Taken	State Disaster Mitigation Plan Tools to reduce exposure and vulnerability*
2024-25	Annual roads, water, sewerage, recreational and drainage maintenance program delivered on time and budget	Mitigation Infrastructure; Infrastructure Resilience
	Asset Management Plan implemented and service delivery reviews commenced	Infrastructure Resilience
	Detailed condition assessment of stormwater and drainage assets completed	Infrastructure Resilience
	Completed the Floodplain Risk Management Study and Plan for Maude and Hay	Mitigation Infrastructure; Infrastructure Resilience; Warning Systems; Community Awareness and Preparedness
	On-going advocacy for improved river bank and river flows management	Nature-based measures
	Facilitated and participated in interagency meetings, including the Local Emergency Management Committee	**Emergency Response Prep
2023-24	Completed the RAMJO Disaster Risk Reduction Fund project, including a needs analysis, community RediPlan Workshops, a Transport Vulnerability assessment and tools to embed disaster risk strategies into Councils Integrated Planning & Reporting documents	Community Awareness and Preparedness; Infrastructure Resilience; Strategic Planning Controls
	Stormwater annual capital and maintenance program implemented and maintenance occurring as resourcing permits	Infrastructure Resilience

	Ongoing advocacy for improved river bank and river flows management	Nature-based measures
	Annual roads, water, sewerage, recreational and drainage maintenance program implemented	Infrastructure Resilience
	Flood Plan Risk Management Study and Plan continues to progress	Infrastructure Resilience
	Continued flood restoration works in progress	Infrastructure Resilience
	Facilitated and participated in interagency meetings, including the Local Emergency Management Committee	**Emergency Response Prep
2022-23	Annual roads, water, sewerage, recreational and drainage maintenance program impacted by flooding events	***Emergency Recovery; Infrastructure Resilience
	Asset Management Plan developed and service delivery reviews progressing	Infrastructure Resilience
	Detailed condition assessments underway for stormwater and drainage assets	Infrastructure Resilience
	Flood Plan Risk Management Study and Plan in progress and Part A complete	Mitigation Infrastructure; Infrastructure Resilience; Warning Systems; Community Awareness and Preparedness
	Ongoing advocacy for improved river bank and river flows management	Nature-based measures
	Flood restoration works, including roads and recreation areas, commenced and ongoing	***Emergency Recovery; Infrastructure Resilience
	Significant Council emergency response to extensive flooding	Emergency Response
	Facilitated and participated in interagency meetings, including the Local Emergency Management Committee	**Emergency Response Prep
2021-22	Stormwater annual capital and maintenance program implemented and maintenance occurring as resourcing permits	Infrastructure Resilience
	Annual roads, water, sewerage, recreational and drainage maintenance program delivered on time and within budget	Infrastructure Resilience
	Flood Risk Management Study and Plan commenced with expanded study area	Mitigation Infrastructure; Infrastructure Resilience; Warning Systems; Community Awareness and Preparedness
	Service standards for annual inspection of levee bank system for Hay Town implemented	Infrastructure Resilience
	Pilot project for river monitoring commenced	Warning Systems
	Continue to lobby relevant bodies to ensure the preservation of river banks	Nature-based Measures

	Facilitated and participated in interagency meetings, including the Local Emergency Management Committee	**Emergency Response Prep
2020-21	Stormwater annual capital and maintenance program implemented	Infrastructure Resilience
	Annual roads, water, sewerage, recreational and drainage maintenance program delivered on time and within budget	Infrastructure Resilience
	Facilitated and participated in interagency meetings, including the Local Emergency Management Committee	**Emergency Response Prep
2019-20	Hay Town levee bank inspection and maintenance plans implemented	Mitigation Infrastructure; Infrastructure Resilience
	Stormwater annual capital and maintenance program implemented	Infrastructure Resilience
	Annual roads, water, sewerage, recreational and drainage maintenance program delivered on time and within budget	Infrastructure Resilience
	Drought Funding Round 2 grant awarded	Community Awareness and Preparedness; Social Infrastructure and Cohesion
	Facilitated and participated in interagency meetings, including the Local Emergency Management Committee	**Emergency Response Prep
2018-19	Inspection and maintenance plans for levee system in Hay Town completed and Levee Owners Manual developed	Mitigation Infrastructure; Infrastructure Resilience
	Service standards for annual inspection of levee bank system in Hay Town adopted and incorporated into Levee Owners Manual	Mitigation Infrastructure; Infrastructure Resilience
	Stormwater annual capital and maintenance program implemented	Infrastructure Resilience
	$1 million grant awarded in Drought Funding Round 1	Community Awareness and Preparedness; Social Infrastructure and Cohesion
	Completed flood restoration projects on fifteen rural roads	***Emergency Recovery; Infrastructure Resilience
	Annual roads, water, sewerage, recreational and drainage maintenance program delivered on time and within budget	Infrastructure Resilience
	Asset management policy and strategy approved by Council	Infrastructure Resilience
	Facilitated and participated in interagency meetings, including the Local Emergency Management Committee	**Emergency Response Prep

SDMP Tool* - The State Disaster Mitigation Plan includes six tools to reduce hazard exposure and six tools to reduce vulnerability in planning and preparation for natural hazard events. This column shows the alignment of the listed activity with relevant SDMP risk reduction tools.

Emergency Response Prep** - This action does not relate to SDMP tools but is part of preparation for the emergency response phase.

Recovery Actions*** - This action does not relate to SDMP tools but is part of activities occurring in the emergency recovery phase.

7. Disaster risk reduction actions planned 2025-2029

An assessment of the disaster risk reduction actions based on the IP&R Regional Resilience Framework (RAMJO, 2025) was undertaken:

IP&R Regional Resilience Framework

Exposure Domains	SDMP Tools to Reduce Vulnerability and Exposure	RAMJO Classification	RAMJO Focus Area	GHD Categories
All Domains		*Strategic Objectives*		
		Overall Strategies	*Holistic Resilience Strategy*	Strategy
			Building Back Better	
			Maturity Assessment	
			Perceptions of Resilience	
Built	**Evacuation/ Mitigation Infrastructure**	*Infrastructure Resilience/ Buildings, facilities and places*	*Infrastructure for Resilience*	Critical Infrastructure
			Asset Management Strategy and Plan	
	Warning Systems			Technology
	Infrastructure Resilience		*Resilient Infrastructure*	
	Managed Relocation	*Land Use Planning*	*Resilience through Land Use Planning*	Strategy - Land Use Planning
	Home Modification			
	Strategic Planning Controls			
	Building Codes/Standards		*Adoption of Standards and Codes*	
Natural	**Nature-based measures**	*Sustainable land and water management*		Natural Environment
		Care for healthy country		
		Climate change innovation		
Economic		*Diversification and innovation*		Economic
		Enterprise Resilience		
		Climate Ready Economy		
Social	**Community Awareness and Preparedness**	*Community Resilience*	*Community Resilience*	
			Community Resilience Program/Strategy	
			Behaviour Change	
			Health and well-being	
			Community Led Preparedness	
	Social Infrastructure and Cohesion		*Cohesive Communities*	
		Council Organisational Resilience	*Overall Strategy*	
			Organisational Culture	
			Governance Structure	Political/Governance/Leadership
			Leadership Models	
			Decision Making	Knowledge/Capacity
			Risk Management Frameworks	
			Partnerships and Collaborations	Communications
		Council Services	*Resilient Services*	Social
			Community Needs and Service Levels	
		Emergency Management	*Emergency Management Obligations*	
			Emergency Management Framework	

The IP&R Regional Resilience Framework provides a tool to help embed disaster risk reduction actions identified in the Council Needs Analyses, undertaken as part of the 2023-24 Disaster Risk Reduction Fund project, into Council's suite of Integrated Planning and Reporting documents. Opportunities identified for Hay Shire is outlined in the below table:

IP&R Regional Resilience Framework - Hay Shire Council Opportunities

Exposure Domains	SDMP Tools to Reduce Vulnerability and Exposure	RAMJO Classification	RAMJO Focus Area	GHD Categories	Hay Shire Council Opportunities
Built	Evacuation/ Mitigation Infrastructure	*Infrastructure Resilience/ Buildings, facilities and places*	*Infrastructure for Resilience*	Critical Infrastructure	
	Warning Systems			Technology	– Investigate the use of ESSIL in an emergency. Provide training for staff on accessing and using the ESSIL. – Develop data sharing plans with Spatial NSW. – Council to share data for inclusion on the ESSIL. – Consider obtaining access to or developing Disaster Dashboards and provide staff training on the use of disaster dashboards. – Develop and maintain a GIS repository of natural hazard data and develop a system where hazard layers can be made available to the public via the Council website. – Additional training to staff on how to respond to Advanced Warning Systems/ SES/ RFS warnings and improve public education on how they should respond to Advanced Warning Systems. – Consider investigating the relevance of the Smart Cities framework and whether to include elements (possibly linked to Advanced Warning Systems and instream gauges) in a strategy / action plan
			Asset Management Strategy and Plan		– Revise Asset Management Plan(s) to include a description of impacts of natural hazards on critical infrastructure and to include disaster mitigation and response actions. – Revise AMP / complete stormwater management plan to include frequencies of inspection and/or clearing of stormwater drains / culverts. – Revise Asset Management Plans or initiate a governance review to document roles and responsibilities for the maintenance, including frequency of inspections and clearing of drains and culverts during disaster response/recovery.
	Infrastructure Resilience		*Resilient Infrastructure*		
	Managed Relocation	*Land Use Planning*	*Resilience through Land Use Planning*	Strategy - Land Use Planning	– Revise housing strategy to incorporate climate change impacts including temperature extremes. – If appropriate Council to advocate for buybacks/ lifting of at-risk houses (to be informed by updated flood modelling, for example the Hay and Maude Floodplain Risk Management Strategy and Plan currently under development). – Consider the compilation of a Development Control Plan once current LEP review is completed (noting that there are few settlements within the LGA).
	Home Modification				
	Strategic Planning Controls				
	Building Codes and Standards		*Adoption of Standards and Codes*		

Natural	**Nature-based measures**	*Sustainable land and water management*		Natural Environment	– Revise strategies, policies and plans for key Council hazards (e.g., bushfire, flooding) and vulnerable communities or include in IP&R / land use planning documents. – Develop a controlled burning policy and SOP. – Update BFPL mapping across the LGA to reflect the current bushfire hazard and align with NSW RFS mapping requirements. This is a joint responsibility with RFS. Consider creating a Council-specific plan to manage bushfire risk on lands that Council is responsible for that are BFPL. – Develop and implement the Climate Change Risk Assessment and Adaptation Plan. – Revise waste management policy to address disaster waste management. – Ensure that Council's Business Continuity Plan considers management of disaster waste and sewerage, and reflects how natural hazards impact on waste management. BCP should outline how post-disaster inspections should take place.
		Care for healthy country			
		Climate change innovation			
Economic		*Diversification and innovation*		Economic	– Consider allocating part of the annual budget for disaster response. – Consider setting up systems and procedures to facilitate efficient reimbursement of funds spent on disasters. – Council to consider creation of disaster fund so that initial funding is available while waiting for government grants for response and recovery.
		Enterprise Resilience			
		Climate Ready Economy			
Social	**Community Awareness and Preparedness**	*Community Resilience*	*Community Resilience*		
			Community Resilience Program/Strategy		
			Behaviour Change		
			Health and well-being		
			Community Led Preparedness		
	Social Infrastructure and Cohesion		*Cohesive Communities*		
		Council Organisational Resilience	*Overall Strategy*		
			Organisational Culture		
			Governance Structure	Political/Governance/ Leadership	– Document obligations under the SERM Act and confirm roles and responsibilities to maintain compliance. – Local EMPLAN should have a review date stated. – Include disaster risk reduction mitigation actions in the next revision of IP&R documents.
			Leadership Models		
			Decision Making	Knowledge/Capacity	– Develop a training plan to address the needs of staff regarding disaster risk reduction. – Develop a lessons learned register to document and communicate communication issues during disasters.
			Risk Management Frameworks		
			Partnerships and Collaborations	Communications	– Work with combat agency partners to ensure access to information and warnings in other languages can be communicated to the community.
		Council Services	*Resilient Services*	Social	– Devise a process to ensure impacts to public health resulting from natural disasters are identified in strategies, policies and plans (as relevant) during updates. – Complete development of heatwave planning documentation as part of the EMPLAN. The heatwave planning documentation may benefit from stakeholder engagement with the community and assistance from NSW Health, and should be made publicly available on the Council's website. – Revise strategies, policies and/or plans to address vulnerable communities and their needs
			Community Needs and Service Levels		
		Emergency Management	*Emergency Management Obligations*		
			Emergency Management Framework		

The table below shows the specific disaster risk reduction actions outlined in the *2025-2029 Delivery Program*.

Table 11: Disaster risk reduction actions in the Hay Shire Council 2025-2029 Delivery Program.

2025 CSP Strategic Objectives	Project or Program of Works 2025-2029	Delivery Program Actions 2025-2029	State Disaster Mitigation Plan Alignment - Tools to Reduce Vulnerability and Exposure*
Recreational, Civic Spaces, and Infrastructure that meet community needs	Deliver infrastructure that are responsive to the community's needs	Regular inspections. Reseal program. Heavy patching program. Gravel Re-sheeting program. Ongoing sealed and unsealed maintenance works	Infrastructure Resilience
		Work with industry to identify and address areas of improvement that deliver climate resilient infrastructure and long-term sustainability for inclusion in Transport Asset Management plan	Mitigation Infrastructure; Infrastructure Resilience
		Consult with the community to ascertain the community's infrastructure needs	Social Infrastructure and Cohesion
Council is resilient and adaptive	Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure	Develop business case for the implementation of water efficiency measures across the urban water supply system	Infrastructure Resilience
		Water efficiency measures	Infrastructure Resilience
		Energy efficiency measures	Infrastructure Resilience
	Climate change risks and opportunities are embedded in our decision making process	Develop a Climate Risk Assessment Framework into council strategies and project proposals	Infrastructure Resilience
Our community is resilient and adaptive	Support business with climate risk	Share information with industry about best practice regional climate risk adaptation, funding and collaboration opportunities	Community Awareness and Preparedness

	adaptation and best practice	Publish and promote Council climate resilience actions to “lead by example”	Community Awareness and Preparedness
		Support community to live with less water	Community Awareness and Preparedness
Enhance the built environment	Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.	Ensure all new infrastructure planning documentation includes development of ‘futureproofing’ assessment based on climate trends, demographic shifts, and maintenance demands.	Mitigation Infrastructure; Infrastructure Resilience
		Continue to review and update Asset Management Plans.	Infrastructure Resilience
Our community is resilient and adaptive.	To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy.	Implement recommendations from Hay & Maude FRMS&P	Mitigation Infrastructure
		Implement the Regional Drought Resilient Program report	Community Awareness and Preparedness; Social Infrastructure and Cohesion
		Work with agencies to better manage floods.	**Emergency Response Prep
		Support local agencies – SES, RFS, RRNSW	**Emergency Response Prep
	Coordinated action for Climate Resilient Economic Development	Investigate opportunities to collaborate with other agencies and industry to deliver participatory climate adaptation planning to reduce the direct impact of disasters on the region’s critical infrastructure and road networks, maintain the services they provide and ensure connectivity, productivity and safe mobility into the future.	Mitigation Infrastructure; Infrastructure Resilience; Community Awareness and Preparedness; Social Infrastructure and Cohesion
Our Council leads by example	Be environmentally responsible in decision making.	Deliver a program to increase institutional capacity to plan for and respond to the challenges/ opportunities of climate change including ongoing delivery of services	Infrastructure Resilience; Social Infrastructure and Cohesion

SDMP Tool* - The State Disaster Mitigation Plan includes six tools to reduce hazard exposure and six tools to reduce vulnerability in planning and preparation for natural hazard events.

This column shows the alignment of the listed activity with relevant SDMP risk reduction tools.

Part 2: Climate Adaptation Plan 2026–2029

1. Introduction

Climate change refers to long-term shifts in temperature, rainfall patterns, and the frequency or intensity of extreme weather events. For local government, this isn't just an abstract environmental issue, it affects almost every aspect of community planning and service delivery. Examples include:

- Infrastructure at risk: Roads, bridges, waste, water and sewage systems may be damaged by floods, heat, or bushfires.
- Public health impacts: Extreme heat, poor air quality from bushfires, and changing disease patterns affect residents.
- Economic consequences: Agriculture, tourism, and local businesses can be disrupted by droughts, floods, and other climate events.
- Environmental impacts: Local ecosystems, biodiversity, and natural assets are stressed by changing climate conditions.

Local government is the frontline in responding to these impacts because councils manage critical local infrastructure, emergency services support, and community wellbeing programs.

Hay Shire Council recognises that climate change presents both immediate and long-term risks to the community, economy, environment and Council operations. As a rural and remote local government area in south-western New South Wales, Hay Shire is particularly exposed to climate-related hazards such as extreme heat, flooding, drought and bushfire.

This Climate Change Adaptation Plan sets out a practical, locally-relevant framework to understand climate risks and guide adaptation actions for the period 2026–2029. The Plan is informed by NSW Government climate projections, historic hazard events, and Hay Shire's unique geographic, social and economic context.

2. Purpose and Objectives

The purpose of this Plan is to:

- Reduce the vulnerability of Hay Shire's community, assets and essential services to the impacts of a changing climate, including increased temperatures, drought, flooding and extreme weather events.
- Integrate climate change considerations into Council decision-making, strategic planning, infrastructure design, and long-term asset management practices.
- Strengthen community resilience and preparedness by improving awareness, response capability, and recovery from extreme weather events.
- Support sustainable economic, environmental and social outcomes by ensuring the Shire can adapt and continue to thrive under changing climate conditions.

Key objectives are to:

- Identify and assess priority climate risks specific to Hay Shire, including risks to infrastructure, natural systems, local industries and community wellbeing.
- Establish clear, practical adaptation actions that align with Council's roles, responsibilities and available resources.
- Embed climate adaptation into existing strategies, policies, and operational processes to ensure a coordinated and consistent approach across all areas of Council.

Mitigation versus adaptation

Climate change action is typically divided into two complementary categories: adaptation and mitigation. Adaptation focuses on preparing for, responding to, and living with the impacts of climate change, while mitigation addresses the underlying causes of climate change, most commonly through actions that reduce greenhouse gas emissions or enhance carbon sequestration.

As an Adaptation Plan, this document focuses primarily on practical actions that will help Council and the Hay Shire community anticipate, manage and respond to the impacts of a changing climate. This includes strengthening infrastructure, improving planning and decision-making, and building community resilience to increasing climate variability and extreme weather events.

However, Council also recognises the importance of contributing to broader efforts to mitigate climate change and reduce emissions. Council is actively progressing a number of initiatives to lower its carbon footprint and support the transition to a low-emissions future. These include:

- Improving energy efficiency across Council assets and infrastructure, such as buildings, lighting and water systems, to reduce energy consumption and associated emissions.
- Increasing renewable energy generation across Council-owned assets to reduce reliance on fossil fuels and improve long-term energy sustainability.
- Trialling electric mowers and vehicles within Council operations to reduce transport-related emissions and explore opportunities for broader fleet transition.

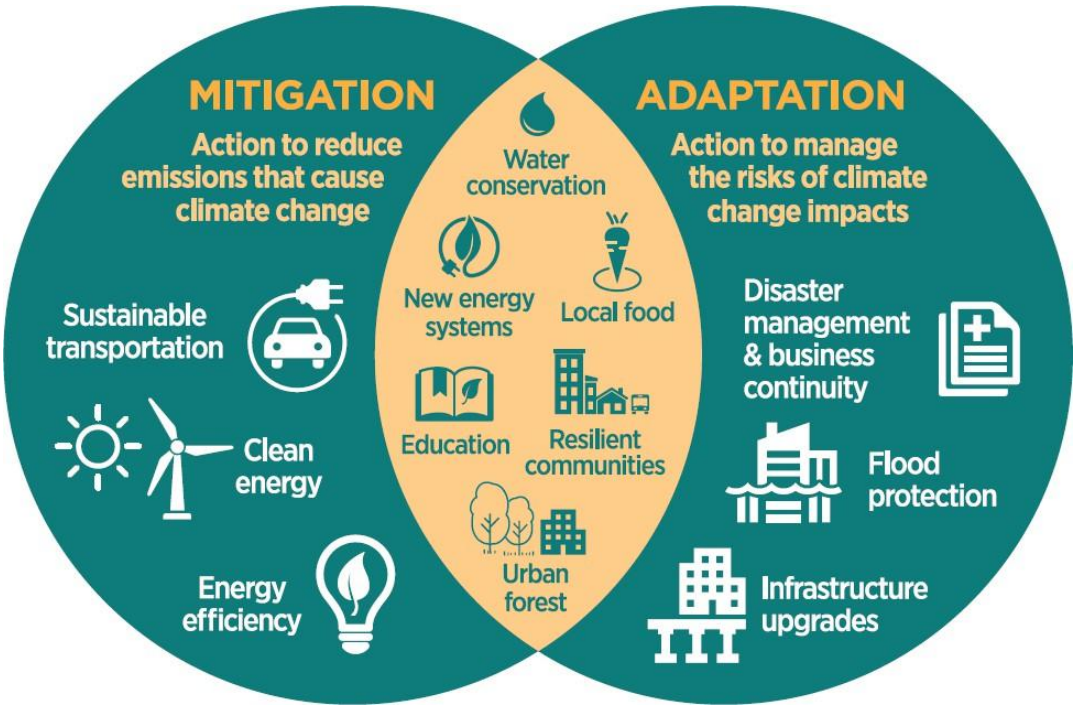
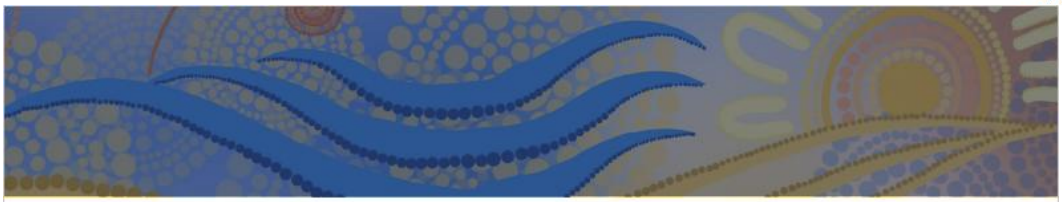


Figure 1 Environment, Energy and Science (in Department of Planning, Industry and Environment) 2021, "Climate Risk Ready NSW Guide. Practical guidance for the NSW Government sector to assess and manage climate change risks".

3. Policy and Strategic Context

This Plan aligns with:

- NSW Climate Change Policy Framework
- NSW State Disaster Mitigation Plan
- Integrated Planning and Reporting (IP&R) Framework
- Hay Shire Council Community Strategic Plan



2. Environmental

No.	Objective	No.	Strategy	Role
2.1	Council is resilient and adaptive	2.1.1	Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure.	Deliver
		2.1.2	Foster sustainable energy solutions and practices to reduce Council's footprint.	Deliver
		2.1.3	Climate change risks and opportunities are embedded in our decision making process.	Deliver
2.2	Our Community is resilient and adaptive	2.2.1	Support business with climate risk adaptation and best practice	Support
2.3	Celebrate and Promote our unique natural environment	2.2.2	Support local community groups, first nations groups, and other agencies working with the natural environment	Support Partner
		2.2.3	Implement sustainable and eco friendly tourism initiatives	Deliver
2.4	Enhance the built environment	2.4.1	Maintain and beautify urban areas.	Deliver
		2.4.2	Support and promote public art initiatives	Support Deliver
		2.4.3	Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.	Deliver
2.5	Our community is inclusive and sustainable	2.5.1	People of all abilities have access to natural environments, cycleways and passive areas.	Deliver
		2.5.2	Support cultural environmental initiatives	Support
		2.5.3	Advocate for water security and practices	Advocate
		2.5.4	Develop and implement a sustainable waste management strategy	Deliver
		2.5.5	Facilitate and support sustainable practices across our community	Support Advocate

- Hay Local Environmental Plan 2011
- Local Emergency Management and Disaster Risk Profile
- Adverse Event Management Plan (2020)
- 10 Year Economic roadmap (2026)
- Hay & Carrathool Regional Drought Resilience Plan (2024)
- Digital Transformation Strategy (2024)
- Circular Economy Strategy (2022)

Climate adaptation is about planning and acting to reduce the risks posed by climate change and to increase community and infrastructure resilience. For local government, this can include:

- Risk assessment and planning: Identifying which assets, services, and communities are most vulnerable to climate impacts.
- Infrastructure upgrades: Designing roads, buildings, drainage, and water systems to withstand heatwaves, flooding, and storms.
- Emergency preparedness: Improving bushfire response, flood evacuation routes, and heatwave management.
- Policy and regulation: Integrating climate considerations into land use planning, building codes, and environmental regulations.
- Community engagement: Educating residents and businesses on climate risks and supporting local resilience initiatives.
- Ecosystem-based solutions: Protecting wetlands, trees, and riparian zones to reduce flooding and heat impacts.

Adaptation is essentially practical risk management, it ensures that local communities, services, and infrastructure can continue to function safely under changing climate conditions.

4. Local Climate Context

Hay Shire covers approximately 11,400 square kilometres with a population of around 2,900 residents. The LGA experiences a semi-arid climate characterised by:

- Hot summers with frequent temperatures exceeding 40°C.
- Average annual rainfall of approximately 350–400 mm, with high variability.
- Flooding driven primarily by upstream rainfall in the Murrumbidgee and Lachlan Rivers catchments.

Climate projections for inland south-western NSW indicate:

- Frequent droughts and water scarcity affecting agriculture.
- Heatwaves affecting health, livestock, and energy systems.
- Flooding along the Murrumbidgee and Lachlan Rivers impacting roads, bridges, and communities.
- Bushfire risk threatening properties, ecosystems, and emergency services.

For local government, this means climate change is not just an environmental concern, it is a core planning and operational priority that affects economic resilience, social wellbeing, and environmental stewardship. Adaptation ensures that council decisions today prepare the community for the climate realities of tomorrow.

5. Climate Hazards and Risks

5.1 Priority Climate Hazards

The key climate hazards affecting Hay Shire include:

- Extreme heat
- Riverine and overland flooding
- Drought
- Bushfire (grassfire)
- Severe storms

Other hazards identified, not necessarily related to natural disasters, include:

➢ Transport and Infrastructure Incidents

Given Hay's location on key freight and transport routes, incidents involving heavy vehicles or hazardous materials are a risk.

Potential impacts include:

- Injury or loss of life.
- Environmental contamination.
- Road closures affecting supply chains.

➢ Public Health Emergencies

Public health emergencies, including pandemics, pose risks that may coincide with other hazards.

Potential impacts include:

- Increased demand on health and community services.
- Workforce shortages.
- Social and economic disruption.

5.2 Key Risk Areas

Climate change impacts intersect with multiple risk areas:

- **Community health and wellbeing:** heat stress, impacts on vulnerable populations.
- **Infrastructure and assets:** damage to roads, waste, water, sewerage and the aerodrome.
- **Local economy:** impacts on agriculture, freight and tourism.
- **Natural environment:** ecosystem stress and land degradation.
- **Council operations:** service disruption and increased maintenance costs.

6. Vulnerable Communities and Assets

Vulnerability within Hay Shire is influenced by:

- Geographic isolation and reliance on road transport.
- An ageing population and higher prevalence of chronic health conditions.
- Limited redundancy in critical infrastructure systems.
- Economic dependence on climate-sensitive industries.

Key vulnerable assets include:

- Residents of Hay township, surrounding villages and rural residents
- Local and regional road networks, including bridges and culvert systems
- Water and sewerage infrastructure.
- Waste facilities
- Hay Aerodrome.
- Community facilities, schools, aged care and health services.
- Agricultural enterprises and associated infrastructure

7. Adaptation Principles

Council's adaptation approach is guided by the following principles:

- **Risk-based decision-making:** focus on highest-priority risks.
- **No-regret actions:** prioritise measures that deliver benefits regardless of climate outcomes.
- **Integration:** embed adaptation into existing plans and processes, including land-use planning.
- **Shared responsibility:** work with State agencies, communities and neighbouring councils.
- **Continuous improvement:** review and adapt actions as knowledge improves.

8. Risk Evaluation and Adaptation Actions

8.1 Risk Evaluation Framework

Climate risks for Hay Shire have been evaluated using a qualitative risk assessment approach consistent with NSW emergency management and climate risk guidance. Risks are assessed based on:

- **Likelihood** of the hazard occurring (Rare to Almost Certain)
- **Consequence** of impact (Minor to Catastrophic)

The overall risk rating reflects the combined effect of likelihood and consequence, with priority given to risks rated High.

8.2 Climate Risk Evaluation Summary

Climate change is expected to act as a risk multiplier for Hay Shire, increasing both the frequency and severity of several hazards.

Key projected impacts relevant to the LGA include:

- Increased average temperatures and more frequent, longer lasting heatwaves, intensifying health risks and pressure on energy and water systems.
- Greater rainfall variability, increasing the likelihood of both prolonged droughts and significant flood events driven by intense rainfall in upstream catchments.
- Longer fire seasons and elevated grassfire risk due to hotter and drier conditions.
- Increased stress on critical infrastructure, particularly roads, water, sewerage and electricity networks.

Incorporating climate considerations into land use planning, infrastructure design, asset management and emergency preparedness is critical to reducing long term disaster risk and supporting community resilience.

Climate Hazard	Likelihood	Consequence	Risk Rating	Key Impact Areas
Extreme heat	Almost Certain	Major	**High**	Public health, energy demand, workforce safety
Riverine & overland flooding	Likely	Major	**High**	Roads, isolation, critical infrastructure
Drought	Likely	Major	**High**	Agriculture, water security, mental health
Bushfire (grassfire)	Possible	Major	**High**	Rural assets, livestock, power and communications
Severe storms	Possible	Moderate	**Medium**	Localised damage, power outages
Transport / Hazardous Materials Incident	Unlikely	Major	**Medium**	Transport disruption; environmental damage
Public Health Emergency	Unlikely	Major	**Medium**	Vulnerable community; economic disruption

8.3 Priority Adaptation Actions for Hay Shire

Council contributes to disaster risk reduction through:

- Strategic land use planning and development controls.
- Asset management and infrastructure resilience upgrades.
- Participation in Local Emergency Management Committee.
- Community education and preparedness initiatives.
- Advocacy for external funding and regional partnerships.

Extreme Heat

Key risks: Heat stress, impacts on older residents, pressure on health and energy systems.

- Health impacts on vulnerable community members
- Reduced lifespan and performance of Council infrastructure
- Increased WHS risks for outdoor Council staff
- Higher operational and energy costs

Adaptation actions:

- Embed heat risk considerations into asset management plans and capital works design standards
- Integrate extreme heat into Council's risk register and service planning
- Integrate heat risk mapping into land-use planning and development assessment.
- Increase shade, tree canopy and passive cooling measures at Council facilities.
- Identify and promote community cool spaces during heatwaves.
- Support heatwave preparedness messaging, particularly for vulnerable residents and outdoor workers.

Flooding

Key risks: Community isolation, infrastructure damage, service disruption.

- Flood damage to roads, bridges, and drainage assets
- Disruption to transport access and service delivery
- Increased recovery and maintenance costs
- Risks to communities along the Murrumbidgee and Lachlan Rivers and low-lying areas

Adaptation actions:

- Incorporate updated flood information into land-use planning and asset management.
- Prioritise resilience upgrades for flood-prone roads and drainage infrastructure, including upgrading of flood levees
- Maintain strong coordination with emergency services for flood response and recovery.
- Improve flood preparedness information for rural properties and isolated residents.
- Protect and enhance riparian vegetation and natural flood mitigation areas

Drought

Key risks: Reduced agricultural productivity, water security pressures, community wellbeing impacts.

- Pressure on water supply and service continuity
- Declining condition of parks, ovals, and streetscapes

- Economic impacts on agriculture and local industry
- Increased land degradation and dust

Adaptation actions:

- Integrate drought resilience into long-term water and asset planning
- Align water efficiency initiatives with financial sustainability objectives
- Embed water efficiency and demand management into Council operations.
- Support drought-resilient land management and soil health initiatives.
- Advocate for regional water security and drought support programs.
- Support water reuse and alternative water supply investigations
- Recognise and respond to drought-related mental health impacts through community partnerships.

Bushfire

Key risks: Rapid fire spread across flat, open landscapes.

- Threats to Council assets, infrastructure, and services
- Increased emergency response demands
- Disruption to transport and community access

Adaptation actions:

- Embed bushfire risk considerations into planning, development assessment, and asset protection planning
- Align Council actions with regional and state emergency management frameworks
- Strengthen vegetation and fuel management on Council-managed land.
- Ensure asset protection zones around key Council facilities and other key infrastructure assets (i.e. power and telecommunications)
- Support community education on fire preparedness and evacuation planning.
- Incorporate future fire weather conditions into emergency planning.

Severe Storms

Key risks: Localised infrastructure damage and service interruptions.

Adaptation actions:

- Upgrade drainage systems and flood-prone road infrastructure
- Integrate flood risk mapping into land-use and development planning
- Improve inspection and maintenance regimes for trees and drainage assets.
- Ensure critical infrastructure has contingency plans for storm impacts.
- Maintain effective communication channels for warnings and updates.

Cumulative Social and Economic Impacts

Combined effects of heat, drought, flooding, and bushfire

Key Risks:

- Increased demand for community and emergency support
- Impacts on agriculture, tourism, and local employment
- Greater pressure on Council budgets, insurance, and asset renewal

Adaptation Actions:

- Embed climate risk into long-term financial planning and asset renewal programs
- Prioritise investment in climate-resilient infrastructure
- Support economic diversification and climate-ready industries
- Strengthen partnerships with state agencies, neighbouring councils, and community organisations
- Monitor climate risks annually and update adaptation actions as required

8.4.1 Climate Change Adaptation Action Table (2026–2029)

Climate Risk / Hazard	Adaptation Action	Priority / Risk Rating	Responsibility	Timeframe	Funding Source / Budget Alignment	Operational Plan / Delivery Program Alignment	Monitoring & Performance Measures
Extreme Heat	Embed heat resilience into asset management plans and capital works design standards	**High**	EM-E&O	Short–Medium (2026–2028)	Asset Management Planning budget; Capital Works program	DP: Asset Management & Infrastructure Planning OP: Review and update asset management plans	Heat risk addressed in updated plans; standards adopted
	Review and strengthen heat safety procedures for outdoor Council staff	**High**	EM-CP&C	Short (2027)	Operational budgets (WHS / HR)	DP: Safe & Sustainable Workplace OP: Staff safety and wellbeing actions	Updated WHS procedures; staff training completed
	Increase shade and tree canopy in priority public spaces	**Medium**	EM-P&C	Medium (2027–2028)	Parks & Open Space budget; grant funding (where available)	DP: Liveable & Healthy Communities OP: Public space improvements	Shade projects delivered; canopy increase in priority areas
	Activate Council facilities as community cooling spaces	**Medium**	GM	Ongoing (2025–2028)	Existing facilities budgets	DP: Community Wellbeing & Inclusion OP: Support vulnerable communities	Cooling spaces identified and activated during heat events
	Integrate heat risk mapping into land use planning and development assessment	**Medium**	EM-P&C	Ongoing (2025–2028)	Operational budget	DP: Environmental Planning	Updated LSPS and DCP
Flooding & Extreme Rainfall	Integrate updated flood risk data into planning and infrastructure design	**High**	EM-P&C	Medium (2026–2027)	Strategic planning budget	DP: Strategic Land Use Planning OP: Climate-informed planning controls	Flood risk referenced in planning instruments
	Upgrade flood-prone roads, bridges, and drainage	**High**	EM-E&O	Medium–Long (2026–2028)	Capital Works program; state/federal grants	DP: Transport & Infrastructure Resilience	Reduced flood damage; works

Climate Risk / Hazard	Adaptation Action	Priority / Risk Rating	Responsibility	Timeframe	Funding Source / Budget Alignment	Operational Plan / Delivery Program Alignment	Monitoring & Performance Measures
						OP: Priority infrastructure upgrades	delivered in high-risk areas
	Improve flood response coordination and communication	**High**	GM	Short (2025)	Operational budgets	DP: Emergency Preparedness & Resilience OP: Emergency management actions	Procedures reviewed; post-event debriefs completed
	Protect and enhance riparian vegetation	**Medium**	EM-P&C	Medium (2026–2028)	Environmental management budget; grants	DP: Natural Environment Protection OP: River and riparian management	Length of riparian areas rehabilitated
	Integrate flood risk mapping into land use planning and development assessment	**Medium**	EM-P&C	Ongoing (2025–2028)	Operational budget	DP: Environmental Planning	Updated LSPS and DCP
Drought & Water Scarcity	Integrate drought resilience into water and asset planning	**High**	EM-E&O	Medium (2026–2027)	Strategic planning & asset planning budgets	DP: Sustainable Water & Assets OP: Long-term water planning	Drought resilience embedded in plans
	Improve water efficiency across Council operations	**High**	EM-E&O	Short–Medium (2025–2027)	Facilities maintenance budget	DP: Sustainable Operations OP: Resource efficiency initiatives	Reduction in potable water use
	Transition to drought-tolerant landscaping	**Medium**	EM-E&O	Medium (2026–2028)	Parks budget	DP: Liveable Public Spaces OP: Landscape renewal projects	Area converted to drought-tolerant species
	Investigate water reuse and alternative supply options	**Medium**	GM	Medium (2027–2028)	Capital planning budget	DP: Water Security Planning OP: Feasibility and investigation actions	Feasibility studies completed

Climate Risk / Hazard	Adaptation Action	Priority / Risk Rating	Responsibility	Timeframe	Funding Source / Budget Alignment	Operational Plan / Delivery Program Alignment	Monitoring & Performance Measures
Bushfire Risk	Embed bushfire risk into planning and development assessment	**High**	EM-P&C	Short–Medium (2026–2028)	Strategic planning budget	DP: Safe Land Use Planning OP: Risk-informed development controls	Bushfire risk addressed in assessments; Updated LSPS and DCP
	Strengthen vegetation management around Council assets	**High**	EM-E&O	Ongoing (2026–2029)	Operational maintenance budgets	DP: Asset Protection & Maintenance OP: Vegetation management programs	Asset protection zones maintained
	Maintain access routes and asset protection zones	**Medium**	EM-E&O	Ongoing (2026–2029)	Roads and maintenance budgets	DP: Infrastructure Maintenance OP: Access and safety maintenance	Maintenance schedules met
	Support community bushfire preparedness	**Medium**	GM	Medium (2026–2029)	Community engagement budgets; grants	DP: Community Safety & Resilience OP: Community education initiatives	Engagement activities delivered
Cumulative Social & Economic Impacts	Embed climate risk into long-term financial and asset renewal planning	**High**	GM	Medium (2026–2027)	Long-Term Financial Plan	DP: Financial Sustainability OP: Financial planning actions	Climate risk referenced in LTFP
	Prioritise investment in climate-resilient infrastructure	**High**	GM	Medium–Long (2026–2028)	Capital Works program	DP: Resilient Infrastructure Delivery OP: Capital prioritisation	Capital projects meet resilience objectives
	Strengthen partnerships with agencies and neighbouring councils	**Medium**	GM	Ongoing (2026–2029)	Operational budgets	DP: Regional Collaboration OP: Partnership activities	Partnerships documented
	Annual monitoring and review of climate risks and actions	**High**	EM-CP&C	Annual (2026–2029)	Corporate planning budget	DP: Performance Monitoring OP: Annual reporting actions	Annual review completed and reported

How to Use the Priority / Risk Rating

- **High:** Immediate or ongoing risk to safety, critical assets, or service continuity
- **Medium:** Manageable risk requiring planned intervention within the Plan period
- **Low:** Monitor and address through business-as-usual processes

Notes for Implementation

- **Short:** 0–1 year (2026)
- **Medium:** 1–3 years (2027–2029)
- **Ongoing:** Across the life of the Plan
- Actions are intended to be **integrated into existing Council plans, budgets, and operational programs**, rather than delivered as standalone projects.

8.4.2 Prioritised Adaptation Action Plan

Action	Risk	Timeframe	Lead (Council Function)	Estimated Cost	Funding Source
Integrate climate risk mapping into land-use planning and development assessment	Heat, flooding, drought, bushfire, storms	2026–2028	EM-E&O	Moderate	Council budget, NSW Grants
Increase shade, tree canopy, and passive cooling measures at Council facilities	Extreme heat	2026–2028	EM-P&C	Medium	Council budget, NSW grants
Identify and promote community cool spaces during heatwaves	Extreme heat	2026–2027	GM	Low	Council budget
Support heatwave preparedness messaging for vulnerable residents and outdoor workers	Extreme heat	2026–2027	GM	Low	Council budget
Incorporate updated flood information into strategic planning and asset management	Flooding	2026–2028	EM-P&C	Low	Council budget
Prioritise resilience upgrades for flood-prone roads and drainage infrastructure	Flooding	2026–2029	EM-E&O	High	Council budget, State/Federal Roads Funding

Action	Risk	Timeframe	Lead (Council Function)	Estimated Cost	Funding Source
Maintain coordination with emergency services for flood response and recovery	Flooding	Ongoing	GM	Low	Council budget
Improve flood preparedness information for rural properties and isolated residents	Flooding	2026–2028	GM	Low	Council budget, SES collaboration
Embed water efficiency and demand management into Council operations	Drought	2022–2028	EM-E&O	Medium	Council budget, Water NSW incentives
Support drought-resilient land management and soil health initiatives	Drought	2026–2028	EM-ED,T&E	Medium	NSW Drought Relief Programs
Advocate for regional water security and drought support programs	Drought	2026–2028	GM	Low	Council budget
Recognise and respond to drought-related mental health impacts through community partnerships	Drought	2026–2028	EM-ED,T&E	Low	Council budget, Health NSW programs, Drought Coordinator
Strengthen vegetation and fuel management on Council-managed land	Bushfire	2026–2027	EM-E&O	Medium	Council budget, Rural Fire Service grants
Ensure asset protection zones around key Council facilities	Bushfire	2026–2027	EM-E&O	Medium	Council budget
Support community education on fire preparedness and evacuation planning	Bushfire	2026–2028	GM	Low	Council budget, RFS collaboration
Incorporate future fire weather conditions into emergency planning	Bushfire	2026–2028	GM	Low	Council budget
Improve inspection and maintenance regimes for trees and drainage assets	Severe storms	2026–2028	EM-E&O	Medium	Council budget
Ensure critical infrastructure has contingency plans for storm impacts	Severe storms	2026–2028	EM-E&O	Low	Council budget
Maintain effective communication channels for warnings and updates	Severe storms	Ongoing	GM	Low	Council budget

9. Implementation

This Plan will be implemented through existing Council strategies, operational plans and budgets. Actions will be prioritised based on risk, resource availability and opportunities for external funding.

10. Monitoring and Review

Progress will be monitored through Council's IP&R framework. The Plan will be reviewed every four years, or earlier if significant new climate information becomes available.

10.1 Monitoring & KPIs

To ensure progress and accountability, Council will monitor actions through the following:

KPI	Measure	Frequency	Reporting
Heatwave preparedness	Number of community cool spaces identified, public awareness campaigns delivered	Annually	Report to Councillors via Operational Plan updates
Flood resilience upgrades	Kilometres of flood-prone roads upgraded, drainage assets improved	Annually	IP&R Quarterly Reports
Water efficiency improvements	Reduction in Council water consumption (kL/year)	Annually	Operational Plan performance report
Drought support initiatives	Number of partnerships or programs supporting farmers/community mental health	Annually	Council Community Services Report
Bushfire risk mitigation	Hectares of fuel-reduced Council land, asset protection zones maintained	Annually	Annual Works Report
Storm resilience	Number of inspections completed, contingency plans updated	Annually	Operational Plan report

Council will review the Climate Adaptation Plan every four years, with interim updates triggered by new climate projections, hazard events, or changes in Council priorities.

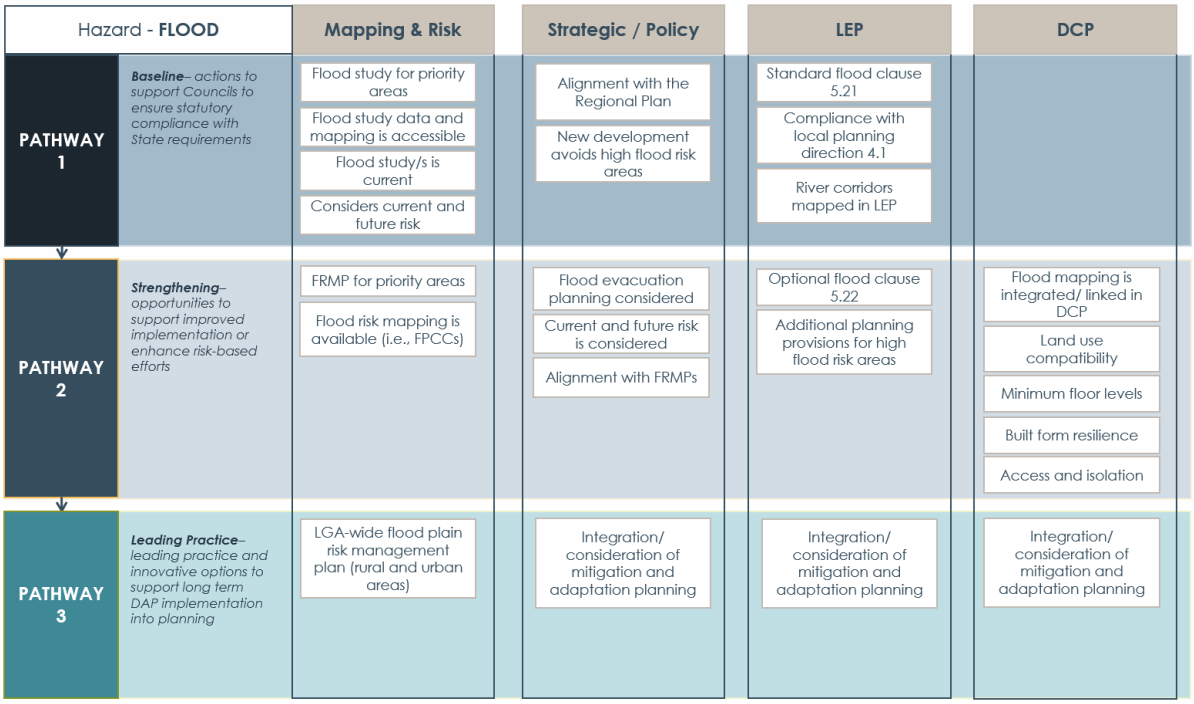
11. Conclusion

Climate change presents a significant challenge for Hay Shire, but early, targeted adaptation can reduce risks and strengthen long-term resilience. This Plan provides a clear pathway for Council to proactively respond to climate impacts while supporting a safe, healthy and sustainable future for the Hay community.

Part 3: Land Use Planning

3.1 Purpose and Strategic Context

Land use planning is a central mechanism through which Hay Shire Council manages climate risk, directs sustainable growth, and enables a transition to net zero emissions. The NSW planning framework, anchored by the Environmental Planning and Assessment Act 1979, provides the statutory basis for integrating climate resilience into land use decisions through State Environmental Planning Policies (SEPPs), Local Environmental Plans (LEPs), and Development Control Plans (DCPs).



Effective land use planning reduces exposure to natural hazards, lowers long-term infrastructure costs, and ensures development occurs in appropriate locations. A risk-based approach, particularly for flooding and bushfire, is now embedded in NSW planning reforms and is critical to building resilient regional communities.

For Hay Shire, this is particularly important given:

- Extensive floodplain environments associated with the Murrumbidgee and Lachlan River systems
- Rural and peri-urban bushfire exposure
- Climate variability impacting water systems, agriculture, and settlement patterns

3.2 NSW Planning Framework and Policy Alignment

State Legislation and Policy

Land use planning in Hay operates within a hierarchy of NSW legislation and policy instruments:

- Primary legislation
  - Environmental Planning and Assessment Act 1979
  - Environmental Planning and Assessment Regulation 2021
- Key State Environmental Planning Policies (SEPPs)
  - State Environmental Planning Policy (Resilience and Hazards) 2021
  - Proposed Climate Change and Natural Hazards SEPP

The proposed Climate Change and Natural Hazards SEPP establishes an integrated, "all hazards" planning approach covering flooding, bushfires, coastal hazards and urban heat, with a consistent framework for assessing climate risk in development decisions.

This reform represents a significant shift toward risk-based land use zoning forms the foundation of a climate-resilient planning framework by aligning permissible land uses with the level of environmental risk present across the landscape. In the context of Hay Shire, this requires the integration of contemporary flood modelling, bushfire mapping, and heat vulnerability data into zoning decisions under the Local Environmental Plan. Land that is highly exposed to flooding, bushfire, or other climate-related hazards should be clearly identified and appropriately zoned to limit intensification, while lower-risk areas can accommodate growth and development. This approach ensures that land use planning not only reflects current conditions but also anticipates future climate variability and extremes.

Climate-informed development controls complement zoning by embedding resilience measures into the design and construction of new development. Through the Development Control Plan and supporting engineering standards, Council can require measures such as minimum floor levels above flood benchmarks, bushfire asset protection zones, water-sensitive urban design, and materials suited to extreme heat conditions. These controls help reduce the vulnerability of buildings and infrastructure over their lifecycle, ensuring that development is both safe and sustainable in a changing climate.

Strategic avoidance of high-risk areas is a critical principle underpinning both zoning and development controls. Rather than relying solely on mitigation measures, Council should prioritise avoiding development in areas subject to unacceptable or unmanageable risk, particularly in floodways, high bushfire hazard zones, and areas prone to erosion or extreme heat exposure. This forward-looking approach reduces long-term costs associated with disaster recovery, infrastructure maintenance, and insurance, while protecting community safety and wellbeing. Collectively, these measures support a more resilient settlement pattern and reinforce Council's commitment to climate adaptation and risk-informed decision-making.

3.3 Local Planning Framework – Hay Shire

Local Environmental Plan (LEP)

The Hay Local Environmental Plan (LEP) provides the primary statutory framework guiding land use and development across the Shire. It establishes a clear and consistent planning structure that determines how land can be used, developed, and managed over time. Through the application of land use zones, including rural, residential, employment (industrial), and environmental, the LEP spatially defines the intended function of land across the local government area. These zones reflect both the existing character of Hay Shire and its strategic planning objectives, supporting agricultural productivity, facilitating appropriate housing, enabling economic activity, and protecting environmentally sensitive areas.

A key function of the LEP is to specify permissible and prohibited development within each zone. This provides certainty to landowners, developers, and the community about what types of development can occur and under what circumstances. Permissibility is structured to align with the objectives of each zone, ensuring that development outcomes are compatible with surrounding land uses and do not create unacceptable impacts. Prohibited development, on the other hand, plays an important role in preventing inappropriate or high-risk land uses in locations where they would undermine safety, environmental values, or long-term planning outcomes.

The LEP also incorporates flood planning and environmental overlays that add an additional layer of control in areas subject to specific constraints or hazards. Flood planning provisions are particularly critical in Hay Shire, given its exposure to riverine flooding, and are used to manage development in flood-prone land through requirements such as minimum floor levels, flood impact assessments, and restrictions on certain types of development. Environmental overlays similarly identify and protect areas of ecological, cultural, or landscape significance, ensuring that development is carefully managed to avoid or minimise

adverse impacts. Together, these provisions strengthen the LEP's role as a risk-informed and environmentally responsive planning instrument.

Local Strategic Planning Statement (LSPS)

The Hay Local Strategic Planning Statement (LSPS) establishes a clear 20-year vision for land use across the Shire, guiding how growth, infrastructure investment, and environmental management are coordinated over time. It provides the strategic foundation for local planning by identifying long-term priorities and aligning them with the community's aspirations and Council's broader policy objectives. In doing so, the LSPS ensures that future development is not only responsive to current needs but also positioned to address emerging challenges such as climate change, economic transition, and population dynamics.

A critical role of the LSPS is to act as the strategic link between state planning policy and local implementation. It translates high-level directions from NSW Government strategies, legislation, and State Environmental Planning Policies into a locally relevant framework that informs the Hay Local Environmental Plan, Development Control Plan, and infrastructure planning. This alignment ensures consistency across all levels of planning while allowing for place-based responses that reflect the unique characteristics and constraints of Hay Shire.

Within this framework, the LSPS defines a clear settlement hierarchy that identifies the role and function of different towns, villages, and rural areas across the Shire. This helps direct population growth, housing, and services to appropriate locations, supporting efficient infrastructure delivery and maintaining the viability of communities. It also provides guidance on growth management, including where expansion should occur, how land supply will be maintained, and how development can be staged to align with infrastructure capacity and service provision.

Importantly, the LSPS embeds climate resilience as a core planning priority. It identifies key risks such as flooding, bushfire, and extreme heat, and sets strategic directions to manage these risks through land use planning, infrastructure investment, and environmental protection. By integrating climate resilience into long-term planning decisions, the LSPS supports a more sustainable and adaptive future for Hay Shire, ensuring that growth is directed to areas that are safe, viable, and capable of supporting resilient communities.

Development Control Plan (DCP) – Under Development

The emerging Hay Development Control Plan (DCP) will play a critical role in translating the statutory provisions of the Local Environmental Plan into clear, practical, and enforceable development guidelines. While the LEP establishes what development is permissible and where, the DCP provides the detailed guidance on how development should be designed and delivered. This includes built form, siting, access, landscaping, and infrastructure considerations, ensuring that new development achieves consistent, high-quality outcomes aligned with Council's strategic planning objectives.

A key focus of the DCP will be the incorporation of climate-responsive design principles across all forms of development. This will include measures to improve energy efficiency,

thermal comfort, water management, and urban cooling, particularly in response to increasing temperatures and climate variability. By embedding these principles into development assessment, Council can encourage more sustainable building practices and reduce long-term operational costs and environmental impacts for residents, businesses, and the broader community.

Importantly, the DCP will address key natural hazards at the site level, with specific provisions for flood, bushfire, and heat mitigation. This will include requirements such as appropriate building floor levels in flood-prone areas, asset protection zones and construction standards in bushfire-prone land, and design responses to minimise heat exposure, such as shading, orientation, and material selection. These controls will ensure that individual developments are designed with a clear understanding of local risks, contributing to safer, more resilient outcomes across the Shire.

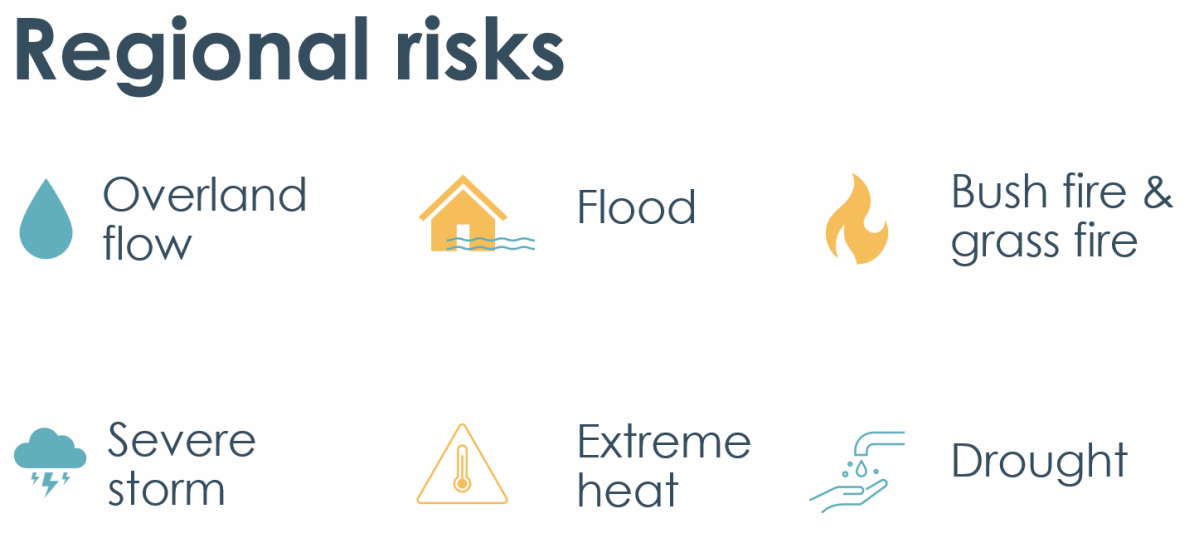
Engineering Standards / Manual – Under Development

The Hay Engineering Design Manual will provide the technical foundation for delivering resilient and consistent infrastructure across the Shire. It will establish clear engineering design standards for key assets such as roads, drainage systems, water supply, and associated civil infrastructure. By setting out minimum requirements for materials, construction methods, and performance expectations, the manual ensures that infrastructure is designed to suit local conditions, including soil characteristics, climatic extremes, and ongoing maintenance requirements. This consistency is essential for achieving long-term asset reliability and cost-effective service delivery.

A key component of the manual will be the integration of flood-resilient infrastructure requirements, reflecting Hay Shire's exposure to riverine flooding and extreme rainfall events. This will include guidance on road levels, culvert and bridge design, stormwater capacity, and the protection of critical infrastructure during flood events. By embedding flood resilience into engineering standards, Council can reduce the frequency and severity of infrastructure damage, improve recovery times following events, and maintain essential connectivity for residents, freight, and emergency services during periods of inundation.

In addition, the Engineering Design Manual will incorporate sustainability and net zero principles into infrastructure planning and delivery. This includes encouraging low-carbon materials, energy-efficient design solutions, circular economy initiatives, and lifecycle-based decision-making that considers long-term environmental impacts. It will also support water efficiency, reduced emissions in construction practices, and the integration of nature-based solutions where appropriate. Together, these requirements ensure that infrastructure not only meets current service needs but also contributes to broader environmental objectives and positions Hay Shire toward a more sustainable and climate-resilient future.

3.4 Natural Hazard Integration in Land Use Planning



Flood Risk and Flood Studies

Flood risk is one of the most significant land use constraints affecting development and infrastructure planning in Hay Shire. Given the Shire's location within major riverine systems, exposure to flooding is both a historical and ongoing challenge that directly influences settlement patterns, infrastructure resilience, and emergency management. NSW flood policy requires councils to adopt a proactive, risk-based approach to floodplain management, ensuring that development is carefully located, assessed, and designed to minimise exposure to flood hazards and reduce potential impacts on people, property, and essential services.

A core element of this approach is the use of flood studies and floodplain risk management plans, which provide the technical evidence base for understanding flood behaviour across different scenarios. These studies inform the identification of flood extents, depths,

velocities, and hazard categories, and are used to guide strategic planning and development assessment. Complementing this, flood planning levels and mapping establish clear benchmarks for safe development, including minimum floor levels and freeboard requirements, ensuring that new development is appropriately designed to withstand defined flood events.

These technical tools are embedded within statutory planning controls, including mandatory flood-related clauses in the Local Environmental Plan and supporting provisions in development control frameworks. These controls regulate the type, scale, and design of development permitted in flood-prone land and are critical in ensuring that risk is appropriately managed at the approval stage. In addition, floodplain planning must consider practical matters such as evacuation routes, emergency access, and the ability of communities to safely respond during flood events, ensuring that development does not compromise public safety or disaster response capability.

Going forward, Council will continue to strengthen its approach by updating flood modelling to incorporate the latest climate projections and improved hydrological data. This will ensure that planning decisions reflect not only historical flood behaviour but also anticipated future conditions under a changing climate. Flood data will be further integrated into zoning and development decision-making processes to ensure consistency across strategic and statutory planning instruments. Importantly, Council will also maintain a clear policy direction of avoiding intensification in high-risk flood areas, reinforcing a long-term strategy of reducing exposure, protecting community safety, and building a more resilient settlement pattern across Hay Shire.

Bushfire Planning

Bushfire risk is managed through a combination of strategic land use planning and detailed site-based development controls, reflecting the need to minimise exposure while ensuring safe and resilient settlement patterns. In New South Wales, this framework is primarily guided by Planning for Bush Fire Protection 2019, which establishes the core principles for assessing and managing development in bushfire-prone areas. These guidelines are supported by bushfire prone land mapping, which identifies areas subject to varying levels of bushfire risk and provides the basis for applying appropriate planning controls across the landscape.

Recent NSW Bush Fire Prone Land Package reforms have further strengthened this framework by improving consistency in mapping, assessment processes, and regulatory requirements. These reforms reinforce a risk-based approach to development, ensuring that land use decisions are informed by up-to-date hazard information and that higher-risk areas are subject to more stringent controls. This enables councils to better integrate bushfire risk considerations into both strategic planning and development assessment processes.

Bushfire planning is embedded across multiple levels of the planning system. At the strategic level, land use zoning decisions help guide where growth and development should occur,

ensuring that more intensive uses are directed away from high-risk bushfire areas where possible. At the subdivision scale, design considerations such as lot layout, road access, and the provision of asset protection zones are critical in reducing risk to life and property. These measures ensure that development is structured in a way that supports safe evacuation, defendable space, and effective emergency response.

At the building level, bushfire risk is managed through specific design and construction standards that address ignition resistance, material selection, and structural resilience. These requirements vary depending on the level of bushfire attack exposure and are designed to ensure that buildings can better withstand ember attack, radiant heat, and direct flame contact. Development on bushfire-prone land must comply with these strict safety standards and is subject to assessment and approval by Council in consultation with the NSW Rural Fire Service, ensuring that all new development meets the necessary thresholds for safety and resilience.

3.5 Land Use Planning for Climate Resilience and Net Zero

Land use planning in Hay will support climate resilience and net zero outcomes through:

1. Risk Avoidance and Mitigation

Development should be restricted in areas subject to high flood and bushfire risk to reduce exposure of people, property, and critical infrastructure to natural hazards. This includes limiting intensification of land use in floodways, high hazard floodplain areas, and locations identified as bushfire prone land where risks cannot be adequately mitigated through design or engineering measures. By directing growth away from these areas, Council can reduce future disaster impacts and avoid creating new patterns of vulnerability.

Hazard overlays and associated planning controls should be applied early in the strategic and statutory planning process to ensure that risk considerations are embedded from the outset of decision-making. This means integrating flood, bushfire, and other hazard mapping into land use zoning, development assessment frameworks, and infrastructure planning before development pressure arises. Early application of these controls supports more informed planning outcomes and reduces the likelihood of inappropriate development approvals in high-risk locations.

Planning should also align with “build back better” principles following natural disasters, ensuring that recovery and reconstruction efforts improve resilience rather than simply restoring pre-existing conditions. This approach encourages the reconstruction of infrastructure and buildings to higher safety and resilience standards, informed by updated hazard data and climate projections. In doing so, it supports long-term risk reduction, strengthens community resilience, and reduces the likelihood of repeated damage from future events.

2. Settlement and Growth Management

Growth should be directed toward areas that present lower levels of natural hazard risk and can be efficiently serviced by existing or planned infrastructure. This ensures that new development is located in areas with reduced exposure to flooding, bushfire, and other climate-related risks, while also supporting cost-effective delivery of essential services such as roads, water, and utilities. Prioritising low-risk, serviceable land helps to improve overall settlement resilience and reduces long-term infrastructure and emergency management costs.

Development should also be consolidated within existing town boundaries wherever possible to promote more compact, efficient, and sustainable settlement patterns (infill development). This approach supports better utilisation of existing infrastructure, strengthens community cohesion, and reduces the need for costly expansion into greenfield areas. It also helps to limit exposure to natural hazards by avoiding outward expansion into higher-risk rural or fringe areas that may lack adequate servicing or present greater environmental constraints.

At the same time, agricultural and environmentally significant land should be protected from fragmentation and inappropriate development. This includes preserving productive farmland that underpins the local economy, as well as protecting areas of ecological, cultural, and landscape value. Maintaining these land resources supports long-term economic sustainability, environmental health, and the preservation of the rural character that is central to Hay Shire's identity.

3. Infrastructure Integration

Land use planning should be closely aligned with the capacity and resilience of existing and planned infrastructure to ensure that growth occurs in locations that can be efficiently and safely serviced. This means carefully considering whether transport networks, water supply systems, wastewater services, and energy infrastructure have sufficient capacity to support new development without compromising performance or reliability. Aligning land use with infrastructure capability helps avoid overloading essential systems and supports more sustainable and orderly development outcomes.

Infrastructure systems, including transport, water, and energy networks, must also be designed and managed to be climate-ready, with the ability to withstand increasing exposure to extreme weather events and long-term climate change impacts. This involves incorporating resilience measures such as flood protection for critical assets, heat-resistant materials, redundancy in key networks, and adaptive design standards that account for future climate conditions. Ensuring infrastructure resilience is essential for maintaining service continuity, protecting public safety, and supporting economic activity during and after extreme events.

Strategic siting of development plays a key role in reducing lifecycle costs by minimising the need for expensive upgrades, retrofits, and disaster recovery over time. Locating development in areas that are well-serviced, low-risk, and geographically suitable reduces

ongoing maintenance requirements and infrastructure stress. This approach ensures that both public and private investment delivers long-term value, while also reducing financial exposure associated with climate-related damage and inefficient service delivery.

4. Net Zero and Sustainability

Land use planning should actively enable renewable energy and low-carbon land uses to support the transition toward a more sustainable and resilient local economy. This includes identifying suitable areas for renewable energy infrastructure such as solar and potential bioenergy projects, as well as supporting land uses that reduce overall emissions intensity. By embedding these opportunities within planning frameworks, Council can facilitate investment in clean energy while ensuring that such developments are appropriately located and compatible with surrounding land uses.

Urban form and design should also promote energy efficiency by encouraging compact, well-oriented, and climate-responsive development patterns. This includes considering building orientation for passive heating and cooling, encouraging density in suitable locations to reduce travel demand, and supporting mixed-use development that minimises reliance on private vehicles. Energy-efficient urban form reduces overall emissions, lowers operating costs for residents and businesses, and improves liveability in both new and existing settlements.

Urban greening and heat mitigation measures should be integrated into land use planning and development controls to address rising temperatures and urban heat impacts. This includes increasing tree canopy coverage, protecting existing vegetation, incorporating green corridors, and promoting the use of parks and open space to provide cooling benefits. In addition, design responses such as shaded streetscapes, reflective materials, and water-sensitive urban design can help reduce heat exposure at the local level. Together, these measures improve public health outcomes, enhance amenity, and strengthen climate resilience across the Shire.

3.6 Land Use Planning Framework Table

Planning Layer	Instrument	Role in Climate Resilience	Application in Hay Shire
State	Environmental Planning and Assessment Act 1979	Legislative framework for planning and development	Guides all planning decisions
State	SEPPs (Resilience & Hazards; Climate Change & Natural Hazards)	Establish hazard-based planning controls and climate risk framework	Applies to flood, bushfire, and climate risk assessment
State	Flood Prone Land Package	Provides flood planning clauses and guidance	Embedded in LEP and DCP controls
State	Planning for Bush Fire Protection	Sets bushfire planning and design requirements	Applied to all bushfire-prone land
Regional/Local	LSPS	Strategic land use vision and priorities	Aligns growth with resilience and infrastructure
Local	LEP	Statutory zoning and land use controls	Defines permissible development and hazard overlays
Local	DCP (under development)	Detailed development standards	Implements climate-responsive design
Local	Engineering Manual (under development)	Infrastructure design and delivery standards	Ensures resilient infrastructure outcomes
Technical	Flood Studies & Bushfire Mapping	Evidence base for risk assessment	Informs zoning, development and infrastructure

3.7 Implementation Priorities

To strengthen land use planning outcomes, Hay Shire Council will update flood studies to incorporate climate change scenarios, ensuring planning decisions reflect future rather than historic risk conditions. This will improve the accuracy of flood mapping, planning levels, and development controls, and support more resilient settlement planning.

Council will integrate bushfire and flood risk more explicitly into future reviews of the LSPS and LEP. This will ensure strategic directions and zoning decisions are consistently informed by current hazard data, improving alignment between long-term growth planning and risk exposure.

The Council will finalise and adopt a climate-responsive Development Control Plan that translates strategic objectives into practical, site-specific requirements. This will strengthen development outcomes by embedding resilience measures for flood, bushfire, heat, and sustainability at the approval stage.

Updated engineering standards will be developed through the Engineering Design Manual to align infrastructure delivery with resilience and net zero goals. These standards will support climate-ready design, low-carbon materials, and long-term asset efficiency across roads, drainage, and water systems.

Council will continue to advocate for state-led reinvestment in communities impacted by water recovery and climate-related change. This is aimed at ensuring regional areas receive adequate support to manage adaptation costs and maintain essential services and infrastructure.

Finally, land use planning will be aligned with renewable energy and circular economy strategies. This will support low-carbon development, resource efficiency, and appropriate siting of renewable energy projects, strengthening long-term economic and environmental sustainability.

3.8 Conclusion

Land use planning is one of the most powerful tools available to Hay Shire Council to manage climate risk and enable a resilient, low-carbon future. By aligning state policy, local planning instruments, and technical studies, Council can ensure that growth is directed to the right locations, infrastructure is fit-for-purpose, and communities are protected from increasing climate impacts.

Part 4: Critical Infrastructure Review

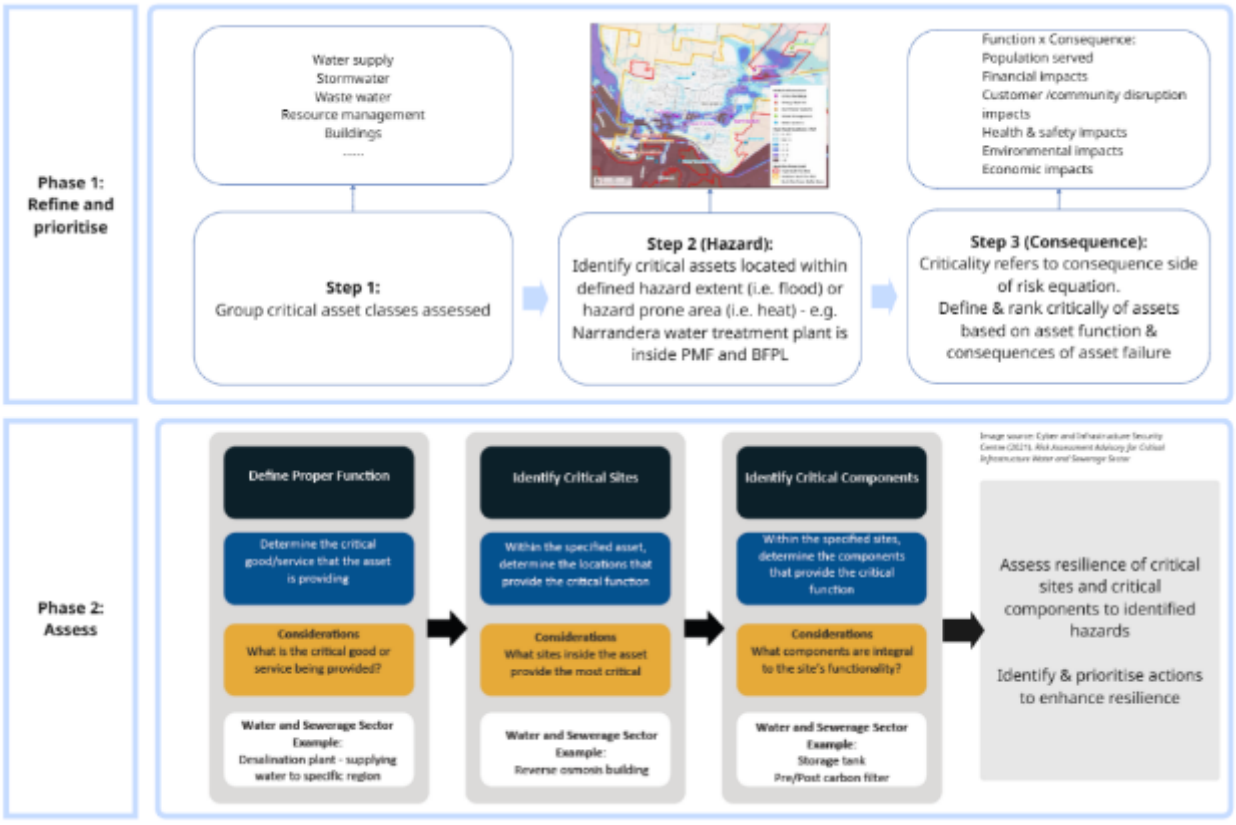
1. Introduction

This presents an outline and framework for conducting a Critical Infrastructure Review for Hay Shire Council. The review will identify vulnerabilities, assess risks, and set strategic priorities for maintaining, protecting, and enhancing the Shire's essential infrastructure.

There were two phases to the assessment:

Phase 1 – critical assets were reviewed in a risk-based framework, and assets were subsequently prioritised based on their risk for Phase 2.

Phase 2 – Prioritised assets were considered in further desktop review to determine potential mitigation measures and options to reduce their risk. The remaining assets were considered more broadly for general resilience actions as a part of the broader assessment.



For the purposes of this Plan, "critical infrastructure" refers to the assets, systems, and services that are essential to maintaining the safety, wellbeing, and economic functioning of the community. In a local government context, this includes infrastructure that enables the delivery

of core services, supports emergency response and recovery, sustains public health, and underpins local economic activity. These assets are characterised by their importance to community continuity, where disruption, failure, or loss would result in significant adverse impacts.

The scope of this Plan includes Council-owned and managed infrastructure, as well as regionally significant and shared or joint-use assets that contribute to broader service networks and interdependencies across jurisdictions and sectors. This approach aligns with relevant State and national critical infrastructure frameworks, Local Emergency Management Plans, and Council's Community Strategic Plan, ensuring a consistent, integrated, and risk-informed approach to infrastructure resilience, climate adaptation, and long-term service continuity.

Governance and Framework

- Legislative and regulatory context (Local Government Act, NSW Resilience Strategy, Essential Services legislation)
- Roles and responsibilities (Council, State agencies, utilities, private sector, community)
- Integration with risk management and business continuity planning

Hay Shire Council manages or relies on a range of infrastructure assets that are essential to community safety, wellbeing, and economic activity. These include:

- Roads, bridges, and transport links critical for freight and agriculture
- Water, sewerage, and stormwater systems
- Energy and telecommunications networks
- Health, aged care, education, and emergency services facilities
- Council's own operational assets

The increasing impacts of climate change, supply chain disruptions, and funding pressures mean a systematic review is required. The review will align with NSW and Federal resilience frameworks and integrate with Council's Asset Management Plans, Community Strategic Plan, and Long-Term Financial Plan.

2. LGA Hazard Profile

Flood and Bushfire Risk Profile

Overview

Hay Shire, located in the western Riverina of New South Wales, is characterised by flat topography, extensive floodplains, semi-arid climate conditions, and large areas of agricultural and grazing land. The Shire's risk profile is strongly influenced by its position within the Murrumbidgee and Lachlan River systems and surrounding dryland vegetation landscapes. Flood and bushfire hazards represent the most significant natural disaster risks, with increasing frequency and intensity linked to climate variability and change.

Flood Risk Profile

Hazard Characteristics

Flooding in Hay Shire is primarily riverine, driven by upstream rainfall events across the Murrumbidgee and Lachlan catchments. Key characteristics include:

- Slow-onset, long-duration flooding due to the flat landscape and low flow gradients
- Extensive floodplain inundation, often affecting large rural areas
- Backwater flooding through creeks, anabranches, and wetlands
- Access isolation, with road closures limiting connectivity for extended periods

Flood events can persist for weeks to months, placing prolonged pressure on communities, agriculture, and infrastructure.

Exposure and Vulnerability

Key exposed assets and systems include:

- Township of Hay and surrounding rural properties
- Transport networks, including regional roads, bridges, and freight routes
- Agricultural land, particularly grazing and cropping enterprises
- Critical services, including power, telecommunications, water and sewage supply, and emergency response access

The Shire's economic reliance on agriculture increases vulnerability to flood-related production losses, stock displacement, and soil degradation.

Risk Implications

- Prolonged isolation of communities and properties

- Damage to road infrastructure and transport connectivity
- Disruption to supply chains and essential services
- Economic losses across the agricultural sector
- Increased demand on emergency response and recovery resources

Bushfire Risk Profile

Hazard Characteristics

Bushfire risk in Hay Shire is shaped by:

- Hot, dry summers with frequent extreme heat events
- Grassland and rangeland fuel loads, which can cure rapidly
- Strong winds, contributing to fast-moving fires
- Lightning ignition sources during storm activity

Unlike forested regions, bushfires in Hay Shire are typically fast-moving grassfires, capable of travelling long distances quickly under extreme conditions.

Exposure and Vulnerability

Key vulnerabilities include:

- Rural properties and agricultural enterprises, particularly during harvest and dry periods
- Scattered rural settlements and homesteads
- Transport corridors, where fires can disrupt evacuation and emergency access
- Utility infrastructure, including overhead powerlines

Limited natural firebreaks and large property sizes can make suppression challenging, particularly under severe fire weather conditions.

Risk Implications

- Rapid threat to life and property due to fire speed
- Loss of livestock, crops, and farm infrastructure
- Damage to critical infrastructure and utilities
- Transport disruption and reduced emergency access
- Ongoing pressure on volunteer emergency services

Climate Change Considerations

Climate projections for southern inland New South Wales indicate:

- Increased frequency and intensity of extreme rainfall events, elevating flood risk

- Longer and more intense heatwaves, increasing bushfire danger
- Greater climate variability, with cycles of drought and flood

These trends are expected to amplify both flood and bushfire risks, increasing the importance of integrated planning, resilient infrastructure, and adaptive land management practices.

Summary

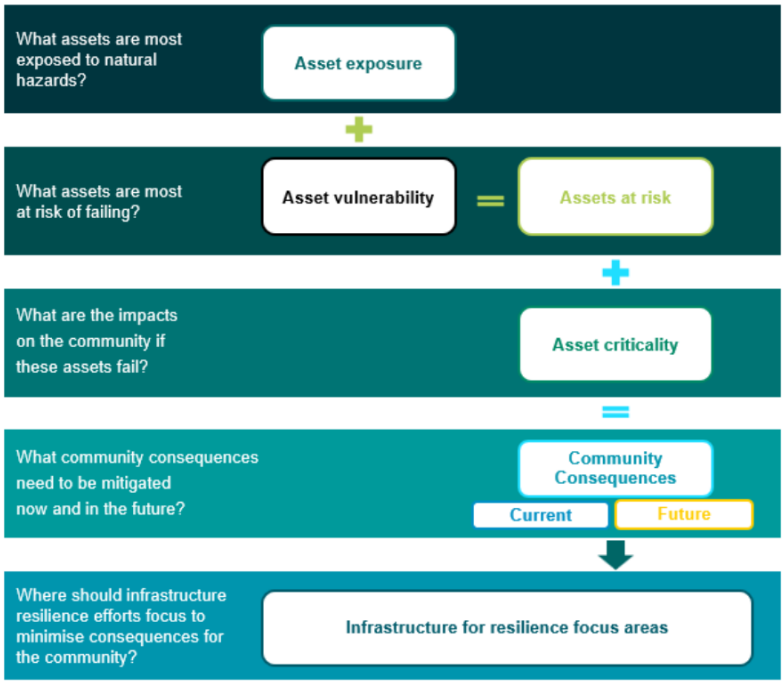
Flood and bushfire hazards present dual and compounding risks to Hay Shire's communities, economy, and infrastructure. Flooding poses prolonged, large-scale disruption, while bushfires present acute, fast-moving threats. Effective risk management requires coordinated planning across land use, infrastructure investment, emergency management, and climate adaptation to enhance the Shire's long-term resilience.

3. Phase 1

Overview

Phase 1 involved a high level review of the critical assets and hazards to understand their relative exposure and criticality. The list of critical assets has been prioritised for further assessment under Phase Two of the critical asset and asset management plan assessment framework based on:

Asset coordinate mapping, layered with flood and bushfire extents
A review of asset plans by Hay Shire Council.



Approach

A combination of a risk and criticality assessment was adopted to prioritise each asset system or asset component.

Risk is a combination of hazard, together with exposure and vulnerability of people or assets in

$$Risk = Hazard\ x\ Exposure\ x\ Vulnerability$$

Where: *Hazard = probability x intensity*
Exposure = assets within hazard prone area
Vulnerability = susceptibility of damage as a function of sensitivity x adaptive capacity

Equation 1 Disaster Risk Equation

a location to a given hazard. The relationship is commonly illustrated by Equation 1:

The criticality of an asset is established through a consequence analysis and is generally undertaken once exposure and vulnerability are understood. The consequence analysis is based on the severity of impact (when a hazard intersects with an asset) and generally includes impacts on human health, the environment, reputation of the asset owner (Council) and economic continuity.

The risk level and consequence analysis was informed by a mix of quantitative and qualitative assessments:

Quantitative –asset intersections with flood extents and bushfire prone land

Qualitative – based on heat wave and storm events, and the all-hazard impacts on Hay Shire Council's critical infrastructure assets.

For the purpose of ranking overall asset system risk (hazard and consequence), the assets were grouped into component categories (e.g. water treatment plants, and water pumps) and each asset component was assigned a high-level score based on Equation 1. Critical Buildings were classified as 'primary', 'secondary' or 'tertiary' based on their function and regional importance. The scoring criteria includes:

Risk criteria:

- Hazard exposure – measures of exposure generally refer to the number of people or assets within a given hazard-prone area.
- Vulnerability – how susceptible that asset is to damage when impacted by a natural hazard.

- Criticality criteria:
  - Severity of impact – a qualitative assessment of the asset value based on the severity of impact resulting from a loss of functionality. Severity of impact related to impacts of asset failure on the environment, human health, and reputational impact.

Recognising that critical infrastructure assessment includes asset systems as well as individual criterion included an assessment of whether the loss of an asset:

- Was isolated to that asset – i.e. the impact of a closure of a community town hall may only impact the community events held at the community hall but might not have wider impacts. Depending on the scale of the impact, isolated impacts generally indicate a lower order of importance of an asset
- Would compound the impact of a natural disaster or hazard event – i.e. the loss of a works depot or evacuation centre may impact the capacity of the region to respond to, and recover from, an event.
- Would have a cascading or systemic impact – the loss of the asset will have a cascading impact on an asset system or systems, i.e. the overloading of a stormwater pump or pipes may cause a stormwater system failure.

Each asset component was assigned a score based on the assessment against criteria. The risk assigned to each asset system is based on the risk of its components. The total score is calculated by multiplying risk by criticality. The score corresponding to each rating is included in brackets. The asset system and components were then prioritised based on their total score.

Critical Infrastructure Exposure and Risk

The following table integrates hazard impacts across Council's core infrastructure systems.

Infrastructure Category	Flood Risk	Bushfire Risk	Key Vulnerabilities
Transport & Connectivity	High	High	Road closures, bridge damage, isolation, fire damage to corridors
Water & Sewer Services	High	Medium	Inundation of assets, pump failure, power loss
Energy (Electricity)	High	High	Pole failure, line damage, service disruption
Digital Connectivity	Medium	Medium	Tower outages, power dependency
Community Facilities	Medium	Medium	Evacuation centres exposed, asset damage
Emergency Services Access	High	High	Restricted access during floods, fire front movement

Risk Assessment Summary

Hazard	Likelihood	Consequence	Overall Risk
Flood	Likely	Severe	**Extreme**
Bushfire	Likely	Major	**High**

Key insight:
Flooding presents prolonged, systemic disruption, while bushfires present acute, rapid-onset threats. Together, they create compound risk scenarios, particularly where infrastructure failure limits emergency response.

Vulnerability - Prioritisation Scoring Criteria

Risk				Asset Criticality / Consequence			
Hazard exposure		Vulnerability (susceptibility to damage when impacted)		Severity of Impact		Impact type	
High (3)	Probability is 'likely': Flood- AEP >10% Bushfire – within 200m high bushfire prone land Heat & storm – qualitative (Yes-Y)	High (3)	Asset or asset system cannot continue to function	High (3)	Environment – uncontained, unrepairable impact, fines apply Human health – requires significant resources to avoid human impact, serious casualties or loss of life Reputational –Regional loss of confidence in Council	Cascading AND Compounding (3)	Cascading- Loss of functionality of asset component impacts functionality of other assets within the system Compounding- Loss of functionality will compound the impacts of the loss of functionality of other asset systems
Medium (2)	Probability is 'unlikely': Flood- AEP > 10% to PMF Bushfire – between 200m- 500m high bushfire prone land Heat & storm – qualitative (Yes-Y/No-N)	Medium (2)	Asset functionality is impacted but continues to operate in limited capacity	Medium (2)	Environment – uncontained but repairable impact; requires significant resources to rectify Human health – requires moderate resources to avoid human impact, Multiple casualties Reputational- Local loss of confidence in Council	Cascading OR Compounding (2)	
Low (1)	Probability is 'rare': Flood – Outside PMF Bushfire – greater than 500m from high bushfire prone land Heat & storm – qualitative (No)	Low (1)	Asset functionality is not impacted and operation continues, there may be cumulative impacts over time after repeated events	Low (1)	Environment – minor and contained impacts Human health – no or minor casualties, some inconvenience Reputational – Minor community frustration	Isolated (1)	Impacts to loss of functionality are contained to asset site

Infrastructure Categories

1. Transport & Connectivity
    - Local and regional roads (sealed/unsealed, freight routes, weak soil areas)
    - Bridges and culverts
    - Aerodrome
    - Digital connectivity (NBN, mobile coverage)
    - Customer Journey Resilience Plan (CJRP) summaries and tables
2. Utilities & Essential Services
    - Water supply and treatment
    - Sewerage systems
    - Stormwater management
    - Energy infrastructure (electricity, renewable energy projects)
    - Telecommunications
3. Community & Social Infrastructure
    - Health and aged care precinct
    - Emergency services facilities (RFS, SES, police, ambulance)
    - Council facilities (chambers, depots, libraries, swimming pool)
    - Education facilities (schools, TAFE/CUC)
    - Childcare
4. Economic & Strategic Assets
    - Agricultural and freight logistics hubs
    - Tourism and cultural infrastructure
    - Renewable energy transition assets (solar and wind farms, battery storage)

Prioritisation

Assessment Approach

- Condition and Capacity: Review of asset performance and vulnerabilities
- Risk and Resilience: Hazard exposure (flood, drought, bushfire, heatwaves, cyber risk) and interdependencies
- Opportunities and Constraints: Innovation potential (recycled materials, renewable energy, digital tools) balanced against funding and geographic limitations
- Strategic Priorities: Immediate actions, medium-term resilience investments, and long-term transformational initiatives

The critical assets provided by Hay Shire Council have been divided into:

- High (18 - 27) priority assets
- Medium (10 – 17)
- Low priority assets (<10)

Both the asset system and the asset component have been assessed and prioritised to isolate the system component that may cause asset failure.

For Hay Shire Council, the high and medium priority asset system and component are summarised in table below:

Table - Prioritisation summary

Asset class / system	Priority	Priority component / asset site	Notes
Critical buildings	High	Low level flood exposure at various sites	No significant flood impacts
Sewage	Medium - High	Pump stations / treatment plant	Vulnerable to bushfire impacts
Stormwater	High	Hay township	Critical issue. S/W outlets through levee
Waste Management	Medium	Waste Management Centres	Waste stack combustion in high heat and vulnerable to bushfire impacts
Water Systems	Medium - high	Pump stations, treatment plant, reservoirs	Vulnerable to flood and bushfire impacts

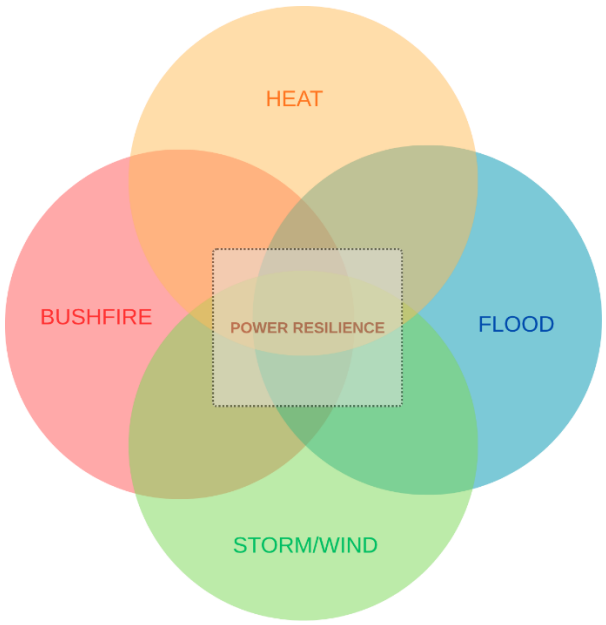


Table -4 Asset Prioritisation Summary

Asset		Asset site	Hazard / likelihood	Hazard exposure	Vulnerability	Impact severity	Isolated / Compounding / Cascading	Priority	Potential action
System:	Critical Buildings								
Component group 1:	Primary building	Murray Street Works Depot	Flood: PMF Fire: <500M Heat: N Storm: Y	Medium	Low – reported as generally immune from flood; unlikely to be impacted by bushfire	Low – sufficient redundancy to avoid significant impact	Compounding	Low (8)	General Flood and bushfire resilience, power back-up etc
		Library – Kay Hull Centre							
		Visitors Information Centre							
		Hay Council Chambers							
Component group 1:	Secondary building	Maude Hall	Flood: PMF Fire: <500M Heat: N Storm: Y	Medium		Low – no reported significant consequence	Isolated	Low (6)	
		Community Building	Flood: PMF Fire: >500M Heat: N Storm: Y						
System:	Sewage								
Component group 1:	Treatment plant	Hay Sewage Treatment Plant	Flood: 10% Fire: <500M Heat: N	High	Low – not vulnerable to inundation	Medium – Minor impact due to s/w inundation, primarily environmental. Some	Compounding	High (21)	Tailored – bushfire / storm water inundation

Asset		Asset site	Hazard / likelihood	Hazard exposure	Vulnerability	Impact severity	Isolated / Compounding / Cascading	Priority	Potential action
			Storm: Y		Vulnerable to inundation from local stormwater Some vulnerability to loss of power from bushfires / ember attack	EPA action resulting from loss of function			Power back-up
Component group 2:	Sewage pump – Major	9 pumping stations	Flood: PMF Fire: <500M Heat: Y Storm: Y	High	Medium- vulnerable to power loss and inundation	High – loss of functionality would lead to evacuation of local homes	Cascading	Medium (14)	Tailored – resilience of SPS
System:	Stormwater								
	Urban stormwater network	Hay -Multiple sites	Flood: 10%- PMF Fire: <500M Heat: N Storm: N	High	Poor drainage causes localised flooding, with stormwater unable to escape due to flat grades and limited infrastructure.	Localised flooding	Compounding	High (21)	
System:	Water Systems								
Component group 1:	Treatment plant	Hay water treatment plant	Flood: PMF Fire: <200M Heat: Y Storm: Y	High	Medium – generally resilient to hazard impacts, vulnerable to bushfire	High – Loss of treatment plant has some economic and reputational consequences	Compounding	High (21)	Tailored – bushfire / storm water inundation Power back-up
Component group 2:	Pumps	2 pumping stations –	Flood: 10%- PMF	High	Low – Access is main impact during flood,	High, loss of pumping stations would have	Cascading	High (21)	Tailored. Back up system for

Asset		Asset site	Hazard / likelihood	Hazard exposure	Vulnerability	Impact severity	Isolated / Compounding / Cascading	Priority	Potential action
		Murray Street (filtered) and Leonard Street (raw)	Fire: <500M Heat: Storm:		Murray Street PS access is cut off requiring operators to be boated in.	systematic impacts for town water supply			Murray Street PS
Component group 3:	Reservoirs	Leornard Street Pine Street Lang Street	Flood: PMF Fire: <200M Heat: N Storm: Y	Medium	Low – generally resilient	High – loss of water storage would have significant consequences for town water supply	Cascading and compounding	Medium (10)	Tailored – investigations for redundancy / monitoring
System	Waste Management								
Component group 1:	Waste Management Centres	Hay Waste Facility	Flood: PMF Fire: <200M Heat: Y Storm: Y	High	Medium – susceptible to embers attacks and combustion	Low – sufficient redundancy to manage loss impacts	Isolated	Medium (15)	General Fire/ heat / combustion resilience

4. Phase 2

Assets

Phase 2 considers the highest priority assets (in terms of their natural hazard risk) from Phase 1 in further detail. These assets, together with the identified vulnerabilities from Phase 1, are summarised in **Table -5**. The remaining assets from Phase 1 are considered more broadly in *Table* **-4**.

The location of these assets is primarily within Hay itself and are shown in **maps** below, together with an overview of the indicative bushfire risk as well as the 1 in 100 AEP flood depths for context.

Key hazards assessed in this report are bushfire, storm and flooding. The severity of these hazards is expected to be exacerbated by climate change.

Table -5. Prioritised Assets

Asset	System	Hazards
Hay Sewage Treatment Plant	Sewer	Bushfire, Storm
Hay Sewage Pump Stations	Sewer	Storm
Hay Urban stormwater network	Stormwater	Flood, storm
Hay Water Treatment Plan	Water Systems	Bushfire, Flood, Storm
Hay Water Pump Stations	Water Systems	Bushfire, Flood, Storm
Water Storage Reservoirs	Water Systems	Bushfire, Flood, Storm
Hay Waste Facility	Waste	Bushfire, Storm

Figure 16.1. Hay 1 Water & Sewer Assets

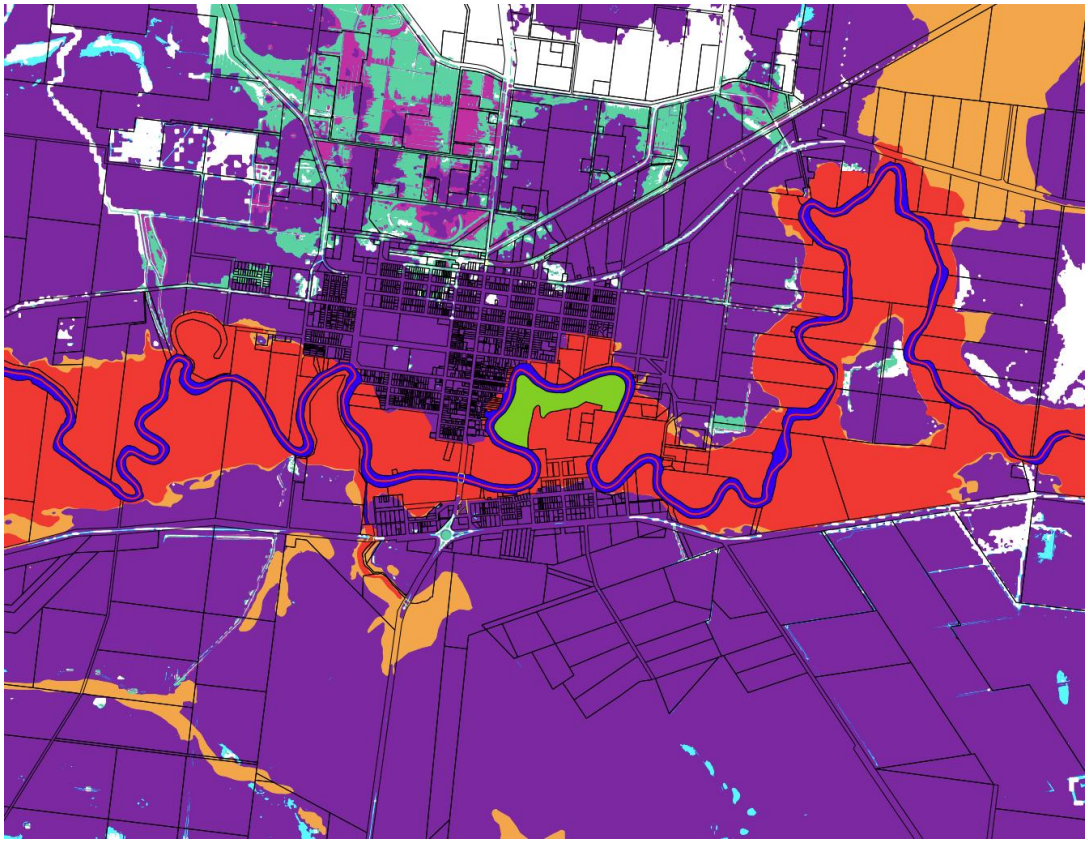


Figure 16.2. Hay 1 in 100 AEP Peak Flood Depth

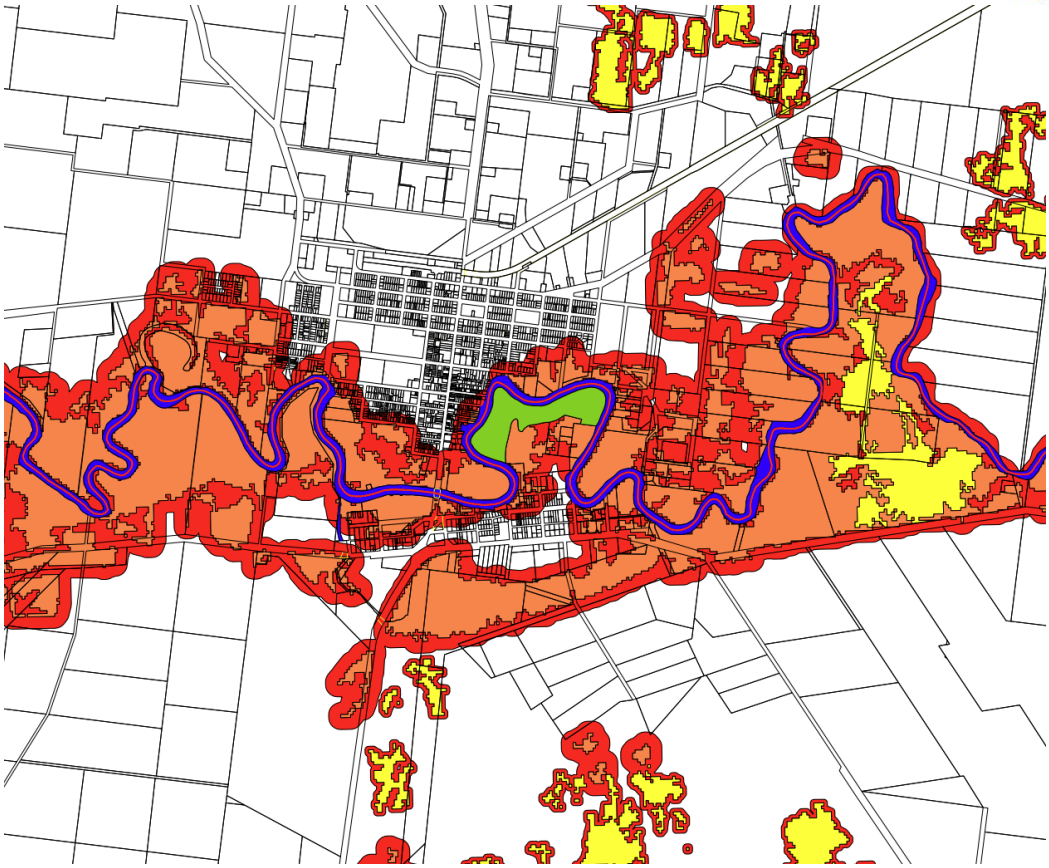


Figure-17. Hay Bushfire Prone Land

Asset-wide Actions

Material Considerations for Bushfire

Given the vulnerability to bushfire identified across several assets, it is recommended that Council develop an overarching bushfire management framework that incorporates the objectives of the *Australian Standard 3959:2018 'Construction of buildings in bushfire prone areas',* Building Codes of Australia with specific focus on improving resilience of water and sewer infrastructure.

Bushfire resistance construction for buildings, treatment plants, pump stations and associated infrastructure could include the following design consideration in accordance with the Building Code of Australia and *Australian Standard AS3959-2018:*

- Simplified geometry to avoid re-entry corners
- Metal cladding and roofing
- Radiant heat barriers (for extreme bushfire risk)
- "Fire-retardant treated" fascias
- Avoid fibre-cement or aluminium sheeting.

Power Reliability

It has been noted that generators are a key priority for Council. Council is currently investigating having generators for buildings and water & sewer assets. Having two large generators represents a cost saving for Council as well as allows Council flexibility in deciding how to best deploy this generator during a particular hazard or event. The implementation of these generators will reduce redundancy between these assets.

Having a shared, centralised pool of generators is supported by Council, with the acknowledgement that in times of extreme flood or heat (incorporating power outages), these generators are likely to be in equal demand across all Councils which may make sharing challenging. Council's Business Continuity Plan (BCP) identifies this as a risk and includes a list of generator suppliers.

Bushfire Hazard Management

For assets affected by bushfire, a key hazard reduction strategy is vegetation burning or removal of fine fuel loads. Vegetation hazard reduction should be undertaken on a regular basis, depending on the species of vegetation proposed to be removed.

Approach

Phase 2 allowed for greater opportunity to explore the short-listed assets. Two components were considered in this assessment:

Vulnerability: Identification of key vulnerabilities for each of the assets. This includes consideration of both the affectation of a particular hazard, together with the vulnerability that that asset has for that particular hazard.

Mitigation: Identification of potential mitigation measures or strategies aimed at reducing the risk. For each mitigation measure, they have been assessed qualitatively in terms of their cost and complexity to implement, as summarised in ***Figure -14***.

The assessment of vulnerability and potential mitigation measures has been informed based on available Council reporting, together with workshops held with Council.

Given the desktop nature of this assessment, it is not possible to consider the relative risk reduction associated with each of the mitigation measures that are identified. Further work would be required to quantify this risk reduction.

Each mitigation measure is categorised in terms of its element of resilience, consistent with the Framework report, and as summarised in **Figure *-15*.**

The assessment of the assets is discussed further in the following sections.

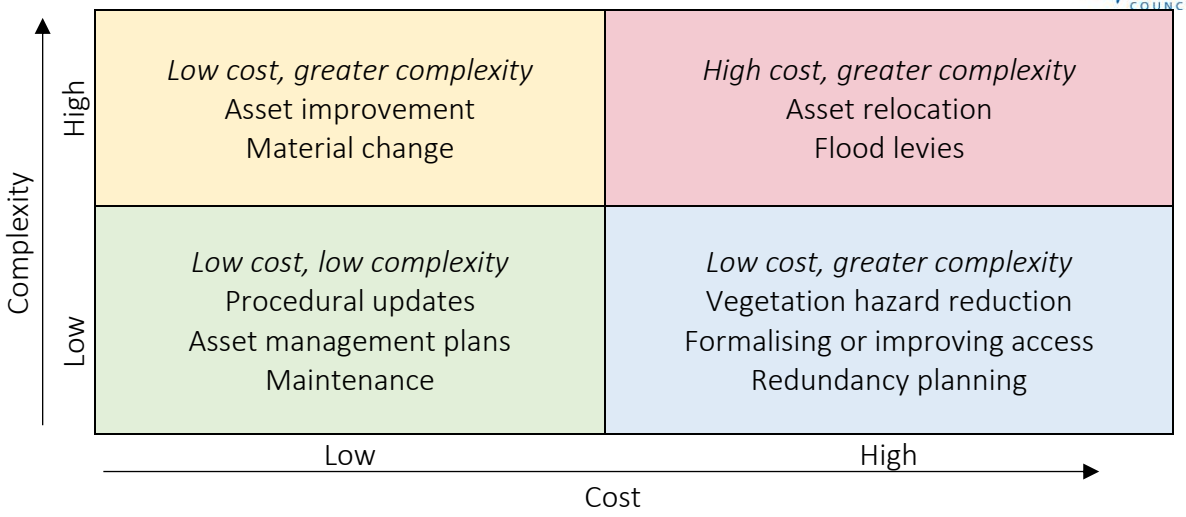


Figure -14. Complexity vs Cost Matrix

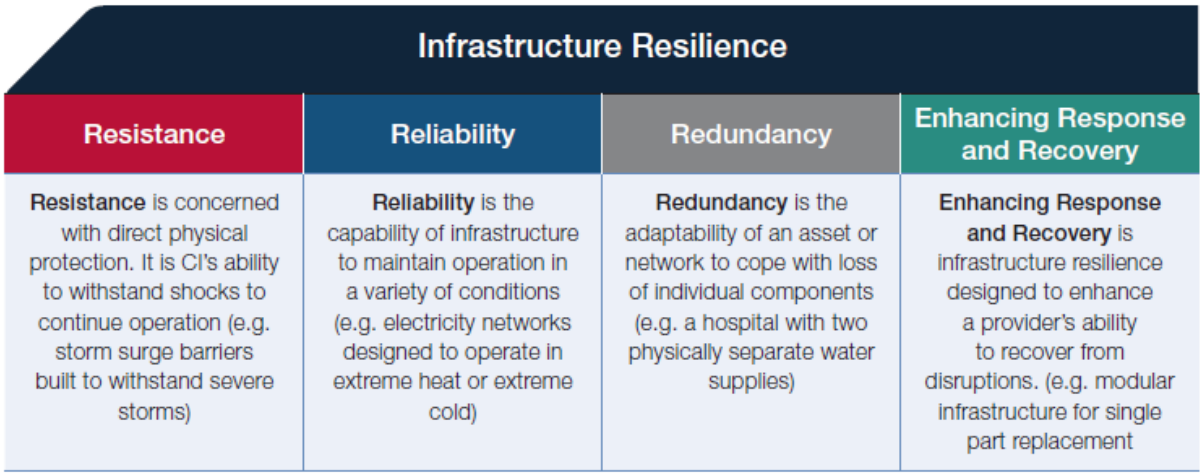


Figure -15. Elements of Infrastructure Resilience

Sewer Systems

Hay Sewage Treatment Plant

The Hay Sewage Treatment Plan is located on the north-western part of the township. A general overview is shown in Figure 16.1.

Table -6 Vulnerability –Hay Sewage Treatment Plant

Hazard	Description	Vulnerability
Bushfire	• Adjoins land that is not mapped as bushfire prone land – vegetation buffer. • Vegetation around the asset is sparse. Council currently uses asset protection zones and vegetation management. • Potential for the systems in the treatment plant to be vulnerable to ember attack. • Access to the site is good and formed by Rye Lane. • An overflow pond is located immediately west of the asset and ample water for emergency firefighting is available from the raw water standpipe, located approximately 250 m from the asset. • Potential impact on power support (due to power connection to the plant).	The asset is vulnerable to bushfire. Asset access is good and council currently adopts mitigation measures. Not the key risk to the asset. Power redundancy – refer to overall report. **Mitigation for power redundancy.** **Bushfire is a risk but mitigation already adopted.**
Flooding	• The treatment plant itself has minimal flood affectation and based on available flood information the plant appears to be largely above the PMF event.	**No immediate mitigation required**
Storm	• Potential impact on power support (due to power connection to the plant)	**Mitigation required**

Sewer Pump Stations

There are nine sewer pump stations across the sewage network in Hay.

These sewer pumping stations are particularly critical, as the township's sewer is funnelled through these before going to the treatment plant. Failure of these assets would result in significant implications on the sewer network and population upstream.

The vulnerability of this asset is similar to that of the sewage treatment plant, noting that storm impacts are the key concern for these assets, as discussed in Table -7.

Table -7 Vulnerability – Sewer Pump Stations

Hazard	Description	Vulnerability
Flooding	• Local catchment drainage is the key concern • The pump stations are susceptible to local catchment floodwaters entering the manholes resulting in inundation • The pump stations are wet by design but is impacted by water inundation which affects capacity, as well as potentially control systems at deeper depths.	Local catchment flooding, which is related to the capacity of the pumps and siphon is a concern. **Mitigation required**

Hazard	Description	Vulnerability
Storm	• The asset is affected by power outages.	Power outages impact the functionality of the asset. **Mitigation required**

Stormwater

Hay Stormwater Drainage System

Council has highlighted that there are ongoing issues with stormwater drainage in Hay. The relief and drainage is such that outlets are through the town levee system that have limited capacity to drain the system. Council has undertaken a Floodplain Risk Management Plan & Study which outlines the key problem areas, constraints in the network, and priorities for mitigation.

In order to progress the understanding it is suggested that Council could undertake a stormwater strategy. This strategy would include:

- Survey and condition assessment of the drainage system
- Identification of key issues and constraints in the system
- Identification of potential mitigation measures.

Table Error! No text of specified style in document.-8 Vulnerability –Hay Stormwater Drainage System

Hazard	Description	Vulnerability
Flooding	• The drainage system in insufficient to manage the overland flows in the township in significant events	**Mitigation required**

Table -9 Proposed Mitigation Measures Identified for Hay Stormwater Drainage System

Mitigation Measure	Hazard	Resilience dimension	Cost	Complexity	Notes
Undertake a Stormwater Investigation and Strategy	Flooding	Enhancing response and recovery	Low	Low	

Water Systems

Water Treatment Plant – Cadell Street

Council's Water Treatment Plant is located on Cadell Street, Hay. It is close to bushland and the Murrumbidgee River.

The water treatment plant is vulnerable to natural hazards, particularly bushfire and flooding.

Table -10 Vulnerability – Hay Water Treatment Plant

Hazard	Description	Vulnerability
Bushfire	• Mapped as Bushfire Prone Land. • Vehicular access from Cadell Street is sealed • Water access is reasonably good. The nearest water source is Murrumbidgee River, approximately 200 m southeast of the asset.	WTP is vulnerable to bushfire. **Mitigation required.**

Hazard	Description	Vulnerability
Flood	The Hay Water Treatment is protected by town levee system. The levee has been constructed under emergency conditions and identified in the Hay Floodplain Risk Management Study & Plan as requiring further assessment and upgrade. The existing levee has protected the asset in previous flood events.	Levee requires assessment and upgrading **Mitigation required.**
Storm	Susceptible to power outage from storm events. The asset has no back up power systems.	As the town's only potable water supply leaves the community vulnerable. **Mitigation required.**

Storage Reservoirs Pine Street, Lenoard Street and Lang Street

These three reservoir sites were identified due to the potential implications to the township reticulation if they are impacted. All three are located inside of the floodplain and protected by town levee system but are potentially vulnerable to bushfire.

The vulnerabilities are summarised in **Table *-11***.

Table -11 Vulnerability – Storage Reservoirs

Hazard	Description	Vulnerability
Bushfire	• Mapped as Bushfire Prone Land • Vehicular access is via sealed and unsealed access tracks • Water access is reasonably good. The nearest water source is Murrumbidgee River, approximately 200 m of the assets.	Vulnerable to bushfire. **Mitigation required.**

Hazard	Description	Vulnerability
Flood	The Hay Water Treatment is protected by town levee system. The levee has been constructed under emergency conditions and identified in the Hay Floodplain Risk Management Study & Plan as requiring further assessment and upgrade. The existing levee has protected the asset in previous flood events.	Levee requires assessment and upgrading **Mitigation required.**
Storm	• No specific vulnerabilities have been identified at this stage by storm. Given their nature, wind may not impact them and they are less vulnerable to power outages.	**No Mitigation Required**

Hay Waste Facility

The Hay Waste Facility plays a critical role in supporting essential waste services for the community, but it is exposed to a range of natural hazard risks that require ongoing management. The site is subject to a Probable Maximum Flood (PMF) event, indicating potential exposure to extreme flooding under worst-case conditions. While such events are rare, their consequences could be significant, particularly in terms of access, contamination risk, and temporary disruption to waste services. In addition, the facility is located within 200 metres of areas prone to fire, creating a heightened bushfire risk profile.

Fire and heat present the most notable operational risks for the facility. The combination of combustible materials and high summer temperatures increases the likelihood of fire events, including those caused by ember attack or spontaneous combustion. This risk is assessed as medium, reflecting both the inherent hazard and the need for proactive management. Existing controls and practices provide a reasonable level of resilience; however, continued focus on firebreak maintenance, temperature monitoring, waste compaction, and rapid response capability is essential to reduce the likelihood and impact of fire incidents.

The facility's relatively isolated location contributes both to its risk profile and its resilience. While isolation can present challenges for emergency response times and resource access, it also reduces the likelihood of immediate impacts on residential areas. Overall, the Hay Waste Facility demonstrates a moderate level of risk, with particular attention required for fire, heat, and combustion resilience. Ongoing investment in risk mitigation, monitoring systems, and emergency preparedness will be important to ensure the continued safe and reliable

operation of the site.

North Site – December 2024

South Site – December 2024

Hay Landfill Site - November 2021

Figure -18. Hay Waste Facility

Table -12 Hay Waste Facility

Hazard	Description	Vulnerability
Bushfire	• Mapped as outside Bushfire Prone Land • Access is marginal, via Old Thelangarin Road. Access to the western end of the site is restricted. • Vegetation surrounding the asset is grassland • Water access is restricted – the Murrumbidgee River is located immediately to the south	Asset is at risk from bushfire and self-combustion. **Mitigation required**

5. Transport and Connectivity:

Transport and connectivity infrastructure underpins the Shire's economic productivity, service delivery, and community wellbeing. Given the large geographic area, dispersed population, and strong reliance on agriculture and freight, maintaining resilient and reliable connections, both physical and digital, is essential. This section outlines key assets, risks, and considerations across the transport network and telecommunications systems, informed by TfNSW Customer Journey Resilience Plans (CJRP), which focus on maintaining continuity of essential services and community access during disruption events.

Local and Regional Roads

The road network includes a combination of sealed and unsealed local roads, along with key regional freight routes critical to the movement of agricultural produce, livestock, and supplies. Unsealed roads are particularly vulnerable to flooding, heavy rainfall, and prolonged wet conditions, often resulting in reduced accessibility, surface failure, and increased maintenance requirements. Areas with weak or reactive soils are more susceptible to damage under these conditions.

Sealed roads provide a higher level of resilience but remain exposed to flood inundation, storm damage, and heat-related deterioration such as cracking and rutting. From a CJRP perspective, road access is a critical customer journey, enabling residents, emergency services, and freight operators to move safely and reliably. Disruptions to key routes can significantly impact service delivery, emergency response, and economic activity, particularly during peak agricultural periods. As such, prioritisation of critical links and improved design standards are essential to maintaining continuity.

Bridges and Culverts

Bridges and culverts are vital for maintaining connectivity across waterways and flood-prone landscapes. These assets are particularly exposed to flood events, which can cause overtopping, structural damage, and scour. In some cases, aging infrastructure may not meet contemporary standards for flood immunity or load capacity.

Within the CJRP framework, these assets represent critical points in the transport customer journey, where failure or closure can lead to isolation of communities and disruption to essential services. Ensuring resilience requires ongoing inspection, maintenance, and targeted upgrades to improve capacity and durability under future climate conditions. Strengthening redundancy, where feasible, is also important to reduce reliance on single access points.

Aerodrome

The aerodrome is a key strategic asset supporting emergency response, medical transport, and regional connectivity. It becomes particularly critical during natural disasters, enabling evacuation, supply delivery, and coordination of response efforts. The facility is exposed to hazards including extreme heat, storms, and potential flooding, which may affect runway conditions and operational capability.

From a CJRP perspective, the aerodrome supports high-priority customer journeys related to health, safety, and emergency management. Maintaining operational continuity during

extreme events is essential. This requires ongoing investment in infrastructure resilience, including runway maintenance, effective drainage, backup power, and reliable communications systems.

Digital Connectivity (NBN and Mobile Coverage)

Digital connectivity is increasingly central to how residents, businesses, and Council access services and information. The Shire relies on a mix of NBN, satellite and mobile network infrastructure; however, coverage gaps and service limitations exist, particularly in remote areas.

Customer Journey Resilience Plans highlight digital connectivity as a critical enabler of communication, especially during emergencies. Disruptions caused by storms, heat, or power outages can significantly impact the community's ability to receive information, access services, and maintain social and economic connections. Strengthening network resilience, through improved coverage, backup systems, and redundancy, is a key priority to support continuity across multiple customer journeys.

Customer Journey Resilience Plans (CJRP) – Summary

CJRPs focus on maintaining continuity of essential services and access for the community, particularly during disruption events such as floods, storms, and extreme heat. For transport and connectivity, key customer journeys include:

- Access to emergency and health services
- Movement of freight and agricultural goods
- Daily community access to work, education, and services
- Communication and access to information

TfNSW identified, in consultation with Council, the following 4 critical journeys:

Hay				
Journey 1 – Sturt Highway	Journey is a major east to west route through Hay and runs from the west of Carrathool to Keri Keri	Fire	• Hay • Maude	• Mid-Western Highway • Sturt Highway
		Flood	• Hay • Hay South	• Moama Street • Nailor Street • Sturt Highway
Journey 2 – Mid-Western Highway	Journey is the main east to west route through Hay. Connects with Cowra in the east	Flood	• Hay	• Church Street • Macauley Street • Mid-Western Highway • Murray Street
Journey 3 – Cobb Highway	Journey is the major north to south route through Hay, and runs from the South of Mossgiel to Booroorban	Fire	• Booligal • Hay South • One Tree	• Boxyards Road • Corrong Road • Daisy Plain Road • Romani Road
		Flood	• Booligal • Hay • One Tree	• Bairds Lane • Cobb Highway • Corrong Road • Lachlan Street • Lachlan Valley Way • Leonard Street • Moppett Street • Nailor Street • Rye Lane
Journey 4 – Maude Road	Journey runs west from Hay to Maude along Maude Road	Fire	• Booligal • Maude	• Cobb Highway • Pimperai Street
		Flood	• Booligal • Maude	• Hay-Maude Road • Maude Road • Morgan Street

The CJRP assessment identifies transport and connectivity as a moderate to high-risk area due to the exposure of assets to climate hazards and the potential for widespread disruption. Particular challenges include network scale, limited redundancy in some areas, and reliance on critical infrastructure nodes.

CJRP Overview Table – Transport & Connectivity

Asset Class	Key Hazards	CJRP Risk Rating	Customer Impact	Vulnerability	Resilience/Redundancy
Local & Regional Roads	Flood, heat, storm	High	High	High	Moderate
Bridges & Culverts	Flood, scour, storm	High	High	Medium	Low–Moderate
Aerodrome	Heat, storm, flood	Medium	High	Medium	Moderate
Digital Connectivity	Storm, heat, power outage	Medium	High	High	Low–Moderate

Freight connectivity is a critical strategic consideration for the Shire, particularly given Hay's role as a junction point for key national freight corridors. During flood events, freight is frequently diverted away from the Sturt Highway, disrupting the major east–west supply chain between Sydney and Adelaide. Similarly, north–south freight movements along the Cobb Highway can also be affected, compounding regional isolation and increasing pressure on alternative routes. These disruptions have flow-on impacts for local producers, logistics operators, and supply chains, particularly during peak agricultural periods.

In addition, the emerging South West Renewable Energy Zone (REZ) is reshaping regional freight and transport demand, with associated infrastructure and heavy vehicle movements increasingly orientated in a south-westerly direction. The transport requirements associated with these developments are a clear community priority, particularly in ensuring that local roads, bridges, and freight corridors are capable of safely and efficiently supporting increased heavy vehicle traffic. Strengthening freight resilience and maintaining continuity of these critical corridors is essential to supporting both regional economic activity and the successful delivery of major energy transition projects.

Overall, improving resilience across transport and connectivity requires a focus on protecting critical customer journeys. This includes prioritising key routes and assets, enhancing redundancy where possible, integrating climate considerations into design and maintenance, and advocating for improved telecommunications infrastructure. By aligning infrastructure planning with CJRP principles, Council can better ensure that essential services remain accessible and functional during times of disruption.

6. Community & Social Infrastructure:

Community and social infrastructure forms the foundation of liveability, wellbeing, and resilience across the Shire. These facilities support essential services, social connection, education, and care, and are central to the delivery of Council and partner agency services. In the context of increasing climate variability, demographic change, and service centralisation pressures, ensuring the continuity and resilience of these assets is critical to maintaining community wellbeing and access to essential services.

Health and Aged Care Precinct

The Health and Aged Care Precinct is a critical hub for primary healthcare, emergency medical services, and aged care support. It serves a high proportion of vulnerable residents, including older persons and those with complex health needs. Any disruption to this precinct can have immediate and significant consequences for community health outcomes.

From a resilience perspective, the precinct is exposed to risks including extreme heat, flood isolation, storm impacts, and potential supply chain disruption. Maintaining operational continuity during emergencies is essential, particularly given the reliance on visiting health professionals and external service providers. Strengthening energy resilience, access routes, and backup systems is a key priority to ensure uninterrupted service delivery.

Emergency Services Facilities (RFS, SES, Police, Ambulance)

Emergency services facilities, including the Rural Fire Service (RFS), State Emergency Service (SES), police, and ambulance stations, play a central role in disaster preparedness, response, and recovery. These facilities are strategically located to support rapid deployment across a large geographic area.

These assets are exposed to the same hazards they are designed to respond to, including bushfire, flood, storm, and extreme heat. Maintaining their operational readiness during concurrent or cascading events is critical. This includes ensuring facility resilience, communications and power redundancy, reliable access routes, and sufficient resource storage capacity. Coordination between agencies is also essential to support integrated emergency response under the Customer Journey Resilience Plan framework.

Council Facilities (Chambers, Depot, Library, Swimming Pool)

Council-owned facilities provide essential administrative, operational, and community services. These include Council Chambers, works depot, library, and recreational infrastructure such as the swimming pool. Together, they support governance, service delivery, community engagement, and wellbeing.

These facilities are exposed to a range of climate-related risks, including flooding, storm damage, and heat impacts. Depots and operational facilities are particularly important during emergency events, as they support response coordination and recovery activities. Library and community facilities also serve as key information and cooling centres during extreme heat events. Ensuring continuity of operations, including backup power, is important to maintain service delivery during disruption events.

Education Facilities (Schools, TAFE/CUC)

Education facilities, including local schools and tertiary learning providers such as TAFE and the Country University Centre (CUC), are essential to community development, skills training, and long-term economic sustainability. These institutions also play an important role in community cohesion and youth retention.

These facilities are generally designed to withstand a range of hazards; however, they remain vulnerable to extreme weather events that may disrupt access, transport routes, or digital connectivity. Ensuring safe access for students and staff during floods, heatwaves, or storms is a key consideration. In addition, the increasing reliance on digital learning platforms highlights the importance of reliable telecommunications infrastructure.

Childcare Services

Childcare services are a critical enabler of workforce participation and early childhood development. They support families across the Shire and are particularly important in enabling labour force participation in agriculture, health, and local service industries.

Childcare facilities are sensitive to disruption from extreme heat, flooding, and transport access limitations. As essential social infrastructure, continuity of childcare services is a key component of community resilience. This includes ensuring safe building design, reliable utilities, and clear emergency response arrangements to support continued operation during adverse conditions.

Overall Resilience Considerations

Collectively, community and social infrastructure assets are central to the community resilience, particularly those relating to health, safety, care, education, and civic services. The primary resilience challenges include:

- Maintaining service continuity during prolonged isolation events
- Ensuring safe access for staff, clients, and emergency responders
- Managing heat impacts on vulnerable populations and facilities
- Strengthening backup power, communications, and water systems
- Coordinating multi-agency response during emergency events

Investment in these assets should prioritise continuity of essential services, protection of vulnerable populations, and the ability to maintain operations during and after extreme events.

7. Economic & Strategic Assets:

Economic and strategic assets are central to the Shire's long-term prosperity, employment base, and regional role. These assets support key industries including agriculture, freight and logistics, tourism, and the emerging renewable energy sector. They also underpin the Shire's position within broader regional and state economic systems, particularly as infrastructure investment and energy transition projects increase across the region. Ensuring the resilience and functionality of these assets is essential to maintaining economic continuity and supporting future growth.

Agricultural and Freight Logistics

Agriculture remains the dominant economic driver in the Shire, supported by a network of freight logistics that enable the storage and transport of grain, livestock, and other primary products.

These assets are exposed to a range of risks including flooding, extreme heat, storm events, and prolonged access disruptions. Flooding in particular can isolate facilities, delay harvest logistics, and interrupt supply chains, while heat can impact storage conditions and operational efficiency. From a resilience perspective, maintaining continuous access to freight routes, protecting critical access roads, and ensuring redundancy in transport networks are key priorities.

Tourism and Cultural Infrastructure

Tourism and cultural infrastructure contribute to local economic diversification, community identity, and visitor experience. This includes heritage sites, cultural assets, recreational facilities, and key visitor attractions that support day and overnight tourism.

These assets are vulnerable to disruption from extreme weather events, including flooding, heatwaves, and storms, which can reduce accessibility, damage infrastructure, and impact visitor safety. Prolonged isolation events can also significantly reduce visitor numbers and associated economic activity. Ensuring resilience requires maintaining safe access routes, improving interpretation and visitor information systems, and incorporating climate considerations into the management of outdoor and heritage assets. Protecting these assets also supports broader community pride and cultural continuity.

Renewable Energy Transition Assets (Solar, Wind, Battery Storage)

The Shire is increasingly positioned within the broader renewable energy transition, with planned and emerging developments including large-scale solar farms, wind energy projects, and battery storage systems. These assets are strategically significant, contributing to regional energy security, economic diversification, and investment attraction.

While these facilities are generally designed to modern engineering standards, they remain exposed to climate-related risks including extreme heat, high winds, flooding, and storm damage. In addition, their operation depends on robust transmission infrastructure and reliable access for construction, maintenance, and grid connection. The South West Renewable Energy Zone (REZ) is a key driver of this transition, with associated transport and infrastructure requirements placing additional demand on local networks.

From a resilience perspective, these assets introduce both opportunities and challenges. They strengthen long-term energy security and economic activity but require careful integration into local infrastructure planning to manage impacts on roads, freight routes, and community interfaces. Ensuring alignment between energy development, transport capacity, and community priorities is essential to supporting a smooth and sustainable transition.

Strategic Considerations

Across all economic and strategic assets, resilience planning is increasingly focused on maintaining continuity of operations, protecting critical supply chains, and enabling adaptation to changing climate and market conditions. Key considerations include:

- Protecting freight and logistics corridors that support agricultural production
- Ensuring tourism assets remain accessible and safe during extreme events
- Integrating renewable energy developments with local infrastructure capacity
- Strengthening redundancy in transport and access networks
- Supporting investment certainty through climate-resilient planning frameworks

These assets collectively underpin the Shire's economic stability and future growth potential. Aligning infrastructure planning with resilience principles and Customer Journey Resilience Plans will be essential to sustaining economic activity and supporting regional transformation over time.

8. Opportunities and Constraints

Opportunities for Innovation:

Hay Shire Council has the potential to adopt innovative approaches that enhance the resilience, sustainability, and efficiency of its critical infrastructure. Examples include the use of recycled and locally sourced materials in road and civil construction projects, which can reduce costs and environmental impact while supporting circular economy principles. The development of microgrids and decentralized energy solutions presents opportunities to enhance energy security and reliability for Council facilities and the wider community. Similarly, smart water systems, including real-time monitoring of water quality and usage, can improve the sustainability of water resources in a region prone to drought and variable rainfall. These innovations not only support operational efficiency but also align with Council's broader climate resilience and net zero objectives.

Constraints:

Council must navigate several constraints in the management and development of critical infrastructure. Funding limitations, particularly in the context of reliance on Commonwealth Financial Assistance Grants and other external sources, can restrict the scale and pace of infrastructure upgrades. Geographic isolation poses challenges for rapid service delivery, emergency response, and access to specialist skills. The availability of skilled personnel, both within Council and externally, can limit the adoption of advanced infrastructure technologies. Additionally, climate pressures, including increasing temperatures, extreme weather events,

and flood risks, pose ongoing challenges to the reliability and longevity of infrastructure assets.

Partnership Opportunities:

Addressing both opportunities and constraints will require collaboration. Partnerships with State and Federal agencies can unlock funding, technical expertise, and regulatory support. Regional collaboration with neighbouring councils allows for joint infrastructure initiatives, shared service models, and coordinated emergency management responses. Engagement with the private sector, including energy providers, technology vendors, and construction partners, presents opportunities for innovative service delivery models and investment in smart, sustainable infrastructure solutions.

9. Strategic Priorities

Immediate Risk Mitigation Actions:

Council's first priority is ensuring the safety and continuity of essential services. This includes proactive maintenance of critical infrastructure, rapid response planning for extreme weather or system failures, and risk assessments for high-priority assets such as water supply networks, waste, transport corridors, and health facilities.

Medium-Term Resilience Investments:

Medium-term priorities focus on enhancing infrastructure resilience and sustainability. Investments may include the upgrade of flood-prone roads, implementation of water efficiency measures, deployment of backup energy systems for critical facilities, and modernisation of communications networks to support emergency coordination and community connectivity.

Long-Term Transformation:

Long-term planning emphasizes transformational change to future-proof Hay Shire's infrastructure. This encompasses digitalisation of asset management and service delivery, integration of renewable energy systems, and embedding circular economy principles into infrastructure projects. The goal is to create infrastructure that is not only resilient but adaptive, cost-efficient, and aligned with broader regional development goals.

Alignment with Strategic Council Plans:

All priorities will align with Hay Shire Council's key strategic documents, including the Economic Roadmap, Digital Transformation Strategy, and Circular Economy Strategy. This ensures that critical infrastructure planning supports economic growth, technological advancement, and environmental sustainability in a coordinated, holistic manner.

10. Priority Actions by Infrastructure System

10.1 Transport & Connectivity

Flood Adaptation Actions

- Upgrade flood-prone road segments and crossings
- Improve drainage and culvert capacity
- Identify and formalise flood-resilient access routes

Bushfire Adaptation Actions

- Maintain roadside vegetation and firebreaks
- Protect key freight and evacuation routes

KPIs

- % of critical roads with flood immunity upgrades
- Number of days key routes remain operational during events

10.2 Water and Sewer Infrastructure

Flood Actions

- Elevate or flood-proof pump stations and treatment assets
- Install backup power systems

Bushfire Actions

- Ensure defendable space around facilities
- Protect critical assets from radiant heat exposure

KPIs

- Zero unplanned service outages during moderate events
- % of assets with backup power capability

10.3 Energy and Utilities

Actions

- Advocate for network resilience with providers
- Prioritise undergrounding or strengthening key assets where feasible
- Deploy localised backup energy (generators, solar + storage)

KPIs

- Reduction in outage duration during hazard events
- % of critical facilities with backup power

10.4 Digital Connectivity

Actions

- Improve redundancy in telecommunications
- Ensure emergency communication systems are resilient

KPIs

- Network uptime during disasters
- Coverage reliability across the Shire

10.5 Community Facilities and Emergency Infrastructure

Actions

- Upgrade facilities to function as resilient evacuation centres
- Ensure flood and fire risk assessments for all key buildings
- Align with planning from NSW Rural Fire Service and emergency agencies

KPIs

- Number of compliant evacuation centres
- Facility uptime during events

10.6 Land Use and Planning Integration

- Avoid new development in high flood-risk areas
- Incorporate bushfire asset protection zones into planning controls
- Align with floodplain risk management and bushfire prone land mapping

10.7 Emergency Management and Community Resilience

Actions

- Strengthen community awareness and preparedness programs
- Improve early warning systems and communication channels
- Support local emergency response capacity

Outcome

A more informed and prepared community capable of responding to both slow-onset floods and fast-moving bushfires

10.8 Climate Adaptation Pathway

Council will adopt a staged adaptation approach:

Short Term (0–3 years)

- Risk assessments and priority upgrades
- Emergency preparedness improvements

Medium Term (3–10 years)

- Infrastructure resilience upgrades
- Network redundancy improvements

Long Term (10+ years)

- Transformational adaptation (relocation, redesign, system change)

11. Implementation Framework

Action Plan and Prioritisation:

Category	Initiative / Action	Priority	Timeline	Responsible Officer(s)	Key Performance Indicators (KPIs)	Notes / Alignment
Transport & Connectivity	Upgrade high-risk unsealed freight routes prone to flooding or weak soil failure	High	2026–2028	EM-E&O	% reduction in road closures; freight reliability metrics	Supports Regional Freight Strategy, Climate Resilience Plan
	Bridge and culvert inspections and strengthening program	High	2026–2030	EM-E&O	% of critical bridges assessed; % strengthened or repaired	Aligns with asset management and safety standards
	Airstrip maintenance and upgrades for emergency and freight use	Medium	2026–2029	EM-E&O + EM-P&C	Airstrip operational availability; emergency response readiness	Supports emergency response and regional connectivity
	Digital connectivity improvements: NBN and mobile coverage gaps	High	2026–2027	GM	% population with reliable digital access; response times for outages	Supports Digital Transformation Strategy and economic growth
Utilities & Essential Services	Water supply network upgrades and leakage reduction	High	2026–2029	EM-E&O	% leakage reduction; water quality compliance	Aligns with climate adaptation and sustainability targets
	Sewerage system expansion and maintenance	High	2026–2030	EM-E&O	Compliance with environmental standards; reduction in system failures	Supports population growth and public health
	Stormwater management upgrades to reduce flooding	Medium	2026–2028	EM-E&O + EM-P&C	% of flood-prone areas mitigated; community satisfaction	Integrated with climate resilience planning

Category	Initiative / Action	Priority	Timeline	Responsible Officer(s)	Key Performance Indicators (KPIs)	Notes / Alignment
	Renewable energy projects (solar, microgrids) for Council facilities	High	2026–2032	EM-P&C	% of Council energy from renewable sources; cost savings	Aligns with net zero transition and Circular Economy Strategy
	Telecommunications infrastructure upgrades (critical comms)	Medium	2026–2029	GM	% uptime; emergency service communications reliability	Supports emergency management and digital infrastructure
Community & Social Infrastructure	Health and aged care precinct expansion & resilience upgrades	High	2026–2030	GM	Patient throughput; facility resilience metrics	Supports regional health and ageing strategies
	Emergency services facilities upgrade (RFS, SES, Police, Ambulance)	High	2026–2029	GM	% facilities upgraded; response times in emergencies	Critical for community safety and risk mitigation
	Council facilities maintenance & modernisation (chambers, depots, libraries, pools)	Medium	2026–2031	EM-P&C	Condition rating improvements; community satisfaction	Supports community engagement and service delivery
	Education infrastructure liaison & support (schools, TAFE links)	Medium	2026–2028	EM-ED,T & E	# of joint projects; improved learning facilities	Supports youth development and workforce readiness
	Aged care and childcare facility improvements	High	2026–2029	EM- ED, T & E	Occupancy rates; compliance with standards	Aligns with community wellbeing and population growth
Economic & Strategic Assets	Upgrade agricultural and freight logistics	High	2026–2030	GM; EM-ED, T & E	Freight throughput; reduction in transport delays	Supports Economic Roadmap and regional growth
	Tourism infrastructure improvements (cultural assets, visitor centres)	Medium	2026–2031	EM- ED, T & E	Visitor satisfaction; increase in visitor numbers	Supports Economic Roadmap and local jobs
	Renewable energy transition assets (solar farms, battery storage)	High	2026–2032	EM-ED, T & E	MW capacity installed; energy self-sufficiency	Supports net zero goals, economic diversification

Category	Initiative / Action	Priority	Timeline	Responsible Officer(s)	Key Performance Indicators (KPIs)	Notes / Alignment
	CJRP (Community Joint Resilience Planning) summaries and reporting tables	Medium	2026–2027	GM	% of infrastructure risks addressed; stakeholder engagement metrics	Supports Local Emergency Management Plan alignment

Funding and Resourcing:

The framework identifies potential funding sources, including grants from State and Federal programs, public-private partnerships, and regional collaboration models. Cost-sharing arrangements with neighbouring councils or service providers will be explored to maximise investment efficiency.

Monitoring and Reporting Mechanisms:

A robust monitoring framework will track project progress, expenditure, and performance outcomes. Regular reporting will inform Council decision-making and provide transparency to stakeholders, ensuring that critical infrastructure initiatives remain accountable, effective, and adaptive to emerging risks.

Integration with Council's Planning Frameworks:

Critical infrastructure initiatives will be integrated with the Council's Asset Management Plan and Long-Term Financial Plan. This ensures that investments are financially sustainable, strategically coherent, and aligned with broader community service objectives.

12. Recommendations

Summary of Findings:

The review identifies significant opportunities to enhance resilience, sustainability, and innovation in Hay Shire's critical infrastructure. Constraints related to funding, skills, and climate pressures must be actively managed through strategic planning and partnerships.

Priority Projects for Advocacy and Investment:

Council should prioritise projects with high community impact and alignment with climate resilience and net zero goals, including:

- Modernisation of energy and water infrastructure
- Road and transport network upgrades using sustainable materials
- Deployment of digital monitoring systems for critical assets

Policy and Operational Improvements:

Policies should be updated to incorporate climate risk, innovation, and circular economy principles. Operational improvements may include streamlined procurement for innovative technologies, workforce capability development, and formalised partnerships with regional, State, and Federal agencies.

Next Steps for Council and Regional Partners:

Council should finalise the action plan, secure funding pathways, and establish governance structures for implementation. Engagement with regional partners, community stakeholders, and private sector collaborators will be critical to delivering resilient, sustainable, and future-ready infrastructure that supports Hay Shire's safety, wellbeing, and economic prosperity.

Part 5: Net Zero Emissions Plan 2026–2036

1. Purpose and Commitment

Hay Shire Council is committed to reducing greenhouse gas emissions from its operations and supporting the transition to a low-carbon, climate-resilient future for the Hay Shire community. Recognising both the environmental and economic opportunities associated with decarbonisation, Council is taking a proactive and practical approach to managing its emissions profile and leading by example across the region.

This Net Zero Emissions Plan establishes a clear and structured pathway for Council to:

- Measure, monitor and transparently report on its operational greenhouse gas emissions
- Identify and implement emissions reduction initiatives that are practical, financially responsible and aligned with asset lifecycles
- Improve energy efficiency across Council facilities, infrastructure and fleet operations
- Transition to renewable energy sources and adopt low-emissions and emerging technologies where feasible
- Engage staff, stakeholders and the community in emissions reduction efforts and behavioural change
- Achieve net zero operational emissions by 2050, with interim targets to track progress and ensure accountability

The Plan adopts a staged and adaptive approach, allowing Council to respond to technological advancements, funding opportunities and evolving policy settings over time. It prioritises actions that deliver co-benefits such as cost savings, improved service delivery, and enhanced resilience to climate impacts.

Importantly, this Plan complements Council's Climate Adaptation Plan 2026–2029 by addressing the mitigation side of climate change, ensuring a balanced and coordinated response. It also aligns with relevant New South Wales and Commonwealth climate objectives, positioning Hay Shire Council to contribute meaningfully to broader emissions reduction targets while supporting the long-term sustainability and liveability of the local community.

2. Scope of the Plan

This Plan focuses on emissions generated directly from Hay Shire Council's own operations, often referred to as corporate or operational emissions. These are the emission sources that Council can measure, manage and influence most effectively through its own policies, investments and day-to-day decision-making.

At the same time, Council acknowledges its broader role as a leader, facilitator and advocate within the community. While it does not have direct control over all sources of emissions across the Hay Shire, it can play an important role in influencing behaviours, supporting local initiatives, enabling infrastructure, and advocating for policy and investment that reduce emissions at a community-wide scale.

Included (Operational Emissions)

The following emission sources are within the scope of this Plan and form the basis of Council's net zero target:

- Council buildings and facilities, including offices, depot, library, and recreational assets
- Street lighting and other public infrastructure such as parks, water and sewer systems
- Council fleet and plant, including light vehicles, heavy machinery and maintenance equipment
- Waste management activities under Council control, including landfill operations and waste services
- Purchased electricity and fuels used across all Council operations

These sources are measurable and can be progressively reduced through energy efficiency, renewable energy uptake, improved asset management, and low-emissions technologies.

Excluded (but Influenced)

The following emission sources fall outside Council's direct operational control and are therefore not included in the formal net zero target under this Plan:

- Residential and commercial energy use
- Agricultural emissions, which are a significant component of the local economy
- Private transport, freight and logistics

Although excluded from Council's corporate emissions boundary, these sources represent a substantial proportion of total emissions across the Hay Shire. Council will continue to play an enabling and advocacy role in these areas, supporting community education, facilitating partnerships, encouraging sustainable development, and leveraging regional opportunities (such as renewable energy projects) to help drive broader emissions reductions over time.

By clearly defining what is included and excluded, this Plan maintains a strong focus on accountability, while still recognising Council's wider influence in supporting a low-carbon future for the entire community.

3. Emissions Boundary and Baseline

Emissions Framework

Council will adopt the Greenhouse Gas Protocol framework:

Scope	Description	Council Sources
Scope 1	Direct emissions	Fleet fuel, plant, landfill emissions
Scope 2	Indirect electricity emissions	Council buildings, street lighting
Scope 3	Other indirect emissions	Waste disposal, outsourced services (future inclusion)

Baseline Year

- **Baseline year:** 2023–24
- Council will undertake a formal emissions inventory to quantify:
  - Electricity (kWh)
  - Fuel (diesel, petrol)
  - Waste tonnage

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Facility name (optional)	Hay Landfill	
Reporting period	2023	

Before using this calculator we recommend you read solid waste guidelines for important information on:
- the landfill facility activities that must be reported (energy/emissions)
- how to use this calculator

Techniques for calculating opening stock of degradable organic carbon for the first reporting period in accordance with S5.13 of the Determination. Please review and select the technique used.

1) The annual amount of solid waste disposed of in landfill for all years prior to the first reporting period was evidenced by invoices; or

2) The annual amount of solid waste disposed of in landfill for all years prior to the first reporting period was measured according to state or territory legislation applying to the landfill; or

3) The annual amount of solid waste disposed of in landfill for all years prior to the first reporting period was directly measured using equipment calibrated to a measurement requirement; or

4) The annual amount of solid waste disposed of in landfill for all years prior to the first reporting period was estimated in accordance with industry estimation practices in line with the NGER principles of a) transparency, b) comparability, c) accuracy and d) completeness; or

5) The estimated average annual tonnage of solid waste disposed of in the landfill was estimated from the years for which data was available, and this average was applied to all years prior to first reporting; or

6) The estimated average annual tonnage of solid waste disposed of in the landfill was estimated by dividing the product of the landfills volume and density factor by the number of years the landfill was running prior to the first year of reporting; and this figure was applied to all years prior to first reporting.

Please select the technique used to estimate opening stock of degradable organic carbon:	5	

Please enter the number of sub facility zones are in the landfill:	Subfacility 1	Please leave Subfacility 2 blank	Please leave Subfacility 3 blank	Please leave Sub Facility 4 blank
1				
Enter Sub Facility opening year (financial year ending):	1980			
Enter the year the landfill first reported under NGERs (financial year ending):	2015			
Input state/territory from drop-down list:	NSW			
Input state/territory or climate zone from drop-down list:	Temperate dry			
Select the class of Municipal Solid Waste (MSW) received at the landfill:	Both MSW Class 1 & Class 2			
Enter percentage of Class 1 waste in total MSW waste stream	80%	Enter percent as a whole number		

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Data input to EERS

In the Emissions and Energy Reporting System (EERS), locate or create the facility which will report the solid waste activity.
Scroll down to the bottom of the 'Activities & Emissions sources and click on the 'Modify Waste Mix Percentages' link.
In the 'Activities and Emissions sources, click on the 'Add Activity' button. Select 'Waste' as the source category, 'Solid waste disposal on land' as the source and then the appropriate activity.
Under the CH, Methane heading, select a Method from the drop-down menu in the 'Method' field.
A list of required Methods to be identified (MTBIs) will appear above the 'Method' field under the MTBIs heading.
Each MTBI field will require data to be entered and, where required, a unit of measurement to be selected.
Where data is available in the solid waste calculator, this can be entered in the appropriate MTBI field in EERS.
Where data is not available in the solid waste calculator, reporters will need to determine appropriate data to be entered in the MTBI fields in EERS in accordance with the relevant legislation.
Once complete, enter data in the 'Emissions released during the year (CO2-e tonnes)' field and click the 'Save Changes' button.

Emissions summary	
Legacy (tonnes CO_2-e)	2,060
Non legacy (tonnes CO_2-e)	852
Total	2,912

Biological treatment emissions (tonnes CO_2-e)	#VALUE!

Waste type - Method 1 MTBI (s)	Municipal waste	Commercial & industrial	Construction and demolition	Shredder fluff
Food	35.1%	21.5%	0.0%	0.0%
Paper	15.4%	15.5%	5.0%	0.0%
Garden	14.0%	4.0%	2.0%	0.0%
Wood	1.0%	12.5%	5.0%	0.0%
Textiles	1.5%	4.0%	0.0%	0.0%
Sludge	0.0%	1.5%	0.0%	0.0%
Nappies	4.1%	0.0%	0.0%	0.0%
Rubber and leather	1.0%	3.5%	0.0%	0.0%
Inert waste	28.0%	37.5%	85.0%	0.0%

MTBIs entered by source (See Part 6 of Schedule 3 of the National Greenhouse and Energy Reporting Regulations 2008)

The location of the landfill by State or Territory or by landfill classification specified in the Determination	Temperate dry
The number of years in operation	43
The average annual amount (in tonnes) of disposal of solid waste over the lifetime of the landfill facility prior to the first year of reporting	3,010
The total tonnes of waste entering the landfill	3,125
The tonnes of waste entering the landfill from each of the following:	
(i) municipal sources;	969
(ii) Commercial and industrial sources;	1,313
(iii) Construction and demolition sources;	844
(iv) alternative waste treatment facilities;	0
(v) shredder fluff;	0
(vi) inert waste	0
The tonnes of waste received at the landfill facility for each of the following:	
(i) transfer to an external recycling or biological treatment facility;	0
(ii) recycling or biological treatment onsite;	0
(iii) construction purposes, daily cover purposes, intermediate cover purposes or final capping and cover purposes (inert waste only)	0
The opening stock of degradable organic carbon, in tonnes	3,761
The legacy emissions from decomposition of waste;*	2,060
The emissions, other than legacy emissions, from decomposition of waste;*	852
The tonnes of methane (CO_2-e) captured for combustion that are legacy emissions;*	42
The tonnes of methane (CO_2-e) captured for combustion that are not legacy emissions;*	17
The tonnes of waste treated by each of the following:	
(i) composting;	0
(ii) anaerobic digestion	0
The tonnes of Methane (CO_2-e) captured from each of the following:	
(i) composting (NOTE: please enter zero if appropriate)	
(ii) anaerobic digestion (NOTE: please enter zero if appropriate)	

MTBIs entered by activity

The tonnes of methane (CO_2-e) captured and transferred offsite that are legacy emissions;*	0
The tonnes of methane (CO_2-e) captured and transferred offsite that are not legacy emissions;*	0
The tonnes of methane (CO_2-e) flared that are legacy emissions;*	0
The tonnes of methane (CO_2-e) flared that are not legacy emissions;*	0

CH_4 - Methane

Emissions released during the year (CO2-e tonnes) - Method 1 (5.4)	2,912

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Menu

Method 1 input panel		
Note: chemical oxygen demand (COD) can be derived from biological oxygen demand (BOD), EXCEPT for COD_w under Method 1. COD = 2.6 × BOD5.		
Reporting period	2023	
The method used for calculation	1	

Number of persons served by operation of the plant (P)	2400	
Quantity in tonnes of COD per capita of wastewater using a default of 0.0585 tonnes per person (DC_W)	0.0585000	Default value has been entered for you
Tonnes, chemical oxygen demand (COD) in wastewater entering the plant (COD_w)	140.4000000	Default value has been entered for you
Tonnes, estimated volatile solids in the primary sludge (VSprl)	0.0000000	
Tonnes, estimated volatile solids in the waste activated sludge (VSwarl)	0.0000000	
Conversion factor (VSprl ---> CODprl) (default = 1.99)	1.9900000	Default value has been entered for you - please delete if directly entering CODprl
Conversion factor (VSwarl ---> CODwarl) (default = 1.48)	1.4800000	Default value has been entered for you - please delete if directly entering CODwarl
Tonnes, quantity of COD removed as primary sludge from wastewater and treated in the plant (CODprl)	0.0000000	Default value will be entered for you - over-write for direct entry
Tonnes, quantity of COD removed as waste activated sludge from wastewater and treated in the plant (CODwarl)	0.0000000	Default value will be entered for you - over-write for direct entry
Tonnes, quantity of COD removed as sludge from wastewater and treated in the plant (CODsl)	0.00	Value will be calculated for you
Tonnes, quantity of COD in effluent leaving the plant (COD_{ef})	72.0000000	
Tonnes, quantity of COD in sludge transferred out of the plant and removed to landfill (COD_{tl})	0.0000000	
Tonnes, quantity of COD in sludge transferred out of the plant and removed to a site other than landfill (COD_{ts})	0.0000000	
Methane correction factor for wastewater treated at the plant (MCF_{ww})	anaerobic digester/reactor	0.8
Methane correction factor for sludge treated at the plant (MCF_{sl})	unmanaged aerobic treatment	0.3
Quantity of methane, in cubic metres, in sludge biogas captured for combustion by the plant ($Q_{sl,cp}$)	0.0000000	
Quantity of methane, in cubic metres, in sludge biogas flared during the year by the plant ($Q_{sl,prd}$)	0.0000000	
Quantity of methane, in cubic metres, in sludge biogas transferred out of the plant (Q_{tr})	0.0000000	
Default methane emission factor for wastewater with a value of 6.3 CO_2-e tonnes per tonne COD (EF_{wj})	6.30	Default value has been entered for you
Default methane emission factor for sludge with a value of 6.3 CO_2-e tonnes per tonne COD (sludge) (EF_{slj})	6.30	Default value has been entered for you
Conversion of methane to t CO_2-e using 0.0006784 × 28	0.0189952	Default value has been entered for you

Division 5.3.2—Method 1—methane released from wastewater handling (domestic and comme		
CH_{4ww} (CH_4 generated by the plant, expressed as t CO_2-e)		
Methane generated from commercial wastewater and sludge treatment by the plant during the year	344.74	Amount from wastewater
	0.00	Amount from sludge
	344.74	**Total**
CH_4^* (CH_4 in biogas released, CO_2-e tonnes)	**344.74**	See NGER Determination subsections 5.25 (2, 3)
Conversion of cubic metres to t CO_2-e of the quantity of methane in sludge biogas captured + flared + transferred	**0.00**	Methane (CH_4) captured in t CO_2-e
$E_j - [CH_4^* - \gamma(Q_{sl,cp} + Q_{sl,prd} + Q_{tr})]$ -	**344.74**	Emissions of methane (CH_4) as t CO_2-e

Emissions released from wastewater handling (domestic and commercial)		
Emissions of methane released by the plant during the year	**344.74**	Emissions of methane (CH_4) in t CO_2-e
Emissions of nitrous oxide released from human sewage treated by the plant during the year	-	Emissions of nitrous oxide (N_2O) in t CO_2-e
Total emissions	**344.74**	Total emissions in t CO_2-e

Menu

Method 2/3 input panel		
Note: chemical oxygen demand (COD) can be derived from biological oxygen demand (BOD) under Method 2 and 3. COD = 2.6 × BOD5.		
Reporting period		Enter reporting period year ending (e.g. for 2022–2023 enter 2023)
Reporting method		Please select either method 2 or 3
If facility operating data that measure or the volumetric influent rate and the influent rate of COD concentration; or		Please enter required information either on this row or the row below
If data is available on the biochemical oxygen demand (BOD) in the wastewater		Please enter required information either on this row or the row above
The tonnes of COD in wastewater entering the sub facility (COD_{ww})		Value will be calculated for you
The estimated volatile solids in the primary sludge (tonnes) (VS_{pslu})		Input VSprslz & conversion factor or directly input CODprslz
The estimated volatile solids in the waste activated sludge (tonnes) (V_{wasslu})		Input VSwaslz & conversion factor or directly input CODwaslz
Conversion factor (VS_{pslu} ---> COD_{pslu}) (default - 1.99)	1.99	Default value has been entered for you
Conversion factor (VS_{wasslu} ---> COD_{wasslu}) (default - 1.48)	1.48	Default value has been entered for you
The tonnes of COD removed as primary sludge from wastewater and treated in the sub facility (COD_{pslu})		Input VSprslz & conversion factor or directly input CODprslz
The tonnes of COD removed as waste activated sludge from wastewater and treated in the sub facility (COD_{wasslu})		Input VSwaslz & conversion factor or directly input CODwaslz
The tonnes of COD removed as sludge from wastewater and treated in the sub facility (COD_{slu})		Value will be calculated for you
If facility operating data that measure or the volumetric effluent rate and the effluent rate of COD concentration; or		Please enter required information either on this row or the row below
If data is available on the biochemical oxygen demand (BOD) in the effluent		Please enter required information either on this row or the row above
The tonnes of COD in effluent leaving the sub facility (COD_{eff})		Value will be calculated for you
The tonnes of COD in sludge transferred out of the sub facility and removed to landfill (COD_{fslu})		Please enter required information
The tonnes of COD in sludge transferred out of the sub facility and removed to a site other than landfill (COD_{fww})		Please enter required information
The methane correction factor for wastewater treated at the sub facility (MCF_{ww})		Select from drop-down list or enter another numerical value
The methane correction factor for sludge treated at the sub facility (MCF_{slu})		Select from drop-down list or enter another numerical value
The quantity of methane, in cubic metres, in sludge biogas that is captured for combustion by the sub facility (Q_{capa})		Please enter required information
The quantity of methane, in cubic metres, in sludge biogas flared by the sub facility (Q_{flared})		Please enter required information
The quantity of methane, in cubic metres, in sludge biogas transferred out of the plant during the reporting year by the sub facility (Q_{fw})		Please enter required information
The default methane emission factor for wastewater with a value of 7.0 tCO_2-e per tonne of COD (EF_{wiju})	7.00	Default value has been entered for you
The default methane emission factor for sludge with a value of 7.0 tCO_2-e per tonne of COD (sludge) (EF_{sliju})	7.00	Default value has been entered for you
Conversion of methane to CO_2-e using 0.0006784 × 28	0.0189952	Default value has been entered for you

Method 2/3—methane released from wastewater handling (domestic and commercial)		
CH_{4ww} (CH4 generated by the **sub-facility**, expressed as t CO_2-e)		
Methane generated from commercial wastewater and sludge treatment by the plant during the year	0.00	Amount from wastewater
	0.00	Amount from sludge
	0.00	Total
CH_{4ww} (CH4 in sludge biogas generated, CO_2-e tonnes)	**0.00**	see NGER Determination subsections 5.26 (2) step 2 & 3
$\gamma(Q_{capa} + Q_{flared} + Q_{fw})$	**0.00**	methane (CH_4) captured in t CO_2-e from each **sub-facility** of a plant
$E_j - [CH_{4ww} - \gamma(Q_{capa} + Q_{flared} + Q_{fw})]$ -	**elect a reporting ye**	emissions of methane (CH_4) as t CO_2-e released from each **sub-facility** of a plant

Emissions released from wastewater handling (domestic and commercial)		
Emissions of methane released by the plant during the year	**344.74**	emissions of methane (CH_4) in t CO_2-e
Emissions of nitrous oxide released from human sewage treated by the plant during the year	-	emissions of nitrous oxide (N_2O) in t CO_2-e
Total emissions	**344.74**	total emissions in t CO_2-e

4. Net Zero Target

Target	Commitment
Primary target	Net zero operational emissions by **2050**
Interim target	50% reduction from baseline by **2036**
Renewable energy	100% renewable electricity by **2036**
Fleet transition	50% low-emissions fleet by **2036**

5. Emissions Reduction Pathway

To achieve net zero operational emissions by 2050, Council will adopt a structured and disciplined approach to emissions reduction. Central to this approach is the reduce → replace → offset hierarchy, which prioritises direct emissions reduction actions before considering offsets. This ensures that Council focuses first on eliminating emissions at their source, delivering both environmental and long-term financial benefits.

5.1. Avoid and reduce energy use

The most effective and lowest-cost way to reduce emissions is to minimise energy consumption across Council operations. This includes:

- Improving energy efficiency in buildings through upgrades such as LED lighting, insulation, efficient air conditioning systems and smart controls
- Optimising the operation of high-energy assets such as water and sewer infrastructure through automation and demand management
- Embedding energy-conscious practices into daily operations, procurement and asset management planning
- Incorporating energy efficiency and low-emissions design principles into all new buildings and major refurbishments
- Using data, monitoring systems and energy audits to identify inefficiencies and track performance over time

By reducing overall energy demand, Council can lower both emissions and operating costs, while extending the life of its assets.

5.2. Switch to renewable energy

Once energy use has been minimised, the next priority is to transition remaining electricity demand to renewable sources. This includes:

- Installing solar photovoltaic (PV) systems on suitable Council buildings and facilities
- Investigating battery storage and energy management systems to improve self-consumption and resilience
- Participating in renewable energy purchasing arrangements, such as power purchase agreements or renewable energy contracts
- Exploring opportunities to support or leverage local renewable energy generation within the Hay Shire

Transitioning to renewable electricity will significantly reduce Council's scope 2 emissions and provide long-term cost certainty in an environment of rising energy prices.

5.3. Transition fleet and plant

Fuel use from Council's fleet and plant is typically one of the more challenging emissions sources to address. Council will take a staged and practical approach by:

- Prioritising the transition of light vehicles to electric or low-emissions alternatives as they reach end of life
- Trialling emerging technologies for heavy vehicles and plant where feasible, including hybrid, electric or alternative fuels
- Improving fleet efficiency through route optimisation, right-sizing vehicles, and reducing unnecessary travel
- Installing appropriate charging infrastructure and planning for future fleet electrification needs
- Aligning fleet transition decisions with asset replacement cycles to ensure cost-effectiveness

This approach balances emissions reduction with operational requirements, particularly in a rural context where technology readiness and infrastructure availability may vary.

5.4. Offset residual emissions (last resort)

After all reasonable and cost-effective reduction measures have been implemented, some residual emissions may remain, particularly from hard-to-abate sources such as heavy plant or waste. In these cases, Council may:

- Purchase high-quality, verified carbon offsets to neutralise remaining emissions
- Prioritise offsets that deliver co-benefits, such as environmental restoration or regional economic outcomes
- Explore local or regional offset opportunities where feasible, supporting projects within or near the Hay Shire

Offsets will only be used as a last resort, ensuring that Council maintains a strong focus on genuine emissions reduction rather than reliance on external mechanisms.

6. Key Action Areas

Achieving net zero operational emissions by 2050 will require coordinated action across Council's major sources of emissions and operational activities. Based on Council's emissions profile and areas of operational control, five priority action areas have been identified to guide implementation of this Plan. These action areas focus on practical, scalable and cost-effective initiatives that can be progressively delivered over time and aligned with existing asset renewal, budget planning and service delivery frameworks.

6.1 Energy Use in Council Buildings

Council buildings and facilities represent a significant source of operational energy use and associated emissions, particularly through electricity consumption for lighting, heating, cooling, hot water and equipment. Improving the energy performance of Council assets presents one of the most immediate and cost-effective opportunities to reduce emissions and operational expenditure.

Objectives
Council will seek to:

- Reduce electricity and energy demand across all major Council buildings and facilities
- Improve thermal efficiency and occupant comfort in Council-owned assets
- Lower operational costs through improved energy performance and reduced reliance on grid electricity
- Build greater resilience to energy price volatility and supply disruptions

Key Actions
To achieve these objectives, Council will:

- Undertake energy audits of all major Council facilities to identify high-consumption assets, inefficiencies and upgrade opportunities
- Implement LED lighting upgrades across offices, depots, community buildings, sporting facilities and other Council assets
- Upgrade or optimise heating, ventilation and air conditioning systems, including replacement with high-efficiency systems at end of asset life
- Improve building thermal performance through measures such as insulation, glazing improvements, weather sealing and shading where appropriate
- Install solar photovoltaic (PV) systems on suitable Council buildings and facilities to reduce grid electricity demand
- Investigate battery storage opportunities where financially viable to improve energy resilience and maximise solar self-consumption
- Integrate energy efficiency requirements into all future building design, refurbishment and capital works projects

Indicative Outcome
These initiatives are expected to deliver:

- A 30–40% reduction in emissions associated with Council building energy use
- Lower electricity costs over the medium to long term
- Improved building comfort, asset performance and operational efficiency

6.2 Renewable Energy Transition

Following energy demand reduction, Council will progressively transition remaining electricity consumption to renewable energy sources. Renewable electricity is expected to be a major contributor to Council's emissions reduction pathway and long-term net zero target.

Key Actions
Council will:

- Investigate or enter into renewable electricity purchasing arrangements, including Power Purchase Agreements (PPAs) where appropriate
- Expand behind-the-meter solar generation across Council-owned sites
- Explore battery storage and load management technologies to support renewable integration
- Participate in relevant state, regional or local renewable energy procurement programs
- Transition street lighting and other eligible public infrastructure to renewable electricity supply where feasible
- Monitor opportunities to leverage local renewable energy developments and partnerships within the Hay Shire region

Strategic Alignment
This action area aligns with:

- New South Wales renewable energy and decarbonisation initiatives
- Regional renewable energy zone (REZ) opportunities and associated infrastructure investment
- Broader Council objectives relating to energy resilience, cost stability and local economic participation in the clean energy transition

6.3 Fleet and Plant Transition

Council fleet and plant emissions are primarily associated with fuel consumption from light vehicles, heavy vehicles and operational plant. This area presents both challenges and opportunities, particularly in a rural context.

Challenges
Council recognises several barriers to rapid transition, including:

- Long travel distances and operational requirements across a geographically dispersed local government area
- Reliance on heavy vehicles and specialised plant with limited low-emissions alternatives currently available
- Limited availability and higher upfront costs of electric vehicles and charging infrastructure suitable for rural operations

Key Actions
Council will adopt a staged transition approach by:

- Undertaking a fleet utilisation and rationalisation review to identify opportunities to reduce fleet size or improve efficiency
- Transitioning light vehicles to electric vehicles (EVs), hybrids or other low-emissions alternatives as assets reach replacement age
- Installing EV charging infrastructure at Council depot and other strategic locations
- Trialling electric, hybrid or alternative fuel plant and equipment where operationally and financially feasible
- Incorporating emissions performance into fleet procurement and replacement decisions
- Delivering driver behaviour and fuel efficiency training to reduce unnecessary fuel consumption, idling and vehicle wear

Expected Outcomes
This program is intended to progressively reduce fleet emissions while maintaining operational capability and aligning with asset replacement cycles.

6.4 Waste and Resource Recovery

Waste-related emissions arise primarily from landfill operations, organic waste decomposition and resource management practices. Council also recognises the role of circular economy principles in reducing emissions associated with waste generation and material consumption.

Key Actions
Council will:

- Improve waste data collection, emissions reporting and operational monitoring across waste services
- Investigate opportunities to continue to reduce organic waste entering landfill through diversion, education or alternative processing options
- Support circular economy initiatives that encourage resource recovery, reuse and waste minimisation

- Embed waste minimisation and low-waste principles into Council procurement, operations and event management practices
- Promote improved recycling and resource recovery outcomes within Council-controlled operations

Expected Outcomes
These initiatives will support:

- Reduced landfill-related emissions
- Improved operational efficiency and waste management practices
- Better data to inform future investment and emissions reduction opportunities

6.5 Procurement and Operations

Council's purchasing decisions, business practices and operational systems influence both direct and indirect emissions. Embedding sustainability into procurement and operational decision-making will support emissions reduction across the organisation.

Key Actions
Council will:

- Integrate emissions and sustainability considerations into procurement policies, tender evaluations and purchasing decisions
- Preference low-carbon, recycled or sustainable materials where practical and financially responsible
- Review procurement categories with high emissions impacts and identify lower-carbon alternatives
- Reduce emissions associated with staff travel through digital meetings, remote collaboration and improved travel planning
- Increase digital service delivery and paperless systems to reduce resource consumption and improve efficiency
- Build staff awareness and capability in sustainable procurement and operational practices

Expected Outcomes
This action area will:

- Reduce emissions embedded in Council purchasing and business operations
- Support organisational culture change and operational efficiency
- Strengthen alignment between Council's emissions targets and day-to-day decision-making

Collectively, these five action areas provide the operational foundation for Council's net zero transition. Implementation will be staged over time, informed by

emissions data, asset renewal cycles, available funding, emerging technology and ongoing review of Council priorities.

7. Offsetting Residual Emissions

Council recognises that, despite best efforts to reduce emissions at the source, some residual emissions are likely to remain by the target year of 2050 (particularly from hard-to-abate activities such as heavy plant, certain fuels, or legacy infrastructure). Offsetting provides a mechanism to address these remaining emissions and achieve net zero; however, it will be applied cautiously, transparently and only after all reasonable and cost-effective reduction measures have been implemented.

Role of Offsets

Offsets will be used to neutralise residual emissions that cannot be eliminated through operational changes, energy transition or technology uptake. Council's approach is to minimise reliance on offsets and prioritise real, measurable emissions reductions within its own operations wherever possible.

Offset Principles

Council will apply the following principles to ensure integrity and accountability:

- Offsets used only after genuine reduction:

Offsets will be considered a last step in the emissions hierarchy. Council will first demonstrate that all practical and financially responsible actions to reduce emissions have been undertaken before procuring offsets.

- High integrity and verification:

All offsets will be sourced from recognised, independently verified schemes (such as those compliant with Australian or international carbon standards) to ensure they represent real, additional and permanent emissions reductions or removals.

- Preference for Australian-based offsets:

Council will prioritise offsets generated within Australia to ensure alignment with national frameworks, support domestic carbon markets, and provide greater transparency and confidence in project outcomes.

- Preference for regional and nature-based projects:

Where feasible, Council will seek to invest in offsets that are located within regional areas, ideally within or near the Hay Shire or broader region. Nature-based solutions, such as revegetation, soil carbon, biodiversity restoration or land management projects, will be prioritised where they meet integrity requirements.

- Projects with community co-benefits:

Council will favour offset projects that deliver broader social, environmental and economic benefits beyond carbon abatement. This may include outcomes such as biodiversity enhancement, improved land condition, water quality benefits, Indigenous engagement, local employment opportunities, or support for regional industries.

Potential Offset Opportunities

Subject to feasibility and market availability, Council may explore:

- Partnerships with local landholders or regional organisations to support carbon sequestration initiatives
- Investment in biodiversity or environmental restoration projects with verified carbon outcomes
- Aggregated or cooperative offset purchasing with other councils or regional bodies

Governance and Transparency

To maintain public confidence and accountability, Council will:

- Clearly document the volume and source of offsets used each year
- Report on offset procurement and associated costs as part of annual emissions reporting
- Regularly review offset strategy in line with evolving standards, market conditions and best practice
- Avoid over-reliance on offsets by maintaining a strong focus on direct emissions reduction

By applying these principles, Council ensures that offsets are used responsibly and strategically supporting the achievement of net zero while delivering broader benefits for the environment, the local community and the regional economy.

8. Governance and Accountability

Roles and Responsibilities

Role	Responsibility
Council	Strategic oversight and endorsement
General Manager	Executive accountability
Executive Team	Integration into operations; Emissions tracking and reporting
All Staff	Operational implementation

9. Monitoring, Reporting and Review

Effective monitoring, transparent reporting and regular review are critical to ensuring the Plan remains relevant, accountable and responsive to changing technologies, policy settings and community expectations.

Annual Actions

Council will embed climate action tracking within its existing corporate reporting frameworks. Each year, Council will:

- **Update the corporate emissions inventory**
  Maintain a consistent and auditable greenhouse gas inventory aligned with recognised standards (e.g. National Greenhouse and Energy Reporting methodologies), capturing emissions from electricity, fuel use, waste and other operational sources.
- **Track progress against targets and key performance indicators (KPIs)**
  Measure performance against interim and long-term emissions reduction targets, energy consumption benchmarks, and renewable energy uptake. Variances will be analysed to inform corrective actions.
- **Report progress through statutory and strategic documents**
  Integrate climate performance reporting into:
  - Annual Report
  - Relevant internal dashboards
    This ensures accountability to Council, the community and regulators.
- **Identify and implement corrective actions**
  Where targets are not being met, Council will identify barriers, reassess timelines, and prioritise practical interventions to improve performance.
- **Maintain data quality and systems**
  Improve data collection processes over time, including metering, asset-level tracking and digital monitoring systems to support evidence-based decision-making.

Review Cycle

- **Four-year comprehensive review**
  The Plan will undergo a full review every four years, aligned with the Integrated Planning and Reporting (IP&R) cycle. This review will:
  - Reassess emissions baselines and forecasts
  - Update targets in line with technological, economic and policy developments
  - Incorporate lessons learned and emerging best practice
  - Reflect community expectations and regional priorities
- **Ongoing action plan updates**
  Specific actions and initiatives will be reviewed and updated regularly through Council's **Delivery Program** to ensure they remain achievable, funded and aligned with operational priorities.
- **Adaptive management approach**
  The Plan will remain a "living document," allowing Council to respond to:
  - Changes in energy markets and technology costs
  - New funding opportunities
  - Legislative or regulatory changes

- Regional climate risks and opportunities

10. Resourcing and Funding

Delivering this Plan will require a coordinated approach to financial, human and organisational resources. Council will prioritise cost-effective actions that deliver both emissions reduction and operational savings over time.

Potential Funding Sources

Council will actively pursue a mix of internal and external funding sources, including:

- NSW Government climate and energy programs
  Leveraging grants, incentives and technical support programs focused on energy efficiency, renewable energy, electric vehicles and climate resilience.
- Australian Government funding opportunities
  Accessing federal programs supporting emissions reduction, regional decarbonisation, infrastructure upgrades and clean energy transition.
- Energy savings reinvestment
  Establishing a "revolving energy fund" approach where cost savings from reduced electricity and fuel use are reinvested into further emissions reduction initiatives.
- Partnerships and resource sharing
  Collaborating with neighbouring councils and regional organisations to:
  - Co-invest in renewable energy projects
  - Share technical expertise and procurement processes
  - Aggregate demand to achieve better pricing outcomes
- Private sector and third-party financing models
  Exploring mechanisms such as:
  - Power Purchase Agreements (PPAs)
  - Energy performance contracts
  - Leasing arrangements for energy infrastructure
- Internal resourcing and capability building
  Allocating staff time, training and internal governance structures to ensure effective implementation, including cross-departmental coordination.

11. Community and Regional Leadership

While this Plan focuses on reducing emissions from Council's own operations, Hay Shire Council recognises its broader role as a regional leader, facilitator and advocate in the transition to a low-carbon future.

Council will:

- Lead by example
  Demonstrate leadership through its own actions, including:
  - Transitioning to renewable energy
  - Improving energy efficiency across assets
  - Electrifying fleet and plant where feasible
  - Embedding sustainability into procurement and decision-making
- Support community renewable energy initiatives
  Encourage and enable local participation in clean energy by:
  - Providing information and education on renewable technologies
  - Supporting community-led solar or energy projects
  - Facilitating connections between residents, businesses and providers
- Advocate for regional infrastructure and investment
  Work with State and Federal governments to secure:
  - Grid capacity upgrades and energy reliability improvements
  - Electric vehicle charging infrastructure
  - Transmission and renewable energy zone (REZ) development that benefits the region
- Partner with industry and government
  Collaborate with key stakeholders, including energy providers, developers, agricultural enterprises and neighbouring councils to:
  - Support sustainable economic development
  - Align infrastructure planning with renewable energy opportunities
  - Ensure local communities benefit from the energy transition
- Promote co-benefits for the community
  Emphasise outcomes such as:
  - Reduced energy costs
  - Local job creation
  - Improved environmental outcomes
  - Enhanced resilience to climate impacts

12. Conclusion

This Net Zero Plan provides Hay Shire Council with a practical, staged and financially responsible pathway to reduce emissions, manage climate risk, and position the Shire for a resilient, low-carbon future.

Hay Shire Council – Pathway to Net Zero (2050)

2026–2028 | Foundations

✓ Formal Net Zero commitment
✓ Baseline emissions inventory
✓ Energy audits completed
✓ LED upgrades underway
✓ Initial solar PV installations
✓ Fleet review completed

2029–2036 | Transition

✓ 50% emissions reduction achieved
✓ 100% renewable electricity
✓ EVs/hybrids standard for light fleet
✓ Expanded solar across Council assets
✓ Improved waste diversion

2037–2050 | Net Zero

✓ Residual emissions minimised
✓ Strategic offsets applied
✓ Net zero operations achieved
✓ Ongoing monitoring and reporting

Key Principles

- Reduce first, offset last
- Financially responsible transition
- Lead by example for the community
- Align climate action with asset renewal

Net Zero Action Table (2026–2036)

Action Table Key

- **Priority**: H = High, M = Medium, L = Low
- **Timeframe**:
  - Short = 2026–2028
  - Medium = 2029–2036
  - Long = 2037–2050

A. Governance, Measurement & Reporting

Action ID	Action	Emissions Scope	Priority	Responsibility	Timeframe	Monitoring / KPI	Funding / Budget Alignment	Delivery Program Alignment	Operational Plan Alignment
NZ-01	Establish Council Net Zero commitment and targets (2050)	All	H	Council / GM	Short	Resolution adopted; targets published	Operational budget	DP: Good governance & leadership	OP: Strategic planning
NZ-02	Undertake baseline emissions inventory (Scopes 1 & 2)	1,2	H	GM	Short	Annual emissions report	Existing resources	DP: Asset & financial sustainability	OP: Corporate reporting
NZ-03	Implement annual emissions tracking and reporting	1,2	H	GM	Ongoing	Emissions reported annually	Operational budget	DP: Transparent reporting	OP: Annual Report
NZ-04	Expand inventory to include priority Scope 3 sources	3	M	GM	Medium	Scope 3 categories included	Grant / internal	DP: Sustainable operations	OP: Procurement reform

B. Energy – Council Buildings & Facilities

Action ID	Action	Scope	Priority	Responsibility	Timeframe	Monitoring / KPI	Funding Source	DP Alignment	OP Alignment
NZ-05	Conduct energy audits of all major Council facilities	2	H	EM-P&C	Short	Audits completed	NSW/Fed grants	DP: Asset management	OP: Asset renewal
NZ-06	Upgrade lighting to LED across Council buildings	2	H	EM-P&C	Short	% buildings LED	Capital works	DP: Efficient assets	OP: Capital upgrades
NZ-07	Upgrade AC systems at end of life	2	M	EM-P&C	Medium	Energy reduction (%)	Capital works	DP: Asset sustainability	OP: Asset lifecycle
NZ-08	Improve building thermal efficiency (insulation, shading)	2	M	EM-P&C	Medium	kWh reduction	Grants / capital	DP: Climate resilience	OP: Facility upgrades

C. Renewable Energy Transition

Action ID	Action	Scope	Priority	Responsibility	Timeframe	KPI	Funding	DP Alignment	OP Alignment
NZ-09	Install solar PV on suitable Council buildings	2	H	EM-P&C	Short–Medium	Installed capacity (kW)	Grants / capital	DP: Renewable transition	OP: Capital works
NZ-10	Investigate battery storage at key sites	2	M	EM-P&C	Medium	Business case completed	Grants	DP: Energy security	OP: Feasibility studies
NZ-11	Transition to 100% renewable electricity supply (PPA or GreenPower)	2	H	GM	Medium	% renewable electricity	Operational budget	DP: Climate leadership	OP: Energy procurement
NZ-12	Convert street lighting to renewable supply	2	M	EM-E&O	Medium	% renewable street lighting	Capital / grants	DP: Infrastructure efficiency	OP: Lighting program

D. Fleet & Plant

Action ID	Action	Scope	Priority	Responsibility	Timeframe	KPI	Funding	DP Alignment	OP Alignment
NZ-13	Undertake fleet utilisation and emissions review	1	H	EM-E&O	Short	Review completed	Existing	DP: Financial efficiency	OP: Fleet management
NZ-14	Transition light fleet to EV/hybrid at replacement	1	H	EM-E&O	Medium	% low-emissions fleet	Capital	DP: Sustainable transport	OP: Fleet renewal
NZ-15	Install EV charging at Council depot(s)	1	M	EM-E&O	Medium	Chargers installed	Grants	DP: Enabling infrastructure	OP: Depot upgrades
NZ-16	Trial low-emissions plant where feasible	1	L	EM-E&O	Long	Trial outcomes	Grants	DP: Innovation	OP: Plant trials
NZ-17	Driver training to improve fuel efficiency	1	M	EM-E&O	Short	Fuel use per km	Operational	DP: Operational efficiency	OP: Staff training

E. Waste & Circular Economy

Action ID	Action	Scope	Priority	Responsibility	Timeframe	KPI	Funding	DP Alignment	OP Alignment
NZ-18	Improve waste data collection and reporting	1,3	H	EM-P&C	Short	Data completeness	Operational	DP: Environmental management	OP: Waste operations
NZ-19	Reduce organic waste to landfill	1	M	EM-E&O	Medium	Tonnes diverted	Operational	DP: Circular economy	OP: Waste strategy
NZ-20	Embed low-waste, low-carbon procurement	3	M	GM	Medium	Policy updated	Operational	DP: Sustainable procurement	OP: Procurement policy

F. Residual Emissions & Offsets

Action ID	Action	Scope	Priority	Responsibility	Timeframe	KPI	Funding	DP Alignment	OP Alignment
NZ-21	Identify residual emissions profile	All	M	GM	Medium	Residual tCO_2-e	Operational	DP: Net zero delivery	OP: Emissions reporting
NZ-22	Develop offset strategy (regional/Australian projects)	All	L	GM / Council	Long	Offset plan endorsed	Operational	DP: Climate leadership	OP: Strategy development

Part 6: Integrated Climate Adaptation, Critical Infrastructure and Net Zero Plan 2026–2036

1. Purpose

This document integrates Hay Shire Council's Climate Change Adaptation Plan, Critical Infrastructure and Net Zero Emissions Plan into a single, coordinated implementation framework. It ensures that climate risk management (adaptation) and emissions reduction (mitigation) are addressed together through shared actions, governance, monitoring, and reporting.

Hay Shire Council recognises that the combined challenges of climate change, ageing infrastructure, and the imperative to reduce greenhouse gas emissions require a coordinated and strategic response. This Plan provides an integrated framework for protecting the Shire's critical infrastructure, enhancing climate resilience, and progressively transitioning Council operations to net zero emissions by 2050. By bringing together risk management, adaptation, and mitigation actions in a single, comprehensive document, the Plan ensures that Council's decisions are informed, cost-effective, and future-ready. It demonstrates leadership in safeguarding community services, reducing operational emissions, and positioning Hay Shire as a resilient, low-carbon regional community over the next decade.

2. Risk Rating and Cost Band Methodology

Climate Risk Rating

- **High (H):** Likely to cause significant service disruption, asset damage, financial or community impacts
- **Medium (M):** Moderate impacts requiring planned management
- **Low (L):** Manageable impacts with limited consequences

Cost Bands (Indicative)

- **Low ($):** < $50,000 – operational changes, policy, planning
- **Medium ($$):** $50,000–$250,000 – minor capital works, pilots
- **High ($$$):** > $250,000 – major capital works, fleet renewal

3. Integrated Implementation Framework - Critical Infrastructure, Climate Adaptation & Net Zero Action Plan

Category	Initiative / Action	Climate Risk Addressed	Adaptation Benefit	Net Zero Benefit	Priority	Timeline	Responsibility	Key Performance Indicators (KPIs)	Notes / Alignment
Transport & Connectivity	Upgrade high-risk unsealed freight routes (flooding/soil failure)	Flooding, extreme rainfall	Reduced road closures; improved resilience	Lower emissions from efficient freight movement	High	2026–2028	EM-E&O	% reduction in closures; freight reliability	Regional Freight Strategy; Climate Adaptation Plan
	Bridge and culvert inspection & strengthening program	Flood damage to assets	Improved asset resilience and safety	Reduced reconstruction emissions	High	2026–2030	EM-E&O	% bridges assessed/upgraded	Asset Management Plans
	Fleet optimisation and driver training	High fuel use	Operational efficiency	Reduced fuel consumption and emissions	High	2026–2027	EM-E&O	Fuel use per km; fleet utilisation rates	Net Zero Plan
	Transition Council fleet to EV/hybrid vehicles	Fuel disruption, emissions	Improved operational resilience	Reduced fleet emissions	Medium	2026–2032	EM-E&O	% low-emissions fleet	Net Zero Strategy
	Install EV charging infrastructure (depots/public)	EV readiness gaps	Supports transition	Enables zero-emission transport	Medium	2026–2029	EM-P&C	Chargers installed; utilisation rates	Regional EV Strategy
	Airstrip maintenance and upgrades	Emergency access disruption	Improved emergency response	More efficient logistics	Medium	2026–2029	EM-E&O + EM-P&C	Operational availability	Emergency Management Plan
	Digital connectivity improvements (NBN/mobile)	Service disruption, isolation	Improved communication resilience	Enables remote work, reduced travel	High	2026–2027	GM	% coverage; outage response times	Digital Transformation Strategy

Category	Initiative / Action	Climate Risk Addressed	Adaptation Benefit	Net Zero Benefit	Priority	Timeline	Responsibility	KPIs	Alignment
Utilities & Essential Services	Water network upgrades and leakage reduction	Drought, water scarcity	Improved water security	Reduced energy use for pumping	High	2026–2029	EM-E&O	% leakage reduction; compliance	Water Strategy
	Sewerage system expansion and upgrades	Growth, system failure	Public health protection	Energy efficiency opportunities	High	2026–2030	EM-E&O	Compliance; failure reduction	Environmental standards
	Stormwater upgrades and flood mitigation	Extreme rainfall	Reduced flooding impacts	Lower reconstruction emissions	Medium	2026–2028	EM-E&O + EM-P&C	Flood areas mitigated	Climate Adaptation
	Renewable energy (solar, microgrids, batteries)	Heat, outages	Energy resilience	Reduced Scope 2 emissions	High	2026–2032	EM-P&C	% renewable; capacity installed	Net Zero Plan
	Transition to 100% renewable electricity	Energy cost volatility	Budget certainty	Zero Scope 2 emissions	High	2026–2030	GM	% renewable electricity	Net Zero Strategy
	Telecommunications (critical comms)	Emergency disruption	Reliable communications	Operational efficiency	Medium	2026–2029	GM	Network uptime	Emergency Mgmt
Community & Social Infrastructure	Health & aged care precinct expansion	Heat, ageing population	Increased service capacity	Efficient facilities	High	2026–2030	GM	Throughput; resilience metrics	Health Strategy
	Emergency services facilities upgrades	Bushfire, flood	Faster response	Efficient buildings	High	2026–2029	GM	Response times; upgrades	LEMP
	Council facilities modernisation	Heat, energy stress	Improved asset performance	Reduced energy use	Medium	2026–2031	EM-P&C	kWh reduction; condition rating	Asset Plan

Category	Initiative / Action	Climate Risk Addressed	Adaptation Benefit	Net Zero Benefit	Priority	Timeline	Responsibility	KPIs	Alignment
	Building upgrades (LED, HVAC, insulation)	Heatwaves	Thermal comfort	Lower electricity demand	High	2026–2028	EM-P&C	Energy savings	Climate + Net Zero
	Education partnerships (schools/TAFE)	Workforce gaps	Skills development	Supports green economy	Medium	2026–2028	EM-ED,T&E	# partnerships	Economic Roadmap
	Aged care & childcare improvements	Social vulnerability	Community wellbeing	Efficient operations	High	2026–2029	EM-ED,T&E	Occupancy; compliance	Community Strategy
Economic & Strategic Assets	Agricultural & freight logistics upgrades	Supply chain disruption	Productivity gains	Reduced transport emissions	High	2026–2030	GM; EM-ED,T&E	Freight throughput	Economic Roadmap
	Tourism & cultural infrastructure	Economic disruption	Diversified economy	Sustainable tourism	Medium	2026–2031	EM-ED,T&E	Visitor numbers	Visitor Strategy
	Renewable energy industry development	Energy transition risk	Regional resilience	Large-scale emissions reduction	High	2026–2032	EM-ED,T&E	MW installed; jobs	Net Zero + Investment
	Circular economy & waste diversion	Waste disruption	Faster recovery	Reduced landfill emissions	Medium	2026–2028	EM-P&C	Tonnes diverted	Circular Economy
Governance, Data & Resilience	Annual emissions inventory & reporting	Data gaps	Informed decisions	Tracks emissions	High	Ongoing	GM	Annual report	Net Zero Plan
	Climate-resilient asset design standards	Infrastructure risk	Future-proofing	Lower lifecycle emissions	High	2026–ongoing	EM-E&O	% compliant assets	Asset Strategy
	Net Zero targets & governance framework	Strategic risk	Clear accountability	Enables delivery	High	2026–2027	Council / GM	Targets adopted	Net Zero Strategy
	Sustainable procurement policy	Cost/supply risk	Financial resilience	Reduced embodied emissions	Medium	2026–2028	GM	% compliant spend	Circular Economy

Category	Initiative / Action	Climate Risk Addressed	Adaptation Benefit	Net Zero Benefit	Priority	Timeline	Responsibility	KPIs	Alignment
	Solar + battery for critical sites	Power outages	Backup energy	Reduced diesel reliance	Medium	2026–2029	EM-P&C	Sites upgraded	Energy Resilience
	Offset strategy (last resort)	Residual emissions	Completes pathway	Neutral emissions	Low	2030+	GM / Council	Plan endorsed	Net Zero Plan
	CJRP integration	Multi-hazard risk	Coordinated response	Indirect emissions benefit	Medium	2026–2027	GM	Risks addressed	LEMP

INTEGRATED IMPLEMENTATION FRAMEWORK

Critical Infrastructure, Climate Adaptation & Net Zero Action Plan

Build Resilience | Adapt to Climate Change | Achieve Net Zero | Stronger Communities

CATEGORY	INITIATIVE / ACTION	CLIMATE RISK ADDRESSED	ADAPTATION BENEFIT	NET ZERO BENEFIT	PRIORITY	TIMELINE	RESPONSIBILITY	KEY PERFORMANCE INDICATORS (KPIs)	NOTES / ALIGNMENT
TRANSPORT & CONNECTIVITY	Upgrade high-risk unsealed freight routes (flooding/soil failure)	Flooding, extreme rainfall	Reduced road closures; improved resilience	Lower emissions from efficient freight movement	HIGH	2026–2028	EM-E&O	% reduction in closures; freight reliability	Regional Freight Strategy; Climate Adaptation Plan
	Bridge and culvert inspection & strengthening program	Flood damage to assets	Improved asset resilience and safety	Reduced reconstruction emissions	HIGH	2026–2030	EM-E&O	% bridges assessed/ upgraded	Asset Management Plans
	Fleet optimisation and driver training	High fuel use	Operational efficiency	Reduced fuel consumption and emissions	HIGH	2026–2027	EM-E&O	Fuel use per km; fleet utilisation rates	Net Zero Plan
	Transition Council fleet to EV/hybrid vehicles	Fuel disruption, emissions	Improved operational resilience	Reduced fleet emissions	MEDIUM	2026–2032	EM-E&O	% low-emissions fleet	Net Zero Strategy
	Install EV charging infrastructure (depots/public)	EV readiness gaps	Supports transition	Enables zero-emission transport	MEDIUM	2026–2029	EM-P&C	Chargers installed; utilisation rates	Regional EV Strategy
	Airstrip maintenance and upgrades	Emergency access disruption	Improved emergency response	More efficient logistics	MEDIUM	2026–2029	EM-E&O + EM-P&C	Operational availability	Emergency Management Plan
	Digital connectivity improvements (NBN/mobile)	Service disruption, isolation	Improved communication resilience	Enables remote work, reduced travel	HIGH	2026–2027	GM	% coverage; outage response times	Digital Transformation Strategy
UTILITIES & ESSENTIAL SERVICES	Water network upgrades and leakage reduction	Drought, water scarcity	Improved water security	Reduced energy use for pumping	HIGH	2026–2029	EM-E&O	% leakage reduction; compliance	Water Strategy
	Sewerage system expansion and upgrades	Growth, system failure	Public health protection	Energy efficiency opportunities	HIGH	2026–2030	EM-E&O	Compliance; failure reduction	Environmental standards
	Stormwater upgrades and flood mitigation	Extreme rainfall	Reduced flooding impacts	Lower reconstruction emissions	MEDIUM	2026–2028	EM-E&O + EM-P&C	Flood areas mitigated	Climate Adaptation
	Renewable energy (solar, microgrids, batteries)	Heat, outages	Energy resilience	Reduced Scope 2 emissions	HIGH	2026–2032	EM-P&C	% renewable; capacity installed	Net Zero Plan
	Transition to 100% renewable electricity	Energy cost volatility	Budget certainty	Zero Scope 2 emissions	HIGH	2026–2030	GM	% renewable electricity	Net Zero Strategy
	Telecommunications (critical comms)	Emergency disruption	Reliable communications	Operational efficiency	MEDIUM	2026–2029	GM	Network uptime	Emergency Mgmt
COMMUNITY & SOCIAL INFRASTRUCTURE	Health & aged care precinct expansion	Heat, ageing population	Increased service capacity	Efficient facilities	HIGH	2026–2030	GM	Throughput; resilience metrics	Health Strategy
	Emergency services facilities upgrades	Bushfire, flood	Faster response	Efficient buildings	HIGH	2026–2029	GM	Response times; upgrades	LEMP
	Council facilities modernisation	Heat, energy stress	Improved asset performance	Reduced energy use	MEDIUM	2026–2031	EM-P&C	kWh reduction; condition rating	Asset Plan
	Building upgrades (LED, HVAC, insulation)	Heatwaves	Thermal comfort	Lower electricity demand	HIGH	2026–2028	EM-P&C	Energy savings	Climate + Net Zero
	Education partnerships (schools/TAFE)	Workforce gaps	Skills development	Supports green economy	MEDIUM	2026–2028	EM-ED,T&E	# partnerships	Economic Roadmap
	Aged care & childcare improvements	Social vulnerability	Community wellbeing	t operations	HIGH	2026–2029	EM-ED,T&E	Occupancy; compliance	Community Strategy
ECONOMIC & STRATEGIC ASSETS	Agricultural & freight logistics upgrades	Supply chain disruption	Productivity gains	Reduced transport emissions	HIGH	2026–2030	GM; EM-ED,T&E	Freight throughput	Economic Roadmap
	Tourism & cultural infrastructure	Economic disruption	Diversified economy	Sustainable tourism	MEDIUM	2026–2031	EM-ED,T&E	Visitor rumbers	Visitor Strategy
	Renewable energy industry development	Energy transition risk	Regional resilience	Large-scale emissions reduction	HIGH	2026–2032	EM-ED,T&E	MW installed; jobs	Net Zero + Investment
	Circular economy & waste diversion	Waste disruption	Faster recovery	Reduced landfill emissions	MEDIUM	2026–2028	EM-P&C	Tonnes diverted	Circular Economy
GOVERNANCE, DATA & RESILIENCE	Annual emissions inventory & reporting	Data gaps	Informed decisions	Tracks emissions	HIGH	Ongoing	GM	Annual report	Net Zero Plan
	Climate-resilient asset design standards	Infrastructure risk	future-proofing	Lower lifecycle emissions	HIGH	2026–ongoing	EM-E&O	% compliant assets	Asset Strategy
	Net Zero targets & governance framework	Strategic risk	Clear accountability	Enables delivery	HIGH	2026–2027	Council / GM	Targets adopted	Net Zero Strategy
	Sustainable procurement policy	Cost / supply risk	Financial resilience	Reduced embodied emissions	MEDIUM	2026–2028	GM	% compliant spend	Circular Economy
	Solar + battery for critical sites	Power outages	Backup energy	Reduced diesel reliance	MEDIUM	2026–2029	EM-P&C	Sites upgraded	Energy Resilience
	Offset strategy (last resort)	Residual emissions	Completes pathway	Neutral emissions	LOW	2030+	GM / Council	Plan endorsed	Net Zero Plan
	CJRP integration	Multi-hazard risk	Coordinated response	Indirect emissions benefit	MEDIUM	2026–2027	GM	Risks addressed	LEMP

Priority Key: HIGH Critical / Immediate | MEDIUM Important | LOW Lower Priority / Longer Term

Transport | Water | Sewerage | Stormwater | Sintery | Energy | Communications | Health | Emergency | Facilities | Education | Agriculture/Freight | Tourism | Waste/Circular | Governance/ Resilience

Alignment is with key strategies plans (see Notes column)

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C5 – 2026-27 Councillor and Mayoral Fees

REPORTING OFFICER	General Manager
ATTACHMENTS	- OLG Circular 26-05 - 2026/27 Determination of the Local Government Remuneration Tribunal, dated 15th May 2026 - Local Government Remuneration Tribunal Annual Determination, dated 23rd April 2026

INTRODUCTION

Council must determine the 2026-27 mayoral and councillor fees.

COMMENTARY

The Local Government Remuneration Tribunal has determined an increase of 3.7% to mayoral and councillor fees for the 2026-27 financial year, with effect from 1 July 2026.

The increase for a Rural Council increases the fees to the following:

	Minimum	Maximum	Current fee
Councillor Fee	$10,920	$14,450	$10,530 (minimum allowable)
Mayor	$11,620	$31,510	$20,800 (mid-point of the allowable range)

Council needs to determine both Councillor and Mayoral fees for 2026/2027 within the ranges set by the tribunal. In addition to the fee will be superannuation contribution at the rate of 12%.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.3 Our Council is inclusive and sustainable 4.3.3 Ensure a financially sound Council that is responsible and sustainable
FINANCIAL IMPLICATION	Minor – Mayoral and councillor fees are included in the draft 2026-27 budget
LEGISLATIVE IMPLICATION	Local Government Act 1993 - Section 248 and 249 of the Act require councils to fix and pay an annual fee to councillors and mayors from 1 July 2026 based on the Tribunal's determination for the 2026-27 financial year.
POLICY IMPLICATION	N/A
ASSET IMPLICATION	N/A

RISK IMPLICATION	Minor - reputational

RECOMMENDATION

That Council determines the 2026/2027 Mayor and Councillor fees.

Circular to Councils

Subject/title	2026/27 Determination of the Local Government Remuneration Tribunal
Circular Details	Circular 26-05 / 15 May 2026 / A1005478
Previous Circular	Circular 25-10 - 21-05 2025/26 Determination of the Local Government Remuneration Tribunal
Who should read this	Councillors / General Managers / Council Governance Staff
Contact	Council Governance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Council to Implement

What's new or changing?

- The Local Government Remuneration Tribunal (the Tribunal) has determined an increase of 3.7% to mayoral and councillor fees for the 2026-27 financial year, with effect from 1 July 2026.
- The Tribunal is required to determine the remuneration categories of councils and mayoral offices at least once every 3 years under section 239 of the *Local Government Act 1993* (the Act). The Tribunal last undertook a significant review of the categories as part of its 2023 determination.
- In undertaking its review this year, the Tribunal concluded that it was necessary to rectify a criteria anomaly identified in the 'Regional Strategic' category established by the 2023 annual determination, and to adjust the population criteria for the 'Major Strategic Area' category, from 300,000 to 200,000.
- The Tribunal found that the allocation of most councils into the current categories continued to be appropriate having regard to the 2023 review, the current category model and criteria, and the evidence put forward in the submissions received. However, the Tribunal has reclassified Dungog Shire Council as 'Rural Large' due to population growth.
- The Tribunal has indicated it will undertake a further review of the categories of councils as part of its 2027 determination.

What will this mean for council?

- Section 248 and 249 of the Act require councils to fix and pay an annual fee to councillors and mayors from 1 July 2026 based on the Tribunal's determination for the 2026-27 financial year.

Key points

- The level of fees paid will depend on the category the council is in.
- A council cannot fix a fee higher than the maximum amount determined by the Tribunal.
- If a council does not fix a fee, the council must pay the minimum fee determined by the Tribunal.

Where to go for further information

- The Tribunal's report and determination is available at: https://www.remtribunals.nsw.gov.au/local-government/current-lgrt-determinations.
- For further information please contact the Council Governance Team on 02 4428 4100 or by email at olg@olg.nsw.gov.au.

Brett Whitworth PSM
Deputy Secretary, Office of Local Government

Local Government Remuneration Tribunal

Annual Determination

Report and determination
under sections 239 and 241 of the
Local Government Act 1993

23 April 2026

NSW GOVERNMENT

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Executive Summary

Functions of the Tribunal

1. Section 241 of the *Local Government Act 1993* (**the Act**) requires the Local Government Remuneration Tribunal (**the Tribunal**), by 1 May each year, to determine for each of the categories of Councils determined under s 239, the maximum and minimum fees to be paid to Mayors and Councillors in the following year. As well as those of Chairpersons and members of County Councils: s 400. The Tribunal may also amend a determination it has made for fees to be paid to the appointed Chairperson and appointed Councillors of a council designated as a Rural and Remote Council: c 12(c), sch 11.

2. Section 239(1) of the Act requires the Tribunal to determine the categories of Councils and mayoral offices at least once every three years. It must then also place each Council and mayoral office into one of those categories. There are presently 135 Councils in the State, including County Councils, which are allocated into 15 different categories, with Central Darling Council being the subject of a 2025 Special Determination.

3. The Tribunal must also report its determination to the Minister within seven days: s 244. The Tribunal's Annual Determination takes effect from 1 July each year.

4. All of the Tribunal's functions must be undertaken in accordance with the purposes of the Act, specified in s 7 to be:

   (a) to provide the legal framework for the system of local government for New South Wales,

   (b) to set out the responsibilities and powers of Councils, Councillors and other persons and bodies that constitute the system of local government,

   (c) to provide for governing bodies of Councils that are democratically elected, or for certain rural and remote Councils, part elected and part appointed,

Executive Summary

(d) to facilitate engagement with the local community by Councils, Councillors and other persons and bodies that constitute the system of local government,

(e) to provide for a system of local government that is accountable to the community and that is sustainable, flexible and effective.

Fees

5. For reasons explained below, the Tribunal has determined that from 1 July 2026 there must be a **3.7%** increase in the current minimum and maximum fees applicable to each category of Council, as well in the fees of the appointed Chairperson and appointed Councillors of Central Darling Shire Council. That reflecting increases in the cost of living. Relevant indicators since the 2025 adjustment, including:

- Consumer Price Index for the 12 months to February 2026 of 3.7%;
- Wage Price Index for the 12 months to December 2025 of 3.4%;
- Full-time average weekly ordinary time earnings for the 12 months to November 2025;
- NSW Public Sector Salaries increases for FY 2025/26 of 3%;
- Local Government State Award increases for FY 2025/26 of 3%;
- IPART Rate Peg Base Cost Change for FY 2025/26 of 3.6%;
- The 2025 Public Service Senior Executive remuneration determinations of the Statutory and Other Offices Remuneration Tribunal; and
- The 2025 State Members of Parliament Basic Salary remuneration determination of the Parliamentary Remuneration Tribunal.

6. The Tribunal has also taken note of the current war in the Middle East, which is likely having an adverse impact on the cost of living. But takes the view that its effects and their potential impact on fee adjustment, cannot reliably be determined at this point.

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7. What was advanced in submissions included that not only should there be a cost of living increase in 2026. But that there should be a much more significant increase in fees, to reflect that current fees no longer adequately reflect the challenging work which Mayors and Councillors must undertake in their important elected offices. With the result that fees should be increased to reflect those determined by the Tribunal for the Chairperson and appointed Councillors of the Central Darling Council in its 2025 Special Determination. As well as the remuneration and allowances paid to Mayors and Councillors in Queensland and Victoria.

8. The Tribunal accepts that it has the discretion to determine that fees should justly be increased, by more than a cost of living adjustment, as was urged. That permitting its consideration of the adequacy of current fees, given the work which Mayors and Councillors are elected to perform and how that has changed over time.

9. That is because while s 242A of the Act requires the Tribunal to give effect to the same policies on increases in remuneration as those that the Industrial Relations Commission is required to give effect to under s 146C of the *Industrial Relations Act 1996* (NSW) when making or varying awards or orders relating to the conditions of employment of public sector employees. That section has now been repealed, that removing the prior fetter on the Tribunal's discretion to adjust fees in the way urged on this review.

10. The Tribunal also accepts that a greater increase than that which it has determined, may be warranted. But has concluded that the amount of any such increase requires further consideration in light of changes which have taken place over time. Not merely in the amount of the fees fixed by past Determinations, but also in the work Mayors and Councillors have to perform in their elected offices.

11. Understandably, some submissions sought to draw comparisons with the fees fixed by the 2025 Special Determination for the appointed Councillors and Chairperson for the Central Darling Shire Council and those fixed for other Mayors, as well as with payments made to Councillors and Mayors in other States.

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12. When such comparisons are drawn, consideration can not only be given to the amount of such fees and remuneration. It must also be given to matters such as the nature of the appointments, the work required and the hours and nature of the work performed as a result. As well as to how that compares to what is required of Mayors and Councillors of Local and County Councils in this State and the fees which they receive, as a result. That also requiring an understanding of the applicable statutory schemes and the reasons for the past fixation of the fees and remuneration relied on.

13. The Tribunal was provided with little information or submissions about such matters and so is unable to come to conclusions about whether increases based on the comparisons sought to be drawn, can be entertained.

14. Other submissions about desirable fee adjustment depend on the NSW Parliament amending the Act, to provide for Mayors and Councillors to receive remuneration or salary, rather than a fee for office.

15. Even if such comparisons are presently available to be made, the differences in the statutory regimes, which were not addressed, as well as similarities and differences in the work being compared, would have to be considered. Conclusions about such matters cannot rest merely on opinions advanced in submissions.

Categories

16. In its 2026 Annual Review, as it has done in past three yearly reviews, the Tribunal undertook a s 239 determination, having invited and received submissions about proposed changes. As a result, it has concluded that it is necessary to rectify a criteria anomaly identified in the Regional Strategic category established by the 2023 Annual Determination, as well as adjusting the population criteria for the Major Strategic Area category, from 300,000 to 200,000.

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17. The Tribunal also identified that Dungog Shire Council has met the population threshold and Councillor to population ratio criteria for Rural Large and will, as a result, be placed in the Rural Large category.

18. The Tribunal also concluded that in 2026 there should be no other change to the present categories, which will thus continue to be:

Metropolitan	Non-Metropolitan	County Councils
Principal CBD	Major Regional City	Water
Major CBD	Major Strategic Area	Other
Metropolitan Major	Regional Strategic Area	
Metropolitan Large	Regional Centre	
Metropolitan Medium	Regional Rural	
Metropolitan Small	Rural Large	
	Rural	

2027 Annual Review

19. For reasons explained further below, in the 2027 Annual Review the Tribunal will invite further submissions from every Council, Local Government NSW and the Minister, about the current categories, criteria and fee structure and whether they remain fit for their statutory purpose. That will provide an opportunity for reliable information and submissions to be provided about claimed changes and available comparisons.

20. The Tribunal will then give further consideration to the current structure of the categories by reference to which it must fix minimum and maximum fees. That consideration may also have an impact on further fee adjustment in 2027, given that the submissions advanced on this review have raised the question of whether the current system of categories and the criteria by which Councils are allocated to them, remain fit for their purpose.

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21. The new structure and criteria will reflect the requirements of the Act, as will the new criteria adopted and Councils' allocation to the revised categories. The Tribunal will also determine which criteria individual Councils satisfy, which they will have an opportunity to address, having been invited to provide the Tribunal with the relevant, reliable information.

Section 1 – Introduction

Methodology

22. The Tribunal's inquiries are regulated by s 243 of the Act, which permit it to make such inquiry as it thinks necessary, before making a determination.

23. Section 248 requires Councils to pay Councillors fees which are fixed by reference to the minimum and maximum fees determined by the Tribunal. Section 239 also requires the Tribunal, at least once every 3 years, to determine categories for Councils and mayoral office and to place Councils into those categories.

24. The Tribunal's 2026 Annual Review commenced in October 2025 with the assistance of its Secretariat, when all Councils and the Association were invited to provide submissions about fees and categorisation. Its invitation asked that submissions be endorsed by Councils. All submissions received from Councils were endorsed. The Tribunal also received a submission from some individual Councillors and the Association.

25. Some twenty-five submissions were received from Councils, only some of which addressed fee increases. In its submissions the Association addressed proposed fee increases, as well as problems with the Determination flowing from the operation of the Act, proposed alterations to Council categories and the criteria by which they are allocated.

26. The Tribunal later met with representatives of 19 Councils, seven Councillors and the Association, who addressed written submissions and, in some cases, provided further data to support the submissions advanced. Not all of that provided was sourced from publicly available sources such as the Australian Bureau of Statistics and its reliability was thus not able to be assessed.

27. The Tribunal also had regard to the other information referred to in this report.

Section 1 – Introduction

Summary of submissions

28. Most of the submissions received focused on the inadequacies of the fees and the statutory system which requires them to be fixed as they are. Issues raised including that:

- The remuneration which the fees generate being grossly inadequate, not adequately compensating for the skills, knowledge and responsibilities the Act requires Councillors and Mayors in urban, regional and rural contexts to have and exercise;
- There has been significant, increasing complexity in the work which has to be undertaken, as well as an increase in the time it requires, without a change in remuneration to compensate for these changes;
- That including as the result of changes to the Code of Meeting Practice which Councils have to observe, which has resulted in increased expenses having to be born, for which there is no compensation;
- There is a need for a Deputy Mayor fee to be implemented, to reflect what this role now requires;
- That the current fee structure and meeting requirements act as a barrier to desirable skilled representation in local government, as well as to desirable diversity in that representation;
- It has also driven the loss of able and experienced representatives;
- The existing differences in fees received by Councillors and Mayors in Metropolitan Councils, by comparison to those received by those in Regional and Rural Councils, did not reflect the similarities in their roles and responsibilities. Nor the additional responsibilities which have to be undertaken in Regional and Rural Councils;
- The Determination drives politicisation of Councils, by requiring them to set their own fees within the minimum and maximum set by the Tribunal, which also put them into an undesirable position of conflict: ss 239 and 248; and

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- Fees were out of step with those which are paid to Board members and those who accept appointments to advisory committees, with which comparisons were also sought to be drawn, but no concrete information was provided about.

29. On this review the Tribunal was urged to undertake a similar assessment of fees to that undertaken in 1995 and not to limit its consideration of what fee increase a cost of living adjustment would warrant. It was also urged to also consider the range of factors it has taken into account in the past, in determining what a cost of living adjustment should be.

30. Various submissions also urged the desirability of various other proposed legislative changes. For example:

- Introducing a new model of remuneration for Mayors and Councillors to replace the current fee based structure;
- Removing the Tribunal's obligations to fix maximum and minimum fees for Mayors and Councillors;
- Introducing a separate fixed fee for the Deputy Mayor position;
- Deputy Mayors receiving mayoral fees while acting as Mayor, but Mayors still continuing to be paid their Mayoral fees;
- Indexed pro rata remuneration; and
- Recognition that the work of Mayors and Councillors involves a full time job. As to which, it must be noted, no information provided to the Tribunal established this to be the case.

31. These matters are not within the Tribunal's control, but they will be drawn to the attention of the Minister.

32. The Tribunal accepting the importance of the various views raised by Councils, Councillors and the Association and as a result, will draw them to the attention of the Minister. But that

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it has power to act on some of them on this review, has not been established, given the current statutory scheme.

33. The Tribunal also notes that consideration of future expected developments when Councils are categorised was also urged by some submissions. While others expressed satisfaction with the Council's current categorisation, as the basis for fixing its fees, while not addressing whether it still satisfied the applicable criteria. This will have to be revisited in the 2027 Annual Review.

34. If further submissions are then advanced, which provide a basis for different conclusions being arrived at about any of the above matters, they will of course be considered by the Tribunal. And if the Act is amended in response to what has been urged, the Tribunal will then undertake whatever statutory tasks it is given.

Section 2 – 2025 Determinations

2025 Annual Determination

35. In 2025, the Tribunal received sixteen written submissions, which included two requests for re-categorisation. As a result, it reviewed population and other data relating to those Councils, to ensure categorisation was consistent with the applicable criteria.

36. The Tribunal found that the then current allocation of the Councils remained appropriate, with the exception of Mid Coast Council. As a result of it meeting the population benchmark, it was re-categorised from Regional Centre to Regional Strategic Area: 2025 Annual Determination report at [58]-[59].

37. The Tribunal also determined that the minimum and maximum fees applicable to each category would increase by 3% from 1 July 2025.

2025 Special Determination

38. The Tribunal also made a Special Determination in 2025, following the introduction of the *Local Government Amendment (Rural and Remote Councils) Act 2024* and the *Local Government (General) Amendment (Rural and Remote Councils) Regulation 2025*. Having on 6 June 2025 received a direction from the Minister for Local Government under s 242 of the Act, to determine the maximum and minimum fees for Appointed Councillors and the Chairperson for Central Darling Shire Council.

39. The effect of the legislation was to insert Schedule 11 into the Act, cl 3 permitting a Council to be designated as a Rural and Remote Council by regulation, as the Central Darling Shire Council was, when the Minister recommended that it met criteria specified by the regulation: cl 3(2). The Regulations now provide that a Council may be designated as a Rural and Remote Council if, at the time of designation, its area has a population of 5,000 persons or fewer as recorded in data series 1410.0–Data by Region published by the Australian Bureau of Statistics: r 413F.

Section 2 – 2025 Determinations

40. Central Darling Shire Council is designated as a Rural and Remote Council for 10 years: r 413G. With the result that it must have six Councillors, one elected from each ward, as well as three appointed by the Minister r 413G(3).

41. The Minister must also appoint an appointed Councillor as chairperson of the Council: cl 10(1) sch 11. The Tribunal's determinations under s 241 do not apply to appointed Councillors: cl 12(2)(a) sch 11. But it must determine their maximum and minimum fees and may at any time amend such a determination: cl 12(2)(b) and (c) sch 11.

42. In its Special Determination the Tribunal determined a minimum fee of $13,830 and a maximum of $13,930 for appointed Councillors and a minimum of $72,080 and a maximum of $72,180 for the appointed Chairperson.

43. This Determination was relied on in this review to advance the Association's submissions that the functions of the appointed chairperson of Central Darling Shire Council are substantially the same as those of Mayors of other Rural Councils. With the result that their fees should be increased to similar amounts. That was supported by submissions advanced by some Councils.

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The relevant history

44. The submissions advanced require not only a consideration of the current fees and what the statutory scheme provides for, but also of the history by which they have been arrived at. As well as the impact of changes which have occurred.

45. The history was not addressed by the submissions advanced.

46. Relevantly, it includes that in 1994 the Tribunal undertook wide ranging consultations to establish what was then involved in the roles and functions of elected representatives of local government, conducting public hearings to obtain a representative cross section across the State.

47. It then examined matters such as Councillors' backgrounds and experience; community activities engaged in before and after election; time spent on meetings as well as preparation time; Council's functions and the issues and problems they had to deal with. As well as remuneration levels and ratios between Councillors and Mayors. The Tribunal having received submissions from 66 Councils, 7 County Councils, associations and the public: at page 3 – 5 of the 1994 Determination.

48. The functions of Councils and the roles of their elected officials under the Act were explained, with contrasts drawn with the predecessor 1919 legislation. Under which members of Councils "*were regarded in effect, as performing honorary community roles, with some provision for recompense for prescribed incurred expenses"*: at 11 of the 1995 Determination.

49. Existing fees were then found not to adequately recompense those elected for the performance of their duties at regular Council meetings, special community and committee meetings, communication with the community and representing Council at functions: at 11

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of the 1995 Determination. That requiring lengthy periods to be spent on Council business and associated interviewing, reading and preparation: at 12 of the 1995 Determination.

50. The Tribunal had regard to all such activities in setting fees under the 1993 Act, at a time when they were performed in addition to Mayors and Councillor's normal occupations: at 12 of the 1995 Determination. It then being the common experience that the substantial majority of Councillors and Mayors were involved in some other employment or engagement, either full-time or part-time.

51. The fees then fixed were based on an assumption that Councillors would also be recompensed for expenditure reasonably incurred in relation to their Council duties. That being a matter of discretion for each Council, according to the particular circumstances of that Council. That allowing them to determine the extent of any absorption of expenses in fees: at 16 of the 1995 Determination.

52. The minimum fees were determined on the basis that Councillors and Mayors were *"performing a community service in addition to their normal occupations"*: at 16 of the 1995 Determination. The usual practice being "*to programme the attendance of councillors and mayors outside normal business hours for meetings and other activities to accommodate their other time commitments. Their duties not requiring continuous attendance during the course of each working day."*: at 16 – 17 of the 1995 Determination.

53. And that *"The duties performed as mayor attract an additional fee for extra delegated duties and functions actually performed":* at 17 of the 1995 Determination. It was further explained at 19 of the 1995 Determination:

"The minimum fees determined provide the statutory minimum payment for councillors and mayors. They are based on an assessment of the average council in each category. As - with any averaging, the fees may be generous for some councils but modest for others. The maximum fees provide the necessary ambit of discretion to enable each council to assess its performance compared with other councils in its category. Such discretion

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enables each council to determine whether its performance as a whole compared with the other councils justifies a payment in excess of the minimum to its councillors and/or mayor. It is conceivable that because of significant delegations by a council to the mayor, this situation may warrant a fee greater than the minimum for the mayor, but not for councillors. The reverse situation could also apply."

54. What was then being evaluated by the Tribunal being *"the knowledge, skills and community interests of councillors and mayors"*: at 19 of the 1995 Annual Determination.

55. This Determination also explained, in detail, how the categories were then arrived at. With various distinctions drawn between Metropolitan and Non-metropolitan Councils, with consideration of matters such as their size, population, assets and expenditure, amongst other factors. Consideration also then being given to the unique position of the Council of the City of Sydney.

56. It also explained how this related to the fees determined, given the relevant history. Which included a change from the original position under the 1919 Act, that Local Government elected officials had traditionally been seen as civic minded citizens providing a voluntary service to the community, being born in mind. As well as what had been recognised when the *Local Government (Payment of Fees) Amendment Act 1993* (NSW) was introduced. It recognising payment of a fee for attending to Council business, i.e., meetings, inspections, etc, which did not involve the payment of salaries: at 64-66 of the 1995 Annual Determination.

57. Consideration was also given to the statutory roles and responsibilities of Councils in other States and overseas, as well as of comparisons then sought to be drawn with members of Parliament.

58. It was not then accepted that local government representation had progressed to the status of an independent career. Even though some elected officers chose to spend their time, full time, on Council duties: at 69-70 of the 1995 Determination.

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59. It was also explained that the minimum and maximum fee range fixed required Councils to each evaluate the functions and responsibilities which were actually performed by their Councillors: at 76 of the 1995 Determination.

60. After 1995, over time the fees fixed by the Determination have been increased by the Tribunal, to reflect changes it made to the categories of Councils which the Act required it to review regularly, in order to fix appropriate maximum and minimum fees.

61. In 2017 the Tribunal noted that what the Act required was “a categorisation model in which Councils with the largest number of features in common can be grouped together for remuneration purposes. This is not straightforward, as each Council has challenges and issues which are unique”: at [16].

62. It then found that while the then existing criteria continued to provide an equitable and transparent model by which to differentiate Councils for the purposes of determining remuneration, there was some scope to refine the criteria to address a number of anomalies and to better reflect the composition of Councils after amalgamations: at [18] – [19] 2017 Annual Report.

63. It also sought to improve consistency and transparency in the allocation of Councils into categories, with the result that a number were either recategorised into an existing category, or a new category: at [19].

64. Fees were determined for the new categories, having regard to relativities between the existing groups: [54].

65. Fees were later increased to reflect not only cost of living increases, but also changes which the Tribunal made to Council categories and the applicable criteria. But for a time, the Tribunal’s powers to increase fees were frozen and at other times available fee increases were capped, as the result of steps taken by Governments.

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66. These changes to its discretions were explained in the Tribunal's various Annual Determinations. They help explain the complaints received on this review about the current fees, which it must be accepted, as a result, do not reflect all increases in the cost of living over time.

67. On the Association's approach, this has resulted in fees which no longer accurately reflect what the Tribunal first assessed, independently, in 1995.

68. In 2020 the Tribunal considered recategorisation proposals it received in 2019, about which it sought and received submissions: at [13]-[19] 2020 Annual Report. Then creating the new category of Regional Centre; renaming Regional City to Major Regional City and also adopting some changed criteria. As well as reordering the Regional Strategic Area criteria, considering that it warranted further differentiation.

69. It also altered the criteria for Metropolitan Medium and Metropolitan Large categories, with resulting changes for other categories: at [23]-[30]. In some cases, additional criteria being significant enough to warrant some Councils' categorisation into a group with a higher population: at [30]. Fees were set to reflect resulting activities: at [69].

70. In 2023 the Tribunal sought to improve consistency of the criteria and also adopted non-resident population criteria for some categories, with resulting reclassification of some Councils: at [23]-[25] 2023 Annual Report. As well as creating two new categories, Rural Large and Metropolitan Major, to bridge identified gaps: [26]-[36].

2026 Annual Review process - Fees

71. As explained, this year's submissions pursued various concerns about the current fees. They not being considered to adequately compensate for the skills and knowledge Councillors and Mayors are required to exercise, or the time they have to spend in performing the duties of their offices, given considerable changes over time. In

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considerable part this having been driven by population increases and changes introduced by Governments.

72. The view repeatedly urged being that current fees result in a considerable barrier to desirable diversity in representation in local government, as well as problems in attracting and retaining suitably qualified people to stand for and remain in office, when elected.

73. The Tribunal accepts that there are such problems, given the information and submissions it has received.

74. There were various submissions that an increase was necessary, given the increased cost of living. But few submissions addressed the quantum of the increase. Narrabri Council urging a 10% increase and Lake Macquarie a 3-4% increase. Another that fees should be doubled. Other submissions urging that Mayoral fees be increased substantially to reflect the 2025 Special Determination. The Association and some Councils also seeking increases which resulted in fees similar to the remuneration paid in Queensland and Victoria.

75. The City of Sydney Council did not seek such increase in the fees payable to the Lord Mayor, but urged very substantial increases for Councillors. Some Councillors also providing, late, further information which the Tribunal did not have the opportunity to give adequate consideration to, given all they have raised and the time frame in which this review must be completed.

76. Some submissions also urged an increase in fees of rural and regional Councillors and Mayors, to assist in addressing low candidature numbers.

77. The Association also urged that a significant increase in fees was needed to:

"1. Ensure that Councillors and Mayors in New South Wales do not continue to experience fee erosion flowing from the former NSW Public Sector Wages Policy;

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2.Reflect the current economic climate in New South Wales and adjust fees according to recent and relevant economic data; and

3. Recognise the increasing demands and time commitment required of elected local government representatives."

78. The Association noting that the repeal of s 146C of the *Industrial Relations Act 1996* (NSW) had the result that the Tribunal is no longer constrained by a cap when awarding fee increases. And urging that the Tribunal accept that current fees were manifestly inadequate, not properly reflecting as they needed to, the current responsibilities and role of elected Council officials. That preventing Councils' financial stability and also deterring quality candidates, of all backgrounds, pursuing civic office, which was not in the public interest.

79. It also submitting that fees should now be assessed on the basis that the work of elected officials was valued at more than 8 hours per week, at the rate of the national minimum wage. It also advanced economic and wage data to support these arguments

80. The submissions thus drew comparisons with:

- The salary paid to members of parliament under the *Parliamentary Remuneration Act 1989* (NSW);
- Remuneration which Mayors and Councillors of Queensland Councils are paid under the *Local Government Act 2009* (QLD) and the *Local Government Regulation 2012* (QLD); and
- Allowances which Victorian Mayors and Councillors receive, fixed by the Victorian Independent Remuneration Tribunal under s 39 of the *Local Government Act 2020* (VIC).

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81. Specific examples were also relied on. Including, for example, that Councillors in Townsville are paid a maximum remuneration of $135,123, while those in Liverpool are paid a maximum fee of only $34,820. While in the case of Mayors the comparison was $225,206 to $136,290.

82. The difficulty with such comparisons is that the other legislative schemes relied on, do not provide for a fee based structure of the kind for with the Act provides for NSW Mayors and Councillors.

83. Parliamentarians in this State, for example, receive a basic salary and an electoral allowance payable as compensation in respect of all incidents of the performance of their parliamentary duties (other than those compensated or reimbursed by other additional entitlements): s 4 and 10(2B) of the *Parliamentary Remuneration Act 1989* (NSW).

84. Still, some submissions relied on an observation in the 2024 Parliamentary Remuneration Tribunal Annual Report, where I, in my capacity as Parliamentary Remuneration Tribunal, said at [28] that:

"Not only should Members of Parliament be fairly remunerated for their important and challenging work, within the State's means, but it must also be remembered that such remuneration and the other conditions and entitlements provided by the Determination play a real role in attracting people of high intellect, integrity and vigour to stand for election to the Parliament. People who have the necessary skills to perform such work well and who are prepared to devote their time to serving the public interest, rather than only their own interests. Appropriate salary and conditions also help to ensure that such people are also prepared to continue seeking re-election in order to continue performing the important work of their offices."

85. The view urged being that those observations also apply to NSW Councillors and Mayors, given the valuable, time consuming and challenging work which their roles now require them to perform.

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86. While the Tribunal was not provided with information which would provide a basis for the acceptance of these opinions, support for them can be found in s 232 of the Act, which explains the important roles which Councillors play. As well as in s 233A, which specifies the oath of office which they must take after election. By which they promise to undertake the duties of their office in the best interests of the people of their Council area and that they will faithfully and impartially carry out their functions, powers, authorities and discretions.

87. Despite this and no matter how earnestly held, it is not presently apparent how these views can be acted on by the Tribunal, given the current legislative scheme. All of them seeming to depend on the Parliament amending this State's Act, to provide for Mayors and Councillors to receive remuneration or salary, rather than a fee for office.

88. As has been explained in past Annual Determinations, that is not a matter within the Tribunal's control.

89. The 20 May 1993 Second Reading speech to the Act explains how its terms were arrived at. As the result of a lengthy bipartisan reform process, following enquiry into changes required to be made to the then frequently amended predecessor 1919 legislation: Hansard p 2414. The Tribunal's 1994 Determination explains the process by which it initially fixed fees and the subsequent Annual Determinations, how they have been increased over time.

90. Tribunal Determinations have thus explained that Mayors and Councillors are paid a fee for the services which they volunteer to provide when they are elected, not a salary. Section 241 still obliges the Tribunal to fix such a fee. It follows that it does not have the power to determine that they should be paid a salary, or remuneration.

91. Little Information was provided on this review to support the submissions which urged the view that the current statutory fee model is no longer appropriate. The significantly increased and more responsible work which it is widely considered now falls to Councils

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to perform and what that requires of its Mayor and Councillors, helps explain why it is also widely considered that legislative change is now desirable.

92. Such information is relevant to the determination of an increase in fees. But the Tribunal has no power to act on the view that the current statutory fee based model no longer remains appropriate. Nor to determine that a remuneration based model such as that contained in the Queensland and Victorian legislation should be adopted in this State. Nor what such remuneration should be.

Conclusions about general fee increase in 2026

93. The Tribunal has considered all it has received, together with the other matters referred to in this report, having been assisted by its two assessors: s 236. Meeting with them to consider their views about the submissions the Tribunal received and the exercise of its functions on this review.

94. The result is the Tribunal's conclusions that:

- All fees should be adjusted from 1 July 2026 by **3.7%** to reflect changes in the cost of living, in the expectation that there will be further increases in those costs, driven by the consequences of the war in the Middle East, which is already having adverse impacts on the entire Australian community;
- To make no other adjustments to fees on this review, but to invite the submissions further explained below, in the 2027 Annual Review. The Tribunal accepting that changes have occurred which ought to be reflected in the fees fixed by the Determination. But also considering that further information and consideration is required, before conclusions can be arrived at about how those changes can be fairly reflected by a further fee adjustment.

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95. The Tribunal thus accepts that it is time to undertake a review of the kind the Association proposed, but has concluded that it cannot be undertaken in this review. That explaining the process which the Tribunal proposes to undertake in 2027, explained in section 4.

The same fee structure for all Mayors and Councillors

96. Remuneration for a Mayor or Councillor not being based on geographical location was also urged by submissions advanced. A number contending that the role of a Mayor and Councillor was fundamentally the same, requiring the same skills, knowledge, experience and responsibilities regardless of location. With the result that the fees of Regional and Rural Mayors should be increased to that of their Metropolitan colleagues.

97. These submissions cannot be accepted. The Act requiring the Tribunal to fix appropriate categories of Council, having regard to specified criteria. The Determination's history and criteria helping to explain differences recognised by the categories. Which the Tribunal must reflect in the minimum and maximum fees fixed for each category.

98. These submissions did not pay necessary regard to these statutory requirements, which are not for the Tribunal to ignore or abandon.

99. The Act does not permit the Tribunal to fix the same fees for all Mayors and Councillors, irrespective of their category. If it were to be found that the fees for Mayors and Councillors of different categories ought to be completely the same, that would necessarily reflect that those Councils ought to fall within the same category.

Fees for Deputy Mayors

100. The Act also does not permit the Tribunal to fix a separate fee for Deputy Mayors. Despite which the issue of a distinct fee within the Determination for the role of Deputy Mayor was once again pressed, as it has been on past reviews. That being supported on this review

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by reports of Mayors being unable to perform the functions of their offices, which had to be taken on by Deputy Mayors, without receiving any resulting additional fees.

101. One submission was that Deputy Mayors undertake significant responsibilities, which the Act fails to adequately recognise or remunerate. Another that a Deputy Mayor must also step in to represent the Mayor when unavailable, chairs committees and plays a pivotal role in decision making and advocacy.

102. The submissions thus urged that the fee structure recognise the additional workload and responsibility that comes with the role of Deputy Mayor.

103. The issue of fees for the role of Deputy Mayor was explained in the 2024 Annual Determination at [53]-[55] and in the 2025 Annual Determination at [62]- [65]. What was there explained was not addressed in the submissions.

104. Section 249 (5) still permits a Council to "pay the Deputy Mayor (if there is one) a fee determined by the Council for such time as the Deputy Mayor acts in the office of the Mayor. The amount of the fee so paid must be deducted from the Mayor's annual fee." That requires a decision of Council and cannot be dictated by either the Mayor or a Deputy.

105. The submissions advanced reveal that some Councils have chosen not to exercise this power. With the result that the Deputy Mayor who took on functions the Mayor was unable to perform for a period, received no additional fees to reflect the increased duties taken on. That is an available outcome under the Act and remains a matter for each Council to determine. It is not within the control of Mayors.

106. Still, there having been no change to the Act which would permit the Tribunal to determine a distinct fee for the position of Deputy Mayor, must result in the submissions advanced being rejected. It will, however, draw the issues raised to the Minister's attention.

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Setting of Fees by Councils

107. Concerns regarding the setting of minimum and maximum fees by Councils, still required by s 241, was also again raised by some submissions. A number calling on the Tribunal to set only one mandatory fee for each category. Another suggesting that the Tribunal could increase the minimum fees to the same amount as the maximum fee level. Another, advocating repeal of s 241 of the Act.

108. Such change was urged because it was considered that this would result in desirable equality of fees and remove the potential for politicisation of fee setting, and potential conflicts of interest. That also enhancing relationships with the community.

109. In the same way as the Court of Appeal recently explained in *Director of Public Prosecutions (NSW) v President of the Legislative Council of New South Wales* [2026] NSWCA 20 [57], the Tribunal is satisfied that it cannot do indirectly, what the Act does not permit it to do directly.

110. It follows that these submissions must also be rejected. But this issue will also be drawn to the Minister's attention.

111. In the 2027 Annual Review, submissions will be invited about the appropriate range between the minimum and maximum fees for the categories then determined.

2026 Annual Review process – category review

112. In determining Council categories, the Tribunal is required to have regard to the matters specified in s 240 of the Act, namely:

- The size of areas;
- The physical terrain of areas;

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- The population of areas and the distribution of the population;
- The nature and volume of business dealt with by each Council;
- The nature and extent of the development of areas;
- The diversity of communities served;
- The regional, national and international significance of the Council;
- Such matters as the Remuneration Tribunal considers relevant to the provision of efficient and effective local government; and
- Such other matters as may be prescribed by the regulations.

113. The categories of County Councils also require regard be paid to the functions of County Councils: s 240(2). They are specified in s 394 of the Act to be any one or more of the functions of a Council under the Act or any other Act, in accordance with a proclamation made for the purpose of Part 5 of the Act.

114. The Tribunal last reviewed the categories of Councils and mayoral offices in 2023. The current categories in 2026 attracting the increased minimum and maximum fees earlier explained. With the result that some of them continue to overlap considerably, others being but little different and some not readily able to be reconciled.

115. This helps explain why the Tribunal has concluded that limited change is warranted on this review, without the more extensive review of categories, criteria and resulting appropriate fees which will be undertaken in 2027. In order to ensure that the statutory intent is achieved by the Determination. On that review all Councils will be asked to provide reliable, comparable and publicly available data, on which the Tribunal's decisions can then fairly be made.

116. The purpose of the categories and the specified criteria is to enable the Tribunal to annually determine the maximum and minimum amounts of fees to be paid to Mayors and Councillors in each of the categories it determines: s 239.

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117. They having no other statutory purpose, it is difficult to see the reason for a number of current categories attracting overlapping fees; there being limited differences between the fees attracted by other categories, while fees for the Chairperson of the Darling Shire Council are very substantially higher than those paid to very many Mayors.

118. This and the submissions advanced also raise the question of whether the categories and criteria provided by the 2023 Annual Determination, adjusted in the limited way explained by this Determination, adequately reflect the requirements of the Act. As well as whether they continue to remain appropriate and fit for purpose or require further review.

119. The matters specified in s 240(1) driving the need to take into account relevant statistical and demographical data, such as that sourced from the Australian Bureau of Statistics and the Office of the Local Government and Planning NSW, to which regard has been paid in the past. As well as to data provided by Councils about their particular areas and operations, which also have to be taken into account.

120. One of the difficulties on this review was that the Tribunal had no up to date data about the position of the majority of Councils, which would enable it to determine whether the current category and criteria continue to be fit for purpose, given the requirements of s 240. As well as whether the categories into which Councils are currently placed, remain appropriate.

121. The history of the categories established by past Determinations began in 1994, when there were more Councils in existence and fees were fixed having regard to past history. In 1995, 5 categories were established, with three special categories then also continuing, S1 – Sydney City Council, S2 Newcastle and Wollongong City Councils and S3 – County Councils.

122. In the Tribunal's ongoing 3 yearly reviews since then, categories have been altered, merged and increased for various reasons, including to reflect Council mergers. A new model being adopted in 2017 when the number of Councils was reduced to 128. That

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having established 5 Metropolitan categories and 4 Non Metropolitan categories. In 2020 criteria for some categories were altered, two new categories created and one renamed.

123. In 2023 a further two new categories were created, three Councils which met the criteria thresholds for existing categories were reclassified and criteria consistency improved by the inclusion of the non-resident population, for a number of categories. A consideration permitted by s 240(1), which enables the Tribunal to have regard to such matters as it considers relevant to the provision of efficient and effective local government. The County Council categories remaining unchanged.

124. Submissions advanced in 2026:

- Sought the creation of 2 new categories;
- Proposed recategorisation of 7 Councils - Parramatta, Lake Macquarie, Murray River, Port Macquarie-Hastings, Randwick, Shellharbour and Willoughby Councils;
- Sought that one category revert to a previous name;
- questioned the suitability of current criteria; and
- Urged the Tribunal to take into account other matters which Council now consider to be relevant to the determination of categories and their categorisation. Visitor numbers, being the best example.

125. If accepted, these submissions require consideration of how these aims could properly be reflected in the category criteria, which the submissions did not address.

126. It also appears that there may, in 2026, be further Council demergers, which will also necessitate consideration of the categories and Council allocations, in order that appropriate fees are fixed for their Councillors and Mayors in 2027.

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127. This all helped drive the Tribunal's conclusion that further change is required to current categories and criteria. But that the submissions and information it has received on this review, did not enable final views to be formed about what those changes should justly be. That will be revisited in the 2027 Annual Review.

Correction of an identified anomaly

128. The current category allocations and criteria appear in the 2025 Annual Determination at Section 5 and Appendix 1 respectively.

129. One required change which has been identified results from an anomaly. The criteria for the category Regional Strategic contains the following sentence:

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of Council operations will be greater than Regional Centre Councils.

130. This is incorrect. There currently being 5 Councils classified as Regional Strategic: Lake Macquarie, Maitland, Mid-Coast, Shoalhaven, and Tweed. As a result, this erroneous statement has been removed from Appendix 1 of the 2026 Annual Determination.

Proposed renaming of "Principal CBD" as the "Principal City"

131. This change in name was urged in order to revert to a prior category name, the Council submitting that this would properly recognise its regional, national and international significance, which extended beyond the Sydney CBD. As well as reflecting significant increases in the roles and responsibilities of its Councillors, in Australia's only global city and to ensure that fees they receive appropriately reflect their responsibilities.

132. The submission explained alterations, over time, to the area which the Council covers. It now having eight distinct economic precincts, as the result of the area added to the City in

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2004: the Harbour, City North, Pyrmont, City South, Eastern Creative, Tech Centre West, Entertainment and Recreation and Southern Enterprise. That having had an impact on representation and other matters relied on to advance a proposed significant increase in Councillors' fees.

133. It was in 2017 that the name change from Principal City to Principal CBD was introduced as part of a restructure which reflected the evolving shape of local government in the State. That retaining the Council of the City of Sydney in its own category, while recognising the emergence of the second CBD in Sydney at Parramatta.

134. The Tribunal can see no disadvantage from the proposed name change. But is still not persuaded that it should now be adopted, without consideration being given to such a change within the wider review proposed for 2027.

135. No change having been proposed to either the criteria which apply to this category, or to the Major CBD category into which only the Council of the City of Parramatta falls. It recognising Parramatta to be the secondary CBD, which some submissions urged was no longer appropriate.

Proposed reclassification of City of Parramatta Council from Major CBD to Principal CBD

136. Council sought to be recategorised from the Major CBD to Principal CBD category, to better reflect its size, rate of growth, economic influence, operational budget and strategic and geographical importance.

137. Council also submitting that it plays a leading role in Greater Sydney's advancement. With factors relied on including:

- 30% of Australia's top 500 companies have offices located in Paramatta;

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- The city is accessible to 2.3 million people within 45 minutes, by car or public transport;
- Creative and cultural institutions such as Riverside Theatre, Olympic Park and the upcoming Powerhouse Paramatta museum are located there;
- As is a large Health and research precinct which includes six (6) universities and Westmead Hospital;
- The Engineering and Innovation Hub, as well as Western Sydney Startup Hub also being located within the LGA; and
- It having the second largest economy, which generates a gross regional product of $32.88 billion, and 33,000 businesses with over 202,000 jobs.

138. What was advanced did not accord with submissions advanced by some other Councils.

139. The Tribunal is not persuaded that the City of Parramatta Council is incorrectly categorised or satisfies the criteria of Principal CBD, which reflect the unique position of the Council of the City of Sydney. Nor did it advance any changed criteria which would fairly capture both its position and that of the Council of the City of Sydney. That the two can fairly be equated, has also not been established.

140. The Determination has long recognised the distinct role which the Council of the City of Sydney plays, with the result the higher fees its Mayor and Councillors receive, which is reflected in the current criteria:

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

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The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of Metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other Councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

141. The submission and data advanced did not establish that Parramatta satisfies these criteria. Nor a basis for the conclusion that its Mayor and Councillors should receive the same fees as those received by the Mayor and Councillors of the City of Sydney.

142. The criteria which apply to its category, Major CBD, being:

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to Metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

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The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

143. The assumptions reflected in these criteria were challenged by other Councils as no longer being correct. Blacktown Council relying, for example, on data which showed that its residential population in 2024 was considerably greater than that of Parramatta, 274,956 to 438, 843. As was its total population, including workers not residing within its area.

144. The data received helped drive the conclusion that the current criteria may no longer be fit for purpose. And that further consideration needs to be given to what appropriate categories now are and what criteria should apply to them.

145. But the reclassification proposed on this review, cannot be accepted.

Proposed new Metropolitan Major – High Growth Category

146. Blacktown City Council sought the creation of a new category, Metropolitan Major – High Growth, for which it did not advance either criteria, or proposed fees.

147. It is now classified as a Metropolitan Major Council, together with Canterbury Bankstown. They having both last been assessed as falling below the Major CBD category, into which only the City of Parramatta falls. The current criteria for the Metropolitan Major category are:

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Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- *total operating revenue exceeding $300M per annum*
- *the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*
- *significant industrial, commercial and residential centres and development corridors*
- *high population growth.*

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

148. Blacktown contended that the proposed new category would recognise larger, more complex Councils which exceed the criteria of Metropolitan Major. It being relevant that it would continue to outstrip Parramatta in various respects, given its current and expected ongoing growth. This new category thus facilitating fair and appropriate adjustments to the remuneration payable to Mayors and Councillors.

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149. The Council relying on data such as population, budget and asset growth, as well as 'transformational' projects and ongoing developments which had driven further change and challenges for it and its officers, reflective of its strategic planning and economic sphere of influence. It claiming now to be the fourth largest economy in NSW, with significant plans for further growth to 2041.

150. It also relied on comparisons which it sought to draw with Canterbury-Bankstown, from which it said it is now differentiated by a range of factors, which it is not necessary to explain.

151. What was not advanced was either proposed criteria for the new category sought, nor fees which might fairly attach to it. The Council placing reliance on what parliamentarians are paid in NSW, a reliance which I have explained is not available under the current statutory scheme.

152. The difficulty with what was proposed is also revealed by the limited difference between the maximum and minimum fees for the existing categories, which reflects an assessment that the work involved cannot be significantly differentiated.

153. Nor can it be accepted that it is appropriate for criteria to be based on anticipated growth in population, infrastructure, assets or budgets, as this and some other submissions urged. That is not embraced by s 240 of the Act. Nor can anticipated developments be accepted to be a reliable basis on which decisions can fairly be made about categories or criteria, depending as they do on assumptions.

154. The basis of what is anticipated at a particular point in time being unlikely to be able to be established by independent, reliable and publicly available data, which will allow relevant comparisons to be drawn. And the adoption of such criteria giving rise to the difficulties which will result, if what is anticipated, does not come to pass.

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155. It may also not be overlooked that when the submissions were received, Major CBD Mayoral fees ranged from $44,840 to $126,320, while those in Metropolitan Major Councils ranged from $44,840 to $114,300. This helps explain why the view has to be taken that there is little purpose to be served by the adoption of the proposed new category, which would sit between the existing categories.

156. Particularly without identification of criteria which reflect its true differentiation from the existing categories. That such differentiation does not exist, is reflected in the current small differences in fees for the existing categories.

157. The result is that the Tribunal has not been persuaded that the proposed new category can be established**.**

158. If in the 2027 review the establishment of new categories is pursued, the Tribunal should be provided with a proposal which addresses not only the name of the proposed category, but also appropriate criteria, together with the maximum and minimum fees which are proposed. They will have to have appropriate relationships with other categories, which will also have to be explained by the submission.

159. As will the consequences of their adoption for other Councils which may be affected. Such Councils will also have to be given an opportunity to be heard, before the Tribunal comes to any conclusions about proposed new categories. That will be achieved by service of the proposed change on other affected Councils.

Metropolitan Major

160. No Council sought any alteration to the criteria or recategorisation to this category.

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Metropolitan Large

161. Both Randwick and Willoughby Councils sought to be recategorised as Metropolitan Large Councils, currently being categorised as Metropolitan Medium. Despite neither satisfying the population threshold, although Randwick does satisfy the revenue criteria. Their total populations as at 1 July 2025 being, 176,656 and 133,052 respectively, including non-resident workers.

162. Randwick City Council sought to be reclassified from Metropolitan Medium to Metropolitan relying on:

- Population estimates as at 1 July of 201,000, comprising of 156,000 residents and 45,000 non- resident working population;
- A high population growth that regularly exceeds the Sydney average;
- An operating revenue of $221 million;
- A Gross Regional Product of $10.55 billion for the year ending June 2024;
- The provision of reginal services, including major education, health, sporting, recreation and cultural facilities; and
- Significant industrial, commercial and residential centres and development corridors.

163. Willoughby City Council contending that it exceeded the functions of a typical Metropolitan Medium Council, relying on:

- A population as at 30 June 2024 of 79,634 with a growth rate of 5.47% between 2022 and 2024;
- A forecast for continued population growth due to the planned construction of additional dwellings, the likely impact being an increase of 15,000 to 20,000 people in coming years;

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- A high daily visitation rate driven by the employment and commercial hub of Chatswood with opal data showing in excess of 50,000 entries and exits per day at Chatswood station;
- Total revenue of $187.9 million for the 2025/2026 financial year;
- A Gross Regional Product of $13.11 billion for the year ending June 2024; and
- The provision of regional services in health, education, culture, transport and two (2) large retail precincts.

164. The current criteria are:

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

• total operating revenue exceeding $200M per annum

• the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities

• significant industrial, commercial and residential centres and development corridors

• high population growth.

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Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

165. It follows that the recategorisation sought by Randwick and Willoughby Councils cannot be accepted, given the current population requirements.

166. The data also suggested that the Inner West Council may no longer satisfy the applicable criteria, it having been reclassified in 2020 from Metropolitan Medium, but having in 2024 non-resident workers of only 43,100 and a residential population of 193,125. In the 2027 review this Council will thus be invited to establish which criteria it then satisfies.

167. The data also shows that Campbelltown Council has a total population over the threshold for the Metropolitan Large category, but that it does not satisfy the non-resident working population criteria and so it also cannot be reclassified.

Metropolitan Medium

168. No changes were sought to the criteria, which are:

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- *total operating revenue exceeding $100M per annum*

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• *services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities*

• *industrial, commercial and residential centres and development corridors • high population growth.*

The sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Large Councils.

169. Canada Bay, a Metropolitan Small Council, does satisfy the revenue criteria and has a total population of over 100,000, but it does not satisfy the non-resident working population criteria and so also cannot be recategorised.

Proposed new Metropolitan Small – Fast Growing category

170. Burwood Council, categorised as a Metropolitan Small Council**,** proposed the creation of this new category, in which it sought to be included. It proposing that it be 'aligned' to the Metropolitan Medium category, to recognise its scope, scale and strategic importance, given the challenges of rapid population growth and increasing service demands it faced.

171. The criteria for the Metropolitan Small Council are:

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

• *total operating revenue less than $150M per annum.*

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic

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influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

172. Burwood Council pointed to the criteria for Metropolitan Major, Large and Medium categories, which were considered to have regard to population growth, economic influence and impact of services, as well as considerations such as strategic importance. While Metropolitan Small criteria were confined to population size and operating revenue. It contending that its inclusion in the proposed new category was warranted due to:

- Its recognition by the NSW Government as a designated strategic centre;
- Increased complexity in planning, service delivery, and intergovernmental coordination;
- A population that is expected to double in the next 10 years due to major developments in the town centre and in close proximity to the new metro station; and
- Its economic growth and influence across Greater Sydney, specifically its night time economic initiatives.

173. The Tribunal has not concluded that the creation of this proposed new category is warranted, given the existing criteria and the resulting fees which the current categories attract.

174. Given the existing overlap in the fees of the Metropolitan Small and Medium categories and how their criteria are structured, the Tribunal is not persuaded that an intervening category is needed.

175. These submissions did help shed light on the inherent difficulties of the existing fee structures. Which has to be considered in light of the overlaps and small differences in the fee ranges between the differing categories. But that still precludes the adoption of this proposed new category.

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Metropolitan Small

176. No change to the criteria was proposed. They are:

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

- *total operating revenue less than $150M per annum.*

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

Major Regional City

177. This category applies to Newcastle and Wollongong, and no change was sought to the criteria, which are:

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These Councils:

- *are metropolitan in nature with major residential, commercial and industrial areas*
- *typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development.*

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• provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region

• have significant transport and freight infrastructure servicing international markets, the capital city and regional areas

• have significant natural and man-made assets to support diverse economic activity, trade and future investment

• typically contain ventures which have a broader State and national focus which impact upon the operations of the Council.

The proposed change to the Major Strategic Area criteria

178. Lake Macquarie Council proposed a change to the criteria of this category, which would result in its reclassification from Regional Strategic Area to the Major Strategic Area category. By reducing the population threshold from 300,000 to 200,000. That proposal not impacting any other Council.

179. The submissions it advanced were one of the few which directed required attention to matters which have to be considered by the Tribunal, when considering change to categories and criteria. Including the relevant history, the consequences of changes earlier made, relevant comparisons between positions of Councils in the affected category and the consequences of the proposed further change.

180. The current criteria for the two categories are:

Major Strategic Area

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Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included. Other features may include:

- *health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- *a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- *total operating revenue exceeding $250M per annum*
- *significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- *a proximity to Sydney which generates economic opportunities.*

Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other Non-metropolitan Councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from Councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included. Other features may include:

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• health services, tertiary education services and major regional airports which service the surrounding and wider regional community

• a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres

• total operating revenue exceeding $250M per annum

• significant visitor numbers to established tourism ventures and major events that attract state and national attention

• a proximity to Sydney which generates economic opportunities.

Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of Council operations will be greater than Regional Centre Councils.

181. In 2023 the Tribunal determined that the population criteria threshold for the Regional Strategic Area had to be adjusted from 200,000 down to 100,000, that resulting in Lake Macquarie Council no longer being the only Council in this category. Council reiterated its views, urged in 2024 and 2025, that this change had distorted the distinction between the Major Strategic Area and Regional Strategic Area categories, given the other Councils which now also fell into the Regional Strategic category.

182. The Council's population statistics in 2024 were of 221,859 residents, plus a non-resident working population of 23,769, totalling 246,095. It drew a comparison with that of the Central Coast Council, which has 354,803 residents, plus a non-resident working population of 11,043, totalling 365,846. While of the four other Councils categorised as Regional Strategic Areas, the greatest total population was Shoalhaven, which has 115,435.

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183. The Council also relied on it having similar gross regional product to Wollongong Council, a Major Regional City. As well as more than double that of the other Councils now in the Regional Strategic category. Its case that the population threshold for Major Strategic Area should be revised from 300,000 down to 200,000 also being supported by:

- Its population, now making it the second largest Non-metropolitan Council after Central Coast with proximity to Sydney and tourist numbers similar to that Council;
- Its density of some 338/sqm, being considerably more than Maitland at 245, Tweed and 76 and Shoalhaven only 24, while Central Coast was 211 and even Wollongong 324;
- Its predicted population growth to 2046, with resulting ongoing building demand;
- The impact of major NSW Government projects within its LGA, including the Low and Mid-rise Housing reform announced in February 2025;
- The Renewable energy zone and Transport Oriented Development Program;
- An annual economic output of $30.03 billion, (approximately 20% of the Hunter economy);
- 14,768 active businesses;
- A Gross Regional Product of $17.39 billion;
- A tourism industry that sees 1.65 million tourists per year; and
- University, shopping, airport and art facilities, as well as Australia's largest power station.

184. The Council thus urged acceptance that its output and scale of operations were now significantly greater than that of other Councils in its category and more akin to Central Coast Council, with the result that the population threshold for the Major Strategic Area category should be reviewed.

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185. The Tribunal has concluded that the Council's submissions should be accepted. The 2023 changes having had unintended consequences, which ought now to be addressed, rather than awaiting the 2027 further review.

186. The submissions which this Council and some others made, also drew attention to the considerable impact of significant daily visitor numbers, not taken into account by the criteria. This is a matter which should be addressed in the 2027 Annual Review, so that the Tribunal can consider whether and how that might sensibly be reflected in category criteria.

Regional Strategic Area

187. No change to the criteria was proposed.

188. Port Macquarie-Hastings and Shellharbour sought to be recategorised as Regional Strategic Areas, but neither satisfy the population criteria. Having populations in 2024 respectively of only 92,772 and 89,967 respectively, including non-resident workers. They both still satisfying the criteria for their current category, Regional Centre, which are:

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- *a large city or town providing a significant proportion of the region's housing and employment*

- *health services, tertiary education services and major regional airports which service the surrounding and wider regional community*

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• a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres

• total operating revenue exceeding $100M per annum • the highest rates of population growth in regional NSW

• significant visitor numbers to established tourism ventures and major events that attract state and national attention

• a proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

189. Port Macquarie-Hastings Council contended that it met the criteria for Regional Strategic Area, relying on:

- An expectation that Council did exceed the population threshold when non-resident working population was included;
- A projected total operating revenue of $276 million in 2025/26;
- Gross Regional Product of $13.287 million;
- An economic output this is underpinned by healthcare, retail, construction, education and training, tourism, professional and technical services;
- Tier 1 regional health services that services a catchment area beyond their LGA boundary;
- Four (4) tertiary education institutions;
- The Council operated Port Macquarie regional airport that services Sydney, Brisbane and Lord Howe Island and a total of 5,013 flights annually;

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- A tourism industry that attracts over 1.7 million visitors per annum and contributing $540 million to the economy; and
- Regional commercial and cultural services that include a performing arts theatre, an art gallery, courthouse and major hospitality, entertainment and conference venues.

190. Shellharbour City Council's proposal relied on:

- A residential and non-residential working population in 2024 of approximately 90,000, with expectations that the residential population will hit 100,000 by 2035;
- An annual population growth rate in excess of 1.8%;
- An expected operating revenue of $262 million in 2025/26;
- A Council owned and operated regional airport;
- A Council owned marina;
- A Tertiary training campus; and
- Construction of the new Shellharbour Hospital which will deliver improved health facilities for the Illawarra Shoalhaven Local Health District.

191. The criteria do not encompass categories being allocated on the basis of anticipated growth in population and revenues and so the recategorisations sought must be refused.

192. It also appears that Armidale Council does not meet the population threshold, but in earlier reviews the Tribunal concluded that it should remain in this category, for specified reasons. In the 2027 Annual Review it will be invited to make a submission about its appropriate categorisation, given the criteria which it then satisfies.

Regional Centre

193. No change to the criteria was proposed. They are:

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Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- *a large city or town providing a significant proportion of the region's housing and employment*
- *health services, tertiary education services and major regional airports which service the surrounding and wider regional community*
- *a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres*
- *total operating revenue exceeding $100M per annum*
- *the highest rates of population growth in regional NSW*
- *significant visitor numbers to established tourism ventures and major events that attract state and national attention*
- *a proximity to Sydney which generates economic opportunities.*

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Regional Rural

194. Broken Hill Council also no longer satisfies the criteria of this category, which it submitted it should maintain, its population in 2024 only being 17,839. In the 2027 Annual Review it

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will be invited to address its appropriate categorisation, to ensure that it is then placed into the appropriate category, given the criteria which it then satisfies.

195. The applicable criteria for this category being:

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

• a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages

• health services, tertiary education services and regional airports which service a regional community

• a broad range of industries including agricultural, educational, health, professional, government and retail services

• large visitor numbers to established tourism ventures and events.

196. Murray River Council sought to be recategorised as Regional Rural, it being currently classified as Rural Large, despite not satisfying the population criteria, its population in 2025 still only totalling 16,042. It relied on large visitor numbers to support its submissions, which had increased over time, as well as other changes. Referring to matters such as:

- An annual population growth rate of 8-11% in the main centre of Moama, with predicted population numbers reaching over 18,000 by 2046;
- A growing tourism, accommodation and food industry that supports 14.1% of the employment figures in their LGA;

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- Tourist visitation growing on average by 10% per annum, with the average number of visitors in 2023 and 2024 of 481,595; and
- Significant growth in education, training, health and retail service employment categories.

197. Despite this, the Tribunal has concluded that this submission cannot be accepted. Population is an important aspect of the categorisation system which cannot routinely be overlooked when Councils are categorised. The Act not contemplating subjective categorisation.

Rural Large

198. No changes were proposed to the criteria, which are:

Councils categorised as Rural Large will have a residential population greater than 10,000, and a Councillor to resident ratio of at least 1 to 1200.

Other features may include:

• one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre

• a limited range of services, facilities and employment opportunities compared to Regional Rural Councils

• local economies based on agricultural/resource industries.

199. The Tribunal has identified that Dungog Shire Council now has a residential population greater than 10,000 and a Councillor to resident ratio greater than 1 to 1,200. As a result,

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Dungog Shire Council will be classified as a Rural Large Council in the 2026 Annual Determination.

Rural

200. No changes were proposed to these criteria, which are limited to "Councils categorised as Rural will typically have a residential population less than 10,000".

201. Although Glenn Innes Severn Council observed that this review provided an opportunity to "recalibrate the remuneration and categorisation system to ensure its contemporary, fair, capable of supporting the expectation and responsibilities placed on elected representatives."

County Councils

202. A summary of County Council functions produced by the Tribunal Secretariat is:

Castlereagh Macquarie County Council

A local government authority for weed management control in the Walgett, Coonamble, Waren, Gilgandra and Warrumbungle Shire Council areas.

Central Tablelands Water

Central Tablelands Water is the trading name adopted by Central Tablelands County Council, a water supply authority constituted under NSW Local Government Legislation.

Central Tablelands County Council was first proclaimed in 1944. The county area embraces the Shires of Blayney, Cabonne and Weddin. Bulk water is also supplied to Cowra Shire Council to service rural consumers and the villages of Woodstock and Gooloogong.

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Goldenfields Water

It is responsible for water supply functions within the local government areas of Bland, Coolamon, Junee, Temora, and parts of Cootamundra-Gundagai, Hilltops and Narrandera.

It also supplies water in bulk to Hilltops and Cootamundra-Gundagai Councils, which distribute the water directly to residents in parts of their local government area.

Approximately 11, 974 properties are connected directly to its drinking water supply network in Bland, Coolamon, Junee, Temora and parts of Cootamundra-Gundagai and Narrandera.

The facilities it owns and operate include:

- *34 water pumping stations (including river extraction and Jugiong Water Treatment Plant Pumping Station)*
- *72 water supply reservoir sites with approximately 115 reservoirs*
- *Eight bores*
- *Six re-chlorination stations*
- *2100 km of water mains*

Western Sydney Weeds Authority (formerly Hawkesbury River County Council)

Western Sydney Weeds Authority (formally Hawkesbury River County Council) is a special purpose Council, its goal being to administer the Biosecurity Act 2015 (NSW) throughout our Council areas of Blacktown, Hawkesbury, Penrith and the Hills Shire. That involving

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weed management, detection of new incursions and containment of high-risk plant species that impact on biodiversity, agriculture, and property.

Riverina Water County Council

It is responsible for the provision of safe, reliable water at the lowest sustainable cost. over an area of approximately 15,400 square kilometres with a population of more than 77,000 people.

Rous County Council

Its experts and advisors supply the Northern Rivers with water, weed biosecurity, and rural flood mitigation. It sources, stores, treats and supplies water to the Ballina, Byron, Lismore and Richmond Valley Councils, which on-sell water to their communities.

Protecting the region's biodiversity by managing and eradicating high-risk weed species. Working closely with communities and Councils in Ballina, Byron, Lismore, Richmond Valley, Kyogle and Tweed Shire regions.

And also managing the rural flood mitigation for the Richmond River floodplain. Including monitoring and managing an 80km network of levees, 750 floodgates, and 180km of drains to reduce inundation and divert flood waters.

Upper Hunter County Council

It is the registered trading name of Upper Hunter County Council a single purpose Council which is a Local Control Authority for invasive plants under the NSW Biosecurity Act, 2015 (NSW).

Its present area of operation is the local government areas of Upper Hunter, Muswellbrook and Singleton located at the northern end of the Hunter Valley, New South Wales.

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It provides weed management systems utilizing technology to prevent, contain or reduce the biosecurity risk of invasive plants to the environment, economy and community within the area of operation of the County Council.

Upper Macquarie County Council

It is a local control authority for the Biosecurity Act 2015. Two Councillors are delegated from each of four constituent Councils to form an eight Member Central Tablelands Weeds Authority Council. Its core function being to detect priority weeds and actively encourage landholders to correctly manage the identified priority weed in accordance with the Central Tablelands Local Lands Services Strategic Weed Management Plan.

It carries out its functions across Bathurst Regional Council, City of Lithgow Council, Blayney Shire Council and Oberon Council.

County Councils – Water

203. No change was proposed for the criteria, which are "County Councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems."

204. The current list of these Councils is accurate.

County Councils – Other

205. No change was proposed for the criteria which are "*County Councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015 (NSW)*."

206. Two County Councils – Other have been removed from the 2026 Annual Determination, being the Central Murray and the New England Tableland County Councils. The New

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England Tableland County Council was dissolved on 16 June 2025, by the *Local Government (Dissolution of New England County Council) Proclamation 2025*. The Central Murray County Council was dissolved on 1 July 2019, by a proclamation made under s 397 of the *Local Government Act*, as noted in NSW Government Gazette No 65-2205 of 27 June 2019.

207. The result is that only four Councils now fall into this classification.

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Structure and fee considerations

208. In the 2026 Annual Review, it has come to light that:

- There has been considerable change which has affected the work of those elected or appointed to Council offices, in part driven by Government decisions which have affected Councils over time. Including in the case of Metropolitan Councils those explained in the Governments draft 2026 Sydney Plan and in the case of Non-metropolitan Councils, by various regional plans;
- They and submissions advanced raise for consideration whether the current number of categories remain necessary. Reliance having been placed on Victoria, for example, where there are only 4 categories;
- The current criteria, first fixed in 2017 and amended since then in various Annual Determinations, do not accord entirely with the requirements of s 240, which specifies the matters by which the Tribunal **must** determine the categories of Councils and Mayors;
- Some of the current criteria could better assist transparent classification of Councils into categories;
- There has not for some time been an overall assessment of whether Councils continue to satisfy the criteria of the categories into which they have been placed over time;
- Changes in the fee structure, over time, have resulted in a considerable overlap between the maximum and minimum fees payable in various categories, which may no longer be appropriate, given submissions advanced;
- Some light on which was also shed by the conclusions arrived at in the 2025 Special Determination, in relation to the Central Darling Shire Council, on which reliance has been placed.

Section 4 – The 2027 Annual Review

209. The results are best explained by the following snapshot of the current categories, fees, overlaps and ratios. It having to be understood that Mayors and Chairpersons are paid both the Councillor fee, as well as the separate fee fixed for their offices. This also helps explain the Tribunal's decision to undertake the further review in 2027.

Table 1 – Table of Councillor and Mayoral fees, by Council categories

	Mayoral/Chairperson Additional Fees (Effective 1 July 2025)		**Councillor Fees (Effective 1 July 2025)**		**Ratio (Mayor: Councillor)**	
Category	**Min**	**Max**	**Min**	**Max**	**Min**	**Max**
Principal CBD	$193,650	$254,810	$31,640	$46,420	6.1:1	5.5:1
Central Darling Shire Council - Appointed Chairperson	$72,080	$72,180	$13,830	$13,930	5.2:1	5.2:1
Major CBD	$44,840	$126,320	$21,120	$39,100	2.1:1	3.2:1
Metropolitan Major	$44,840	$114,300	$21,120	$36,970	2.1:1	3.1:1
Major Regional City	$44,840	$114,300	$21,120	$36,690	2.1:1	3.1:1
Major Strategic Area	$44,840	$114,300	$21,120	$36,690	2.1:1	3.1:1
Metropolitan Large	$44,840	$101,470	$21,120	$34,820	2.1:1	2.9:1

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	Mayoral/Chairperson Additional Fees (Effective 1 July 2025)		Councillor Fees (Effective 1 July 2025)		Ratio (Mayor: Councillor)	
Regional Strategic Area	$44,840	$101,470	$21,120	$34,820	2.1:1	2.9:1
Metropolitan Medium	$33,630	$78,480	$15,830	$29,550	2.1:1	2.7:1
Regional Centre	$32,940	$68,800	$15,830	$27,860	2.1:1	2.5:1
Regional Rural	$22,420	$50,680	$10,530	$23,220	2.1:1	2.2:1
Metropolitan Small	$22,420	$50,650	$10,530	$23,220	2.1:1	2.2:1
Rural Large	$16,820	$40,530	$10,530	$18,890	1.6:1	2.1:1
Rural	$11,210	$30,390	$10,530	$13,930	1.1:1	2.2:1
Water	$4,490	$19,080	$2,090	$11,620	2.1:1	1.6:1
Other	$4,490	$12,670	$2,090	$6,930	2.1:1	1.8:1

Section 4 – The 2027 Annual Review

The conduct of the 2027 Annual Review

210. In 2027, the Tribunal intends to commence its review earlier than usual, in order to accommodate the detailed review of the Determination's categories which it has concluded it is necessary to pursue. Together with a consideration of appropriate criteria which reflect the requirements of s 240 of the Act. In order to facilitate the adoption of fees appropriate for the revised structure, also having regard to demonstrated change over time, as well as current responsibilities of Mayors and Councillors.

211. That will also require a review of the category into which each Council should then be placed, which s 239 of the Act requires must be undertaken at least once every three years.

212. Submissions will thus be invited in a two stage process.

213. The first, to determine how the Determination should be amended to achieve the category and criteria structure which the Act envisages, as well as the appropriate maximum and minimum fees. That, it must be observed, will not necessarily result in the current number of categories being retained.

214. In the second stage submissions about Councils' placement into the new structure will be sought.

215. The Tribunal will then ask Councils to provide reliable data to support their submissions about which category they fall into. Addressing each of the applicable criteria adopted, as well as relevant comparisons which they seek to draw with other Councils.

216. Categorisation having to be as transparent and fair as possible, the Tribunal intends to rest its decisions on reliable data such as that available from ABS statistics and budgets which Councils adopt year to year. The Tribunal will thus invite those who make submissions to provide reliable data and information, on which its decisions can be made. Not merely the expression of unsupported opinions.

Section 4 – The 2027 Annual Review

217. As it has in the past, the Tribunal will thus also ask Councils, when inviting submissions, to confirm that the information and submissions advanced have been endorsed by a Council vote.

218. It will thus invite submissions and information which will enable it to examine and determine whether the current categories and criteria remain fit for purpose. Given the requirements of the Act, the data on which the Tribunal's decisions must be based and the problems to which this report has drawn attention, which it will seek to address.

219. If it is considered that categories require adjustment, submissions should address what form the new categories and criteria should take, to reflect the statutory purpose of the categories of Councils and mayoral offices and their role in the fair determination of fees. As well as addressing proposed criteria which adhere to the requirements of s 240(1) of the Act, which will help the Tribunal to determine the maximum and minimum fees appropriate for the new structure, which should thus also be addressed.

220. At the first stage of this process, Councils will be asked to serve proposals which will affect other Councils, on all affected Councils, so that they may have a fair opportunity to address such proposals in their submissions.

221. What is proposed in order to adjust fees to reflect cost of living increases should also be identified at the first stage. As well as the final fees proposed. The submissions should also address changes relied on to warrant their adoption. With reliable information which supports the claimed changes, also being provided.

222. An example of potential revised criteria for the current Metropolitan Major category, which has regard to all of the requirements of s 240 of the Act, as well as to matters which the Tribunal has in the past identified to be relevant to the determination of the category into which Councils follows.

Section 4 – The 2027 Annual Review

223. What the Tribunal envisages in the 2027 review including the adoption of a structure which, if dollar figures are specified, may have to be adjusted over time, in order to reflect changes over time. As may specified population sizes.

224. A revised category for Metropolitan Major Councils, if it is retained, which has regard to the s 240 requirements, could thus provide:

Metropolitan Major

Councils categorised Metropolitan Major;

(1) must have a minimum residential population, or a combined residential and non-resident working population (of at least 50,000), which exceeds 400,000.

(2) will typically serve:

(a) a dense population occupying a built up physical terrain;

(b) a widely diverse community

(c) an area at least as large as those of Metropolitan Large Councils of ?,

(d) industrial, commercial and residential development which is both at least as significant and as extensive as that of Metropolitan Large Councils, with established development corridors;

(3) will also have:

(a) to manage a significant volume of business, consistent with its assets and budgets, which is at least as significant and varied as that of Metropolitan Large Councils;

Section 4 – The 2027 Annual Review

(b) operating revenue exceeding, for example, $394,617,030 per annum, that being $300 million adjusted by December CPI since December 2016;

(c) a sphere of economic influence and significance beyond the Council area, nationally as well as regionally, reflective of their service of:

(i) natural and/or developed attractions within the Council area, including sport, recreational and cultural facilities, which daily attracts significant tourism and/or visitors from outside the Council area; and

(ii) major health, education and other facilities which support the greater Sydney population; and

(d) a continuing high rate of population growth and development for which the Council is planning, evidenced by ?.

225. After submissions have been received in the second stage, the Tribunal will make its 2027 Annual Determination, which will include the new categories, criteria and increased fees the Tribunal has determined will take effect from 1 July 2027. As well as identifying the category into which each Council will then be placed.

Local Government Remuneration Tribunal

The Hon Acting Justice M Schmidt

Dated: 23 April 2026

Section 5 – Determinations

Determination No. 1 – Allocation of Councils into each of the categories as per section 239 of the Act effective 1 July 2026

General Purpose Councils – Metropolitan

Principal City (1)

- Sydney

Major CBD (1)

- Parramatta

Metropolitan Major (2)

- Blacktown
- Canterbury-Bankstown

Metropolitan Large (10)

- Bayside
- Cumberland
- Fairfield
- Inner West
- Liverpool
- Northern Beaches
- Penrith
- Ryde
- Sutherland
- The Hills

Metropolitan Medium (8)

- Campbelltown
- Camden
- Georges River
- Hornsby
- Ku-ring-gai
- North Sydney
- Randwick
- Willoughby

Metropolitan Small (8)

- Burwood
- Canada Bay
- Hunters Hill
- Lane Cove
- Mosman
- Strathfield
- Waverley
- Woollahra

Section 5 – Determinations

General Purpose Councils - Non-Metropolitan

Major Regional City (2)

- Newcastle
- Wollongong

Major Strategic Area (2)

- Central Coast
- Lake Macquarie

Regional Strategic Area (4)

- Maitland
- Mid-Coast
- Shoalhaven
- Tweed

Regional Centre (22)

- Albury
- Armidale
- Ballina
- Bathurst
- Blue Mountains
- Byron
- Cessnock
- Clarence Valley
- Coffs Harbour
- Dubbo
- Eurobodella
- Hawkesbury
- Lismore
- Orange
- Port Macquarie-Hastings
- Port Stephens
- Queanbeyan-Palerang
- Shellharbour
- Tamworth
- Wagga Wagga
- Wingecarribee
- Wollondilly

Regional Rural (14)

- Bega
- Broken Hill
- Goulburn Mulwaree
- Griffith
- Hilltops
- Kempsey

Section 5 – Determinations

- Kiama
- Lithgow
- Mid-Western
- Muswellbrook
- Nambucca
- Richmond Valleys
- Singleton
- Snowy Monaro

Rural Large (17)

- Bellingen
- Cabonne
- Cootamundra-Gundagai
- Cowra
- Dungog
- Federation
- Greater Hume
- Gunnedah
- Inverell
- Leeton
- Moree Plains
- Murray River
- Narrabri
- Parkes
- Snowy Valleys
- Upper Hunter
- Yass

Rural (37)

- Balranald
- Berrigan
- Bland
- Blayney
- Bogan
- Bourke
- Brewarrina
- Carrathool
- Central Darling*
- Cobar
- Coolamon
- Coonamble
- Edward River
- Forbes
- Gilgandra
- Glen Innes Severn
- Gwydir
- Hay
- Junee
- Kyogle
- Lachlan
- Liverpool Plains
- Lockhart
- Murrumbidgee

Section 5 – Determinations

- Narrandera
- Narromine
- Oberon
- Temora
- Tenterfield
- Upper Lachlan
- Uralla
- Walcha
- Walgett
- Warren
- Warrumbungle
- Weddin
- Wentworth

***** Designated as a Rural and Remote Council by the *Local Government (General) Regulations 2021*

County Councils

Water (4)

- Central Tablelands
- Goldenfields Water
- Riverina Water
- Rous

Other (4)

- Castlereagh-Macquarie
- Upper Hunter
- Upper Macquarie
- Western Sydney Weeds Authority (formerly Hawkesbury River)

Section 5 – Determinations

Determination No. 2 - Fees for Councillors and Mayors as per section 241 of the Act effective from 1 July 2026

The annual fees to be paid in each of the categories to Councillors, Mayors, Members, and Chairpersons of County Councils effective on and from 1 July 2026 as per section 241 of the *Local Government Act 1993* are determined as follows:

Table 1: Fees for General Purpose and County Councils

General Purpose Councils – Metropolitan

Councillor/Member Annual Fee ($) effective 1 July 2026

Category	Minimum	Maximum
Principal City	32,810	48,140
Major CBD	21,900	40,550
Metropolitan Major	21,900	38,340
Metropolitan Large	21,900	36,110
Metropolitan Medium	16,420	30,640
Metropolitan Small	10,920	24,080

Mayor/Chairperson Additional Fee* ($) effective 1 July 2026

Category	Minimum	Maximum
Principal City	200,820	264,240
Major CBD	46,500	130,990
Metropolitan Major	46,500	118,530
Metropolitan Large	46,500	105,220
Metropolitan Medium	34,870	81,380
Metropolitan Small	23,250	52,520

Section 5 – Determinations

General Purpose Councils - Non-Metropolitan

Councillor/Member Annual Fee ($) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	21,900	38,050
Major Strategic Area	21,900	38,050
Regional Strategic Area	21,900	36,110
Regional Centre	16,420	28,890
Regional Rural	10,920	24,080
Rural Large	10,920	19,590
Rural	10,920	14,450

Mayor/Chairperson Additional Fee* ($) effective 1 July 2026

Category	Minimum	Maximum
Major Regional City	46,500	118,530
Major Strategic Area	46,500	118,530
Regional Strategic Area	46,500	105,220
Regional Centre	34,160	71,350
Regional Rural	23,250	52,560
Rural Large	17,440	42,030
Rural	11,620	31,510

County Councils

Councillor/Member Annual Fee ($) effective 1 July 2026

Category	Minimum	Maximum
Water	2,170	12,050
Other	2,170	7,190

Section 5 – Determinations

Mayor/Chairperson Additional Fee* ($) effective 1 July 2026

Category	Minimum	Maximum
Water	4,660	19,790
Other	4,660	13,140

*This fee must be paid in addition to the fee paid to the Mayor/Chairperson as a Councillor/Member (s.249(2)).

Section 5 – Determinations

Determination No. 3 - Fees for appointed Councillors and Chairperson as per clause 12(c), Schedule 11 of the Act effective from 1 July 2026

Councils designated as 'rural and remote Councils'

The annual fees to be paid to appointed Councillors and the Chairperson of councils designated as a rural and remote Council on and from 1 July 2026, as per clause 12(c), schedule 11 of the *Local Government Act 1993* are determined as follows:

Table 2: Fees for appointed Councillors and Chairpersons of rural and remote Councils

Appointed Councillor Annual Fee ($) effective 1 July 2026

Council	Minimum	Maximum
Central Darling Shire Council	14,340	14,450

Appointed Chairperson Additional Fee ($) effective 1 July 2026**

Council	Minimum	Maximum
Central Darling Shire Council	74,750	74,850

**This fee must be paid in addition to the fee paid to the Chairperson as an appointed Councillor (s.249(2)).

Local Government Remuneration Tribunal

The Hon Acting Justice M Schmidt

Dated: 23 April 2026

Appendices

Appendix 1 Criteria that apply to categories

Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of Metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other Councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

Appendices

Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to Metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

Appendices

Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding $300M per annum
- The provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Significant industrial, commercial and residential centres and development corridors
- High population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding $200M per annum

Appendices

- The provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Significant industrial, commercial and residential centres and development corridors
- High population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other Metropolitan Councils.

Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- Total operating revenue exceeding $100M per annum
- Services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- Industrial, commercial and residential centres and development corridors
- High population growth.

The sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Large Councils.

Appendices

Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other Metropolitan Councils include:

- Total operating revenue less than $150M per annum.

While these Councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium Councils the overall sphere of economic influence, the scale of Council operations and the extent of regional servicing would be below that of Metropolitan Medium Councils.

Appendices

Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These Councils:

- Are metropolitan in nature with major residential, commercial and industrial areas
- Typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- Provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region
- Have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
- Have significant natural and man-made assets to support diverse economic activity, trade and future investment
- Typically contain ventures which have a broader State and national focus which impact upon the operations of the Council.

Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 200,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres

Appendices

- Total operating revenue exceeding $250M per annum
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Regional Strategic Area

Councils categorised as Regional Strategic Area are differentiated from Councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- Total operating revenue exceeding $250M per annum
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Appendices

Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- A large city or town providing a significant proportion of the region's housing and employment
- Health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- A full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- Total operating revenue exceeding $100M per annum
- The highest rates of population growth in regional NSW
- Significant visitor numbers to established tourism ventures and major events that attract state and national attention
- A proximity to Sydney which generates economic opportunities.

Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

Appendices

Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- A large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- Health services, tertiary education services and regional airports which service a regional community
- A broad range of industries including agricultural, educational, health, professional, government and retail services
- Large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a Councillor to resident ratio of at least 1 to 1200.

Other features may include:

- One or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- A limited range of services, facilities and employment opportunities compared to Regional Rural Councils
- Local economies based on agricultural/resource industries.

Appendices

Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

County Councils - Water

County Councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

County Councils - Other

County Councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the *Biosecurity Act 2015*.

C6 - Application for Leave of Absence

REPORTING OFFICER	General Manager
ATTACHMENTS	- Email from Cr Martyn Quinn dated 29th April 2026

INTRODUCTION

Correspondence has been received from Cr Martyn Quinn requesting a leave of absence.

COMMENTARY

Cr Martyn Quinn has requested a leave of absence for the Ordinary meeting to be held on 25th August 2026 for personal reasons.

Under the Local Government Act 1993 Section 234 1(d) Councillors are required to apply for a leave of absence.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance
FINANCIAL IMPLICATION	Nil
LEGISLATIVE IMPLICATION	Local Government Act 1993 Section 234 1(d)
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Nil
RISK IMPLICATION	Nil

RECOMMENDATION

That Council grants leave of absence to Cr Martyn Quinn for the Ordinary meeting to be held 25th August 2026.

David Webb

From: Cr Martyn Quinn
Sent: Wednesday, 29 April 2026 8:09 AM
To: Cr Carol Oataway; David Webb
Subject: Leave of Absence – Ordinary Meeting 25 August 2026

Madam Mayor Oataway and Mr Webb,

I wish to submit my apology and request a leave of absence for the Ordinary Council Meeting scheduled for 25 August 2026, as I will be unable to attend due to a pre-existing personal commitment.

I would appreciate Council's consideration of this request.

Thanks and kind regards,

Cr Martyn Quinn
Councillor

Hay Shire Council
134 Lachlan Street
Hay NSW 2711

Ph: 0427 404 197

Values - Integrity • Openness • Responsiveness • Quality of Service

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C7 – Quarterly Budget Review Report March 31, 2026

REPORTING OFFICER	General Manager
ATTACHMENTS	1.QBR March 2026 Review Changes

INTRODUCTION

Quarterly Budget Review Report as at 31st March 2026.

COMMENTARY

A Quarterly Budget Review has been completed to 31st March 2026 comparing Councils original budget to actual performance.

The estimated Working Capital (unrestricted funds) results are now: -

	Original		December 31 Review		March 31 Review		Projected Year End Result	
General Fund	Surplus	$68,240	Deficit	$840,546	Deficit	$672,913	Deficit	$657,956
Water Fund	Deficit	$32,000	Deficit	$81,098	Surplus	$38,246	Surplus	$42,654
Sewer Fund	Surplus	$93,676	Deficit	$553,592	Deficit	$497,750	Deficit	$215,500

Overall, there has been an improvement across all three funds since the December 2025 review.

The Quarterly budget review has been undertaken to 31/03/2026, cost of living rises changes both operating costs and community demand for services. Fuel prices directly affect many council operations for instance waste collection, maintenance of roads and infrastructure and maintenance of parks and community services. The overall resourcing costs of materials, contractors, insurance, provided services and employee costs continue to rise and at this point in time we do not have direct influence on the rising cost of living or the high fuel prices. Council therefore will need to continue to manage their resources efficiently.

Major changes to the budget include:-

- Water sale of 200ML $83,107 raised income.
- Receival of grants increased income.
- Rectifying incorrect entry for Development Contribution.
- Increase in swimming pool operational costs.
- Saving used in maintenance areas.

Council's Quarterly Budget Review has shown a positive financial trajectory, driven by stronger revenue inflows and disciplined expenditure management. The budget adjustments implemented show using savings in areas like maintenance to offset costs. Higher income and effective management of expenditure is improving Council's overall financial position for the quarter.

A completed list of the recommended changes is tabled for Council adoption.

RELEVANCE TO COMMUNITY STRATEGIC PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities 4.3 Our Council is inclusive and sustainable 4.3.1 Enable an engaged workforce with suitable skills, available in the right place at the right time 4.3.2 Build a strong, collaborative, and supportive team culture 4.3.3 Ensure a financially sound Council that is responsible and sustainable
FINANCIAL IMPLICATION	High
LEGISLATIVE IMPLICATION	Local Government Act 1993, Financial Regulation
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Council needs to provide appropriate resources to ensure service provision and long life of its assets
RISK IMPLICATION	If Councils finances and assets are not properly managed it can increase financial, service provision, reputation, personal injury and compliance risk.

RECOMMENDATION

1. That the Quarterly Budget Review Report to 31st March 2026 be adopted and the amended votes as detailed in the report be approved.
2. Note that the Responsible accounting officer believes that the Councils performance is satisfactory and that no remedial action needs to be taken.

Hay Shire Council*
Sub Account Details
For Period March

Sub Account	Original Budget	Revised Budget	YTD Actuals	Quarterly Budget Review March Changes	Quarterly Budget Review March
Income	**(22,848,834)**	**(22,469,165)**	**(17,064,997)**	**(350,010)**	**(22,819,175)**
General Manager	**(305,000)**	**(906,948)**	**(397,433)**	**(43,656)**	**(950,604)**
General Manager`s Office	**0**	**0**	**(890)**	**0**	**0**
01000. General Managers Office Revenue	**0**	**0**	**(890)**	**0**	**0**
0130. Other Income	0	0	(890)	0	0
Elected Members	**0**	**0**	**(1,025)**	**0**	**0**
01020. Elected Members Revenue	**0**	**0**	**(1,025)**	**0**	**0**
0130. Other Income	0	0	(1,025)	0	0
Tourism and Events	**(55,000)**	**(85,000)**	**(48,110)**	**0**	**(85,000)**
01910. Events Promotion Revenue	**(20,000)**	**(30,000)**	**(8,000)**	**0**	**(30,000)**
0110. User Fees & Charges	(20,000)	(20,000)	0	0	(20,000)
0115. Grants & Subsidies Recurrent	0	(10,000)	(8,000)	0	(10,000)
01920. Tourism Revenue	**(35,000)**	**(55,000)**	**(40,110)**	**0**	**(55,000)**
0110. User Fees & Charges	(35,000)	(55,000)	(39,210)	0	(55,000)
0125. Reimbursements	0	0	(500)	0	0
0130. Other Income	0	0	(400)	0	0
Business and Economic Development	**(250,000)**	**(821,948)**	**(347,408)**	**(43,656)**	**(865,604)**
02170. Economic Development Revenue	**(250,000)**	**(800,000)**	**(293,441)**	**0**	**(800,000)**
0115. Grants & Subsidies Recurrent	(250,000)	(800,000)	(293,441)	0	(800,000)
02171. Youth Programs	**0**	**(21,948)**	**(53,968)**	**(43,656)**	**(65,604)**
0115. Grants & Subsidies Recurrent	0	(21,948)	(53,968)	(43,656)	(65,604)
Corporate Services	**(8,959,821)**	**(6,605,486)**	**(5,633,243)**	**(10,000)**	**(6,615,486)**
Manager Corporate Service Office	**(44,500)**	**(61,500)**	**(48,564)**	**0**	**(61,500)**
01100. Corporate Services Revenue	**(44,500)**	**(61,500)**	**(48,564)**	**0**	**(61,500)**

*Report Contains Filters

0110. User Fees & Charges	(7,500)	(7,500)	(5,859)	0	(7,500)
0125. Reimbursements	(25,000)	(42,000)	(41,919)	0	(42,000)
0130. Other Income	(12,000)	(12,000)	(786)	0	(12,000)
Rates	**(2,919,321)**	**(2,919,321)**	**(2,909,996)**	**0**	**(2,919,321)**
01110. Rates Revenue	**(2,919,321)**	**(2,919,321)**	**(2,909,996)**	**0**	**(2,919,321)**
0100. Rates & Charges	(2,401,295)	(2,401,295)	(2,392,691)	0	(2,401,295)
0101. Base Charge Income	(489,426)	(489,426)	(491,052)	0	(489,426)
0105. Statutory Fees & Charges	(9,000)	(9,000)	(7,500)	0	(9,000)
0115. Grants & Subsidies Recurrent	(19,600)	(19,600)	(18,753)	0	(19,600)
Finance	**(5,209,624)**	**(2,775,776)**	**(2,079,796)**	**0**	**(2,775,776)**
01120. Financial Control Revenue	**(5,209,624)**	**(2,775,776)**	**(2,079,796)**	**0**	**(2,775,776)**
0115. Grants & Subsidies Recurrent	(4,799,624)	(2,425,776)	(1,819,332)	0	(2,425,776)
0121. Interest on Direct Investments	(410,000)	(350,000)	(240,751)	0	(350,000)
0950. Proceeds on Sales of Assets	0	0	(19,713)	0	0
Libraries	**(77,000)**	**(77,375)**	**(77,945)**	**0**	**(77,375)**
01710. Libraries	**(77,000)**	**(77,375)**	**(77,945)**	**0**	**(77,375)**
0110. User Fees & Charges	(2,000)	(2,000)	(2,510)	0	(2,000)
0115. Grants & Subsidies Recurrent	(75,000)	(72,711)	(72,771)	0	(72,711)
0130. Other Income	0	(2,664)	(2,664)	0	(2,664)
Children Youth and Family Services	**(43,000)**	**(43,000)**	**(31,752)**	**0**	**(43,000)**
01780. Children and Family Revenue	**(43,000)**	**(43,000)**	**(31,672)**	**0**	**(43,000)**
0115. Grants & Subsidies Recurrent	(43,000)	(43,000)	(31,672)	0	(43,000)
01800. Other Education Revenue	**0**	**0**	**(80)**	**0**	**0**
0125. Reimbursements	0	0	(80)	0	0
Aged and Disability Care Services	**(457,376)**	**(561,630)**	**(363,447)**	**0**	**(561,630)**
01810. Aged & Disabled Revenue	**(394,376)**	**(498,630)**	**(340,730)**	**0**	**(498,630)**
0110. User Fees & Charges	(17,000)	(17,000)	(7,175)	0	(17,000)
0115. Grants & Subsidies Recurrent	(366,376)	(470,630)	(322,870)	0	(470,630)
0125. Reimbursements	(8,000)	(8,000)	(9,779)	0	(8,000)
0130. Other Income	(3,000)	(3,000)	(908)	0	(3,000)
01820. Health Related Transport Revenue	**(35,000)**	**(35,000)**	**(4,319)**	**0**	**(35,000)**

0110. User Fees & Charges	(10,000)	(10,000)	(289)	0	(10,000)
0115. Grants & Subsidies Recurrent	(25,000)	(25,000)	(4,030)	0	(25,000)
01830. Meals On Wheels Revenue	**(28,000)**	**(28,000)**	**(18,398)**	**0**	**(28,000)**
0110. User Fees & Charges	(28,000)	(28,000)	(18,398)	0	(28,000)
Community Transport	**(174,000)**	**(111,384)**	**(76,374)**	**0**	**(111,384)**
01860. Community Transport Revenue	**(174,000)**	**(111,384)**	**(76,374)**	**0**	**(111,384)**
0110. User Fees & Charges	(12,000)	(12,000)	(1,834)	0	(12,000)
0115. Grants & Subsidies Recurrent	(162,000)	(99,384)	(74,540)	0	(99,384)
Arts and Culture	**(35,000)**	**(55,500)**	**(45,369)**	**(10,000)**	**(65,500)**
01880. Theatres & Museums Revenue	**0**	**(12,500)**	**(12,500)**	**0**	**(12,500)**
0115. Grants & Subsidies Recurrent	0	(12,500)	(12,500)	0	(12,500)
01881. Bishops Lodge Museum	**(8,000)**	**(8,000)**	**(4,845)**	**0**	**(8,000)**
0110. User Fees & Charges	(8,000)	(8,000)	(4,845)	0	(8,000)
01882. Hay Gaol Museum	**(20,000)**	**(20,000)**	**(15,314)**	**0**	**(20,000)**
0110. User Fees & Charges	(20,000)	(20,000)	(15,314)	0	(20,000)
01883. Dunera Museum	**(7,000)**	**(15,000)**	**(12,710)**	**0**	**(15,000)**
0110. User Fees & Charges	(7,000)	(15,000)	(12,710)	0	(15,000)
01890. Other Culture Revenue	**0**	**0**	**0**	**(10,000)**	**(10,000)**
0135. Capital Grants Received	0	0	0	(10,000)	(10,000)
Engineering	**(13,408,013)**	**(14,760,731)**	**(10,772,463)**	**(188,023)**	**(14,948,754)**
Manager Engineering Office	**(49,000)**	**(56,000)**	**(30,642)**	**0**	**(56,000)**
01200. Engineering Operations Revenue	**(49,000)**	**(56,000)**	**(30,642)**	**0**	**(56,000)**
0110. User Fees & Charges	(5,000)	(12,000)	(12,683)	0	(12,000)
0125. Reimbursements	(42,000)	(42,000)	(16,808)	0	(42,000)
0130. Other Income	(2,000)	(2,000)	(1,150)	0	(2,000)
Parks and Reserves	**(35,000)**	**(68,449)**	**(68,449)**	**0**	**(68,449)**
01210. Foreshores & Beaches Revenue	**0**	**(19,904)**	**(19,904)**	**0**	**(19,904)**
0115. Grants & Subsidies Recurrent	0	(2,006)	(2,006)	0	(2,006)
0135. Capital Grants Received	0	(17,898)	(17,898)	0	(17,898)
01220. Noxious Weeds Revenue	**(35,000)**	**(48,545)**	**(48,545)**	**0**	**(48,545)**
0115. Grants & Subsidies Recurrent	(35,000)	(48,545)	(48,545)	0	(48,545)

Sport and Recreation Facilities	**(20,000)**	**(20,000)**	**(17,273)**	**0**	**(20,000)**
01240. Sport Grounds & Recreation Facilities Revei	**(20,000)**	**(20,000)**	**(17,273)**	**0**	**(20,000)**
0110. User Fees & Charges	(20,000)	(20,000)	(17,273)	0	(20,000)
Roads Bridges Footpaths	**(5,059,515)**	**(4,942,167)**	**(1,643,419)**	**0**	**(4,942,167)**
01260. Roads & Bridges Revenue	**(3,290,515)**	**(3,232,167)**	**(474,271)**	**0**	**(3,232,167)**
0110. User Fees & Charges	0	0	(345)	0	0
0115. Grants & Subsidies Recurrent	(813,901)	(839,469)	(25,568)	0	(839,469)
0135. Capital Grants Received	(2,476,614)	(2,392,698)	(448,358)	0	(2,392,698)
01280. Bridges Revenue	**(800,000)**	**(800,000)**	**0**	**0**	**(800,000)**
0135. Capital Grants Received	(800,000)	(800,000)	0	0	(800,000)
01300. Footpaths & Bike Track Revenue	**(110,000)**	**(40,000)**	**0**	**0**	**(40,000)**
0135. Capital Grants Received	(110,000)	(40,000)	0	0	(40,000)
01340. Regional Roads Revenue	**(859,000)**	**(870,000)**	**(1,169,148)**	**0**	**(870,000)**
0115. Grants & Subsidies Recurrent	(859,000)	(870,000)	(870,000)	0	(870,000)
0135. Capital Grants Received	0	0	(299,148)	0	0
Street Lighting	**(42,000)**	**(42,000)**	**(42,000)**	**0**	**(42,000)**
01390. Street Lighting Revenue	**(42,000)**	**(42,000)**	**(42,000)**	**0**	**(42,000)**
0115. Grants & Subsidies Recurrent	(42,000)	(42,000)	(42,000)	0	(42,000)
Stormwater Drainage	**(117,000)**	**(117,000)**	**0**	**0**	**(117,000)**
01400. Stormwater Drainage Revenue	**(117,000)**	**(117,000)**	**0**	**0**	**(117,000)**
0115. Grants & Subsidies Recurrent	(117,000)	(117,000)	0	0	(117,000)
Waste Management	**(977,246)**	**(977,246)**	**(985,832)**	**0**	**(977,246)**
01410. Waste Management Revenue	**(977,246)**	**(977,246)**	**(985,832)**	**0**	**(977,246)**
0100. Rates & Charges	(825,746)	(825,746)	(829,057)	0	(825,746)
0110. User Fees & Charges	(135,000)	(135,000)	(140,038)	0	(135,000)
0115. Grants & Subsidies Recurrent	(16,500)	(16,500)	(16,736)	0	(16,500)
Water	**(1,461,000)**	**(1,587,930)**	**(1,184,261)**	**(187,005)**	**(1,774,935)**
21000. Water Revenue Fund 2	**(1,461,000)**	**(1,587,930)**	**(1,184,261)**	**(187,005)**	**(1,774,935)**
0100. Rates & Charges	(840,000)	(840,000)	(557,675)	0	(840,000)
0110. User Fees & Charges	(570,000)	(520,000)	(444,239)	0	(520,000)
0115. Grants & Subsidies Recurrent	(11,000)	(61,772)	(62,264)	0	(61,772)

0120. Interest & Investment Income	(30,000)	(30,000)	(25,528)	0	(30,000)
0130. Other Income	(10,000)	(98,000)	(83,107)	(187,005)	(285,005)
0135. Capital Grants Received	0	(38,158)	(11,448)	0	(38,158)
Sewer	**(1,243,252)**	**(1,341,411)**	**(1,279,017)**	**0**	**(1,341,411)**
31000. Sewerage Services Revenue Fund 3	**(1,243,252)**	**(1,341,411)**	**(1,279,017)**	**0**	**(1,341,411)**
0100. Rates & Charges	(1,126,752)	(1,126,752)	(1,123,432)	0	(1,126,752)
0110. User Fees & Charges	(45,000)	(45,000)	(44,298)	0	(45,000)
0115. Grants & Subsidies Recurrent	(11,500)	(11,500)	(10,961)	0	(11,500)
0120. Interest & Investment Income	(60,000)	(70,000)	(57,819)	0	(70,000)
0130. Other Income	0	(50,000)	(31,060)	0	(50,000)
0135. Capital Grants Received	0	(38,159)	(11,448)	0	(38,159)
Aerodrome	**(12,000)**	**(12,000)**	**(9,547)**	**0**	**(12,000)**
01510. Aerodrome Revenue	**(12,000)**	**(12,000)**	**(9,547)**	**0**	**(12,000)**
0110. User Fees & Charges	(12,000)	(12,000)	(9,547)	0	(12,000)
Cemeteries	**(87,000)**	**(87,000)**	**(37,027)**	**0**	**(87,000)**
01530. Cemetery Revenue	**(87,000)**	**(87,000)**	**(37,027)**	**0**	**(87,000)**
0110. User Fees & Charges	(87,000)	(87,000)	(34,786)	0	(87,000)
0125. Reimbursements	0	0	(2,241)	0	0
Plant Operations	**(15,000)**	**(15,000)**	**(107,586)**	**0**	**(15,000)**
01540. Plant & Workshop Operating Revenue	**(15,000)**	**(15,000)**	**(8,010)**	**0**	**(15,000)**
0110. User Fees & Charges	(15,000)	(15,000)	(8,010)	0	(15,000)
01550. Plant Disposal Proceeds Revenue	**0**	**0**	**(99,576)**	**0**	**0**
0950. Proceeds on Sales of Assets	0	0	(99,576)	0	0
Private Works	**(140,000)**	**(140,000)**	**(145,619)**	**0**	**(140,000)**
01600. Private Works Revenue	**(140,000)**	**(140,000)**	**(145,619)**	**0**	**(140,000)**
0110. User Fees & Charges	(140,000)	(140,000)	(145,619)	0	(140,000)
Recreation Sport Leisure	**(4,000,000)**	**(5,211,528)**	**(5,112,930)**	**(1,018)**	**(5,212,546)**
01720. Swimming Pool(s) Revenue	**(4,000,000)**	**(5,211,528)**	**(5,112,930)**	**(1,018)**	**(5,212,546)**
0110. User Fees & Charges	0	(1,800)	(2,600)	(1,018)	(2,818)
0115. Grants & Subsidies Recurrent	0	(6,020)	(114,387)	0	(6,020)
0135. Capital Grants Received	(4,000,000)	(5,203,708)	(4,995,943)	0	(5,203,708)

Fire Prevention and Emergency Services	**(150,000)**	**(143,000)**	**(108,864)**	**0**	**(143,000)**
02070. Fire Control Revenue	**(150,000)**	**(143,000)**	**(108,864)**	**0**	**(143,000)**
0115. Grants & Subsidies Recurrent	(150,000)	(143,000)	(108,756)	0	(143,000)
0125. Reimbursements	0	0	(107)	0	0
Development and Environmental Services	**(176,000)**	**(196,000)**	**(261,858)**	**(108,331)**	**(304,331)**
Buildings and Property	**(88,000)**	**(88,000)**	**(58,866)**	**0**	**(88,000)**
01490. Buildings Revenue	**(88,000)**	**(88,000)**	**(58,866)**	**0**	**(88,000)**
0105. Statutory Fees & Charges	(3,000)	(3,000)	(641)	0	(3,000)
0110. User Fees & Charges	(85,000)	(85,000)	(57,478)	0	(85,000)
0130. Other Income	0	0	(747)	0	0
Planning	**(56,000)**	**(76,000)**	**(171,511)**	**(108,331)**	**(184,331)**
02010. Town Planning Office Revenue	**(56,000)**	**(76,000)**	**(171,511)**	**(108,331)**	**(184,331)**
0105. Statutory Fees & Charges	(48,000)	(68,000)	(54,390)	0	(68,000)
0110. User Fees & Charges	0	0	(164)	0	0
0115. Grants & Subsidies Recurrent	0	0	(108,331)	(108,331)	(108,331)
0125. Reimbursements	(8,000)	(8,000)	(8,626)	0	(8,000)
Building	**(17,000)**	**(17,000)**	**(18,130)**	**0**	**(17,000)**
01740. Halls & Community Centres Revenue	**(5,000)**	**(5,000)**	**(2,573)**	**0**	**(5,000)**
0110. User Fees & Charges	(5,000)	(5,000)	(2,573)	0	(5,000)
02020. Building Control Office Revenue	**(12,000)**	**(12,000)**	**(15,557)**	**0**	**(12,000)**
0105. Statutory Fees & Charges	(12,000)	(12,000)	(15,557)	0	(12,000)
Regulatory Services	**(10,000)**	**(10,000)**	**(8,556)**	**0**	**(10,000)**
02030. Parking & Other Ranger Services Revenue	**(8,000)**	**(8,000)**	**(6,167)**	**0**	**(8,000)**
0105. Statutory Fees & Charges	(7,000)	(7,000)	(6,167)	0	(7,000)
0110. User Fees & Charges	(1,000)	(1,000)	0	0	(1,000)
02050. Other Law & Order Revenue	**(2,000)**	**(2,000)**	**(2,389)**	**0**	**(2,000)**
0110. User Fees & Charges	(2,000)	(2,000)	(2,389)	0	(2,000)
Public Health	**(5,000)**	**(5,000)**	**(4,795)**	**0**	**(5,000)**
02100. Health Administration & Inspection Revenue	**(5,000)**	**(5,000)**	**(4,795)**	**0**	**(5,000)**
0105. Statutory Fees & Charges	(5,000)	(5,000)	(4,795)	0	(5,000)
Expenditure	**28,416,370**	**32,580,656**	**19,311,738**	**223,069**	**32,803,725**

General Manager	**2,320,555**	**3,112,849**	**1,639,872**	**(3,756)**	**3,109,093**
General Manager`s Office	**507,200**	**543,200**	**419,174**	**0**	**543,200**
03000. General Manager's Office	**507,200**	**543,200**	**419,174**	**0**	**543,200**
0300. Employee Costs	404,000	440,000	328,830	0	440,000
0310. Staff Training	15,000	15,000	9,978	0	15,000
0350. Office Administration Expenditure	1,000	1,000	878	0	1,000
0360. Professional Services	70,200	50,200	56,025	0	50,200
0370. Subscriptions and Memberships	2,000	22,000	20,184	0	22,000
0970. Plant Hire (Internal)	15,000	15,000	3,279	0	15,000
Elected Members	**198,500**	**192,850**	**130,083**	**0**	**192,850**
03020. Elected Members Expenses	**198,500**	**188,000**	**125,233**	**0**	**188,000**
0310. Staff Training	10,500	5,000	890	0	5,000
0330. Mayor & Elected Member Expenses	151,000	146,000	101,733	0	146,000
0340. Civic Functions & Ceremonies	24,000	24,000	12,464	0	24,000
0405. Grants / Donations Paid	13,000	13,000	10,145	0	13,000
03040. Election Expenditure	**0**	**4,850**	**4,850**	**0**	**4,850**
0335. Election Expenses	0	4,850	4,850	0	4,850
Governance	**413,355**	**419,355**	**266,192**	**0**	**419,355**
03050. Other Governance	**413,355**	**419,355**	**266,192**	**0**	**419,355**
0300. Employee Costs	335,000	335,000	216,556	0	335,000
0310. Staff Training	7,355	7,355	871	0	7,355
0350. Office Administration Expenditure	1,000	1,000	212	0	1,000
0360. Professional Services	40,000	40,000	12,591	0	40,000
0370. Subscriptions and Memberships	30,000	36,000	35,962	0	36,000
Tourism and Events	**488,500**	**513,500**	**273,463**	**(50,000)**	**463,500**
03900. Area Promotion	**77,000**	**92,000**	**69,795**	**0**	**92,000**
0350. Office Administration Expenditure	16,000	16,000	15,531	0	16,000
0396. Merchandise	29,000	44,000	31,683	0	44,000
0405. Grants / Donations Paid	30,000	30,000	22,500	0	30,000
0460. Community Programs & Events	2,000	2,000	81	0	2,000
03910. Events Staging & Promotion	**148,500**	**158,500**	**36,230**	**(50,000)**	**108,500**

0350. Office Administration Expenditure	1,000	1,000	445	0	1,000
0460. Community Programs & Events	147,500	157,500	35,733	(50,000)	107,500
0500. General Maintenance	0	0	52	0	0
03920. Tourism Operations	**263,000**	**263,000**	**167,437**	**0**	**263,000**
0300. Employee Costs	209,000	209,000	139,071	0	209,000
0310. Staff Training	5,000	5,000	134	0	5,000
0350. Office Administration Expenditure	9,000	9,000	5,207	0	9,000
0360. Professional Services	0	0	109	0	0
0370. Subscriptions and Memberships	32,000	32,000	21,764	0	32,000
0375. Office Equipment & Furniture	1,000	1,000	405	0	1,000
0460. Community Programs & Events	5,000	5,000	733	0	5,000
0970. Plant Hire (Internal)	2,000	2,000	14	0	2,000
Business and Economic Development	**713,000**	**1,443,944**	**550,961**	**46,244**	**1,490,188**
04160. Commercial Undertakings Operations	**10,000**	**208,996**	**6,951**	**0**	**208,996**
0415. Utilities	10,000	10,000	6,951	0	10,000
0690. Loss on Disposal of Assets	0	198,996	0	0	198,996
04170. Economic Development	**521,000**	**138,000**	**68,242**	**0**	**138,000**
0300. Employee Costs	291,000	58,000	57,097	0	58,000
0310. Staff Training	5,000	5,000	0	0	5,000
0350. Office Administration Expenditure	2,000	2,000	0	0	2,000
0360. Professional Services	175,000	25,000	0	0	25,000
0370. Subscriptions and Memberships	13,000	13,000	5,327	0	13,000
0460. Community Programs & Events	30,000	30,000	5,818	0	30,000
0970. Plant Hire (Internal)	5,000	5,000	0	0	5,000
04171. Economic Development Programs	**0**	**893,000**	**338,635**	**50,000**	**943,000**
0300. Employee Costs	0	433,000	0	0	433,000
0360. Professional Services	0	460,000	0	0	460,000
0460. Community Programs & Events	0	0	338,635	50,000	50,000
04172. Youth Programs	**182,000**	**203,948**	**137,133**	**(3,756)**	**200,192**
0300. Employee Costs	84,000	84,000	67,522	0	84,000
0310. Staff Training	2,000	2,000	141	0	2,000

0350. Office Administration Expenditure	2,000	2,000	0	0	2,000
0360. Professional Services	40,000	40,000	6,482	0	40,000
0370. Subscriptions and Memberships	2,000	2,000	0	0	2,000
0460. Community Programs & Events	50,000	71,948	62,988	(3,756)	68,192
0970. Plant Hire (Internal)	2,000	2,000	0	0	2,000
Corporate Services	**2,188,583**	**2,457,421**	**2,019,282**	**40,000**	**2,497,421**
Manager Corporate Service Office	**227,200**	**346,400**	**592,191**	**40,000**	**386,400**
03100. Corporate Services Management	**227,200**	**346,400**	**592,191**	**40,000**	**386,400**
0300. Employee Costs	890,000	940,000	767,771	0	940,000
0310. Staff Training	10,000	6,000	4,189	0	6,000
0350. Office Administration Expenditure	88,000	96,200	69,513	0	96,200
0360. Professional Services	148,000	148,000	89,114	0	148,000
0365. Legal & Debt Recovery Costs	10,000	75,000	60,962	40,000	115,000
0375. Office Equipment & Furniture	2,000	2,000	2,889	0	2,000
0680. Depreciation	12,200	12,200	0	0	12,200
0970. Plant Hire (Internal)	4,000	4,000	1,252	0	4,000
0980. Overheads / Internal Recharges	(937,000)	(937,000)	(403,500)	0	(937,000)
Finance	**391,207**	**391,207**	**296,257**	**0**	**391,207**
03120. Financial Control Operations	**227,000**	**227,000**	**214,153**	**0**	**227,000**
0380. Bank Charges	20,000	20,000	11,884	0	20,000
0410. Insurance	207,000	207,000	202,267	0	207,000
0450. Sundry Expenses	0	0	3	0	0
03121. Loan Repayments	**164,207**	**164,207**	**82,104**	**0**	**164,207**
0945. Loan Repayments	164,207	164,207	82,104	0	164,207
Information Technology	**492,000**	**562,000**	**368,673**	**0**	**562,000**
03140. IT Services	**452,000**	**522,000**	**368,673**	**0**	**522,000**
0355. Computer / IT Costs	452,000	522,000	368,673	0	522,000
07140. IT Services Capital Expenditure	**40,000**	**40,000**	**0**	**0**	**40,000**
0703. IT Capital Expenditure	40,000	40,000	0	0	40,000
Libraries	**281,100**	**338,100**	**257,221**	**0**	**338,100**
03710. Libraries	**281,100**	**338,100**	**257,221**	**0**	**338,100**

0300. Employee Costs	135,000	200,000	166,283	0	200,000
0310. Staff Training	2,000	2,000	830	0	2,000
0350. Office Administration Expenditure	10,000	10,000	6,213	0	10,000
0360. Professional Services	34,000	34,000	35,179	0	34,000
0370. Subscriptions and Memberships	6,000	6,000	2,450	0	6,000
0375. Office Equipment & Furniture	4,000	4,000	952	0	4,000
0390. Library Resources	23,000	23,000	4,625	0	23,000
0410. Insurance	15,000	15,000	14,461	0	15,000
0415. Utilities	5,100	5,100	2,984	0	5,100
0420. Security	1,000	1,000	495	0	1,000
0425. Cleaning Costs	15,000	12,000	8,291	0	12,000
0450. Sundry Expenses	1,500	1,500	3,073	0	1,500
0460. Community Programs & Events	3,000	3,000	2,002	0	3,000
0510. Grounds Maintenance	10,000	8,000	4,711	0	8,000
0530. Building Maintenance	15,000	12,000	4,607	0	12,000
0970. Plant Hire (Internal)	1,500	1,500	64	0	1,500
Children Youth and Family Services	**40,000**	**40,000**	**27,059**	**0**	**40,000**
03780. Children and Family Services	**40,000**	**40,000**	**27,059**	**0**	**40,000**
0300. Employee Costs	36,000	36,000	25,256	0	36,000
0350. Office Administration Expenditure	4,000	4,000	1,803	0	4,000
Aged and Disability Care Services	**450,376**	**554,630**	**316,228**	**0**	**554,630**
03810. Aged & Disabled	**422,376**	**526,630**	**313,649**	**0**	**526,630**
0300. Employee Costs	199,000	272,254	198,073	0	272,254
0310. Staff Training	7,000	7,000	0	0	7,000
0350. Office Administration Expenditure	48,376	53,376	12,680	0	53,376
0375. Office Equipment & Furniture	13,000	13,000	782	0	13,000
0400. Volunteer Support	15,000	21,000	13,828	0	21,000
0460. Community Programs & Events	140,000	160,000	88,285	0	160,000
03820. Health Related Transport	**28,000**	**28,000**	**2,579**	**0**	**28,000**
0400. Volunteer Support	10,000	10,000	450	0	10,000
0460. Community Programs & Events	10,000	10,000	2,129	0	10,000

0680. Depreciation	8,000	8,000	0	0	8,000
Community Transport	**174,000**	**111,384**	**60,675**	**0**	**111,384**
03860. Community Transport	**174,000**	**111,384**	**60,675**	**0**	**111,384**
0300. Employee Costs	51,500	31,500	25,924	0	31,500
0310. Staff Training	4,500	4,500	0	0	4,500
0350. Office Administration Expenditure	15,000	5,000	2,769	0	5,000
0375. Office Equipment & Furniture	6,000	6,000	0	0	6,000
0400. Volunteer Support	12,000	7,000	454	0	7,000
0460. Community Programs & Events	85,000	57,384	31,527	0	57,384
Arts and Culture	**132,700**	**113,700**	**100,978**	**0**	**113,700**
03880. Theatres & Museums	**121,700**	**102,700**	**97,978**	**0**	**102,700**
0410. Insurance	23,500	23,500	23,686	0	23,500
0415. Utilities	17,200	17,200	16,558	0	17,200
0425. Cleaning Costs	3,500	3,500	0	0	3,500
0460. Community Programs & Events	0	0	655	0	0
0510. Grounds Maintenance	54,000	35,000	31,184	0	35,000
0530. Building Maintenance	17,000	17,000	25,815	0	17,000
0532. Other Structures Maintenance	0	0	80	0	0
0680. Depreciation	6,500	6,500	0	0	6,500
03890. Other Culture	**11,000**	**11,000**	**3,000**	**0**	**11,000**
0460. Community Programs & Events	11,000	11,000	3,000	0	11,000
Engineering	**21,907,232**	**24,901,886**	**14,546,304**	**184,121**	**25,086,007**
Manager Engineering Office	**724,600**	**726,790**	**668,219**	**0**	**726,790**
03200. Engineering Operations Management	**724,600**	**726,790**	**668,219**	**0**	**726,790**
0300. Employee Costs	665,000	665,000	625,354	0	665,000
0310. Staff Training	17,100	10,100	3,758	0	10,100
0350. Office Administration Expenditure	9,000	9,000	6,743	0	9,000
0360. Professional Services	0	2,190	4,282	0	2,190
0370. Subscriptions and Memberships	3,000	10,000	9,810	0	10,000
0375. Office Equipment & Furniture	500	500	0	0	500
0970. Plant Hire (Internal)	30,000	30,000	18,273	0	30,000

Parks and Reserves	**793,500**	**803,699**	**411,459**	**0**	**803,699**
03220. Noxious Weeds Expenditure	**80,000**	**128,295**	**53,392**	**0**	**128,295**
0519. Pest Plant Control	80,000	128,295	53,392	0	128,295
03230. Parks Reserves & Horticulture	**681,500**	**634,500**	**334,248**	**0**	**634,500**
0415. Utilities	61,500	61,500	44,988	0	61,500
0510. Grounds Maintenance	297,000	250,000	206,367	0	250,000
0512. Irrigation System Maintenance	15,500	15,500	16,077	0	15,500
0513. Playground Maintenance	6,500	6,500	4,641	0	6,500
0515. Tree Maintenance/Management	20,000	20,000	17,379	0	20,000
0530. Building Maintenance	51,000	51,000	44,795	0	51,000
0680. Depreciation	230,000	230,000	0	0	230,000
07230. Parks Reserves & Horticulture Capital Work	**32,000**	**40,904**	**23,819**	**0**	**40,904**
0712. Other Improvements to Land Capital Works	27,000	35,904	23,819	0	35,904
0713. Playground Capital Works	5,000	5,000	0	0	5,000
Sport and Recreation Facilities	**47,000**	**47,000**	**43,378**	**10,000**	**57,000**
03240. Sport Grounds & Recreation Facilities	**47,000**	**47,000**	**39,607**	**0**	**47,000**
0510. Grounds Maintenance	47,000	47,000	30,148	0	47,000
0530. Building Maintenance	0	0	9,458	0	0
07240. Sport Grounds & Recreation Facilities Capit	**0**	**0**	**3,772**	**10,000**	**10,000**
0711. Sport & Recreation Capital Works	0	0	3,772	0	0
0741. Reseals/Overlays Capital Works	0	0	0	10,000	10,000
Roads Bridges Footpaths	**9,061,066**	**9,014,760**	**3,518,486**	**0**	**9,014,760**
03260. Roads & Bridges Maintenance	**46,124**	**46,124**	**27,589**	**0**	**46,124**
0550. Road Signs Maintenance	46,124	46,124	27,589	0	46,124
03280. Bridges Maintenance	**100,000**	**100,000**	**0**	**0**	**100,000**
0680. Depreciation	100,000	100,000	0	0	100,000
03300. Footpaths & Bike Track Maintenance	**160,000**	**160,000**	**15,751**	**0**	**160,000**
0560. Footpath Maintenance	30,000	30,000	15,751	0	30,000
0680. Depreciation	130,000	130,000	0	0	130,000
03310. Kerb & Gutter Maintenance	**20,000**	**20,000**	**4,829**	**0**	**20,000**
0546. Kerb & Gutter Maintenance	20,000	20,000	4,829	0	20,000

03320. Road Furniture Maintenance	**22,000**	**42,000**	**7,702**	**0**	**42,000**
0547. Road Furniture Maintenance	9,000	29,000	7,702	0	29,000
0680. Depreciation	13,000	13,000	0	0	13,000
03330. Urban Streets Maintenance	**534,251**	**534,251**	**207,964**	**0**	**534,251**
0515. Tree Maintenance/Management	51,251	51,251	69,747	0	51,251
0540. Road Maintenance	123,000	123,000	138,216	0	123,000
0680. Depreciation	360,000	360,000	0	0	360,000
03340. Regional Roads Maintenance	**890,000**	**987,000**	**312,579**	**0**	**987,000**
0540. Road Maintenance	300,000	397,000	312,579	0	397,000
0680. Depreciation	590,000	590,000	0	0	590,000
03350. Sealed Rural Roads	**835,973**	**835,973**	**109,010**	**0**	**835,973**
0540. Road Maintenance	120,973	120,973	109,010	0	120,973
0680. Depreciation	715,000	715,000	0	0	715,000
03360. Unsealed Rural Roads Maintenance	**1,224,000**	**972,880**	**627,262**	**0**	**972,880**
0540. Road Maintenance	1,224,000	972,880	627,262	0	972,880
07280. Bridges Capital Works	**0**	**1,347,120**	**1,615,429**	**0**	**1,347,120**
0745. Bridge & Culvert Capital Works	0	1,347,120	1,615,429	0	1,347,120
07300. Footpaths & Bike Track Capital Works	**120,151**	**50,151**	**8,146**	**0**	**50,151**
0761. Bike Track Capital Works	120,151	50,151	8,146	0	50,151
07320. Road Furniture Capital Works	**17,000**	**37,000**	**12,396**	**0**	**37,000**
0749. Road Furniture Capital Works	17,000	37,000	12,396	0	37,000
07330. Urban Streets Capital Works	**384,747**	**190,000**	**107,497**	**0**	**190,000**
0740. Road Capital Works	384,747	190,000	107,497	0	190,000
07340. Regional Roads Capital Works	**1,459,000**	**200,000**	**91,163**	**0**	**200,000**
0740. Road Capital Works	1,459,000	200,000	91,163	0	200,000
07350. Sealed Rural Roads Capital Works	**3,247,820**	**3,492,261**	**371,168**	**0**	**3,492,261**
0740. Road Capital Works	3,247,820	3,492,261	371,168	0	3,492,261
Street Lighting	**100,000**	**100,000**	**59,383**	**0**	**100,000**
03390. Street Lighting Operations	**100,000**	**100,000**	**59,383**	**0**	**100,000**
0415. Utilities	100,000	100,000	59,383	0	100,000
Stormwater Drainage	**486,500**	**451,500**	**57,768**	**0**	**451,500**

03400. Stormwater Drainage Maintenance	**431,500**	**406,500**	**37,492**	**0**	**406,500**
0570. Stormwater Drainage Maintenance	60,000	35,000	37,492	0	35,000
0572. Levy Works	136,500	136,500	0	0	136,500
0680. Depreciation	235,000	235,000	0	0	235,000
07400. Stormwater Drainage Capital Works	**55,000**	**45,000**	**20,276**	**0**	**45,000**
0770. Stormwater Drainage Capital Works	55,000	45,000	20,276	0	45,000
Waste Management	**1,069,550**	**1,062,000**	**642,466**	**0**	**1,062,000**
03420. Domestic Refuse Collection	**160,000**	**125,000**	**105,634**	**0**	**125,000**
0622. Kerb Side Collections	160,000	125,000	102,544	0	125,000
0623. Waste Site Maintenance	0	0	3,091	0	0
03430. Waste Disposal Site Operations	**865,000**	**900,000**	**535,882**	**0**	**900,000**
0623. Waste Site Maintenance	580,000	510,000	359,796	0	510,000
0624. Recycling Operations	105,000	210,000	176,085	0	210,000
0680. Depreciation	180,000	180,000	0	0	180,000
07410. Waste Management Capital Works	**17,550**	**10,000**	**950**	**0**	**10,000**
0821. Waste Management Capital Works	17,550	10,000	950	0	10,000
07430. Waste Disposal Site Capital Works	**27,000**	**27,000**	**0**	**0**	**27,000**
0820. Waste Disposal Capital Works	27,000	27,000	0	0	27,000
Sanitation	**192,000**	**180,000**	**148,286**	**0**	**180,000**
03450. Public Amenities Maintenance	**170,000**	**170,000**	**142,213**	**0**	**170,000**
0425. Cleaning Costs	170,000	170,000	141,472	0	170,000
0531. Public Amenities Maintenance	0	0	741	0	0
03460. Other Sanitation Expenditure	**22,000**	**10,000**	**6,073**	**0**	**10,000**
0500. General Maintenance	22,000	10,000	6,073	0	10,000
Water	**1,898,000**	**2,032,842**	**964,891**	**163,107**	**2,195,949**
23000. Water Infrastructure Operations Fund 2	**961,000**	**1,013,799**	**347,856**	**0**	**1,013,799**
0310. Staff Training	10,000	10,000	10,769	0	10,000
0350. Office Administration Expenditure	30,000	60,026	60,406	0	60,026
0360. Professional Services	0	22,773	0	0	22,773
0370. Subscriptions and Memberships	1,000	1,000	727	0	1,000
0415. Utilities	148,000	148,000	92,454	0	148,000

0680. Depreciation	405,000	405,000	0	0	405,000
0980. Overheads / Internal Recharges	367,000	367,000	183,500	0	367,000
23100. Water Infrastructure Asset Maintenance Fur	**500,000**	**550,000**	**423,451**	**28,847**	**578,847**
0581. Water Mains Maintenance	150,000	150,000	112,457	0	150,000
0582. Water Meter Maintenance	40,000	40,000	33,475	28,847	68,847
0583. Filtration Plant Maintenance	150,000	250,000	213,792	0	250,000
0584. Reservoir Maintenance	40,000	40,000	27,601	0	40,000
0590. Pump Station Maintenance	120,000	70,000	36,127	0	70,000
27000. Water Infrastructure Capital Works Fund 2	**437,000**	**469,043**	**193,584**	**134,260**	**603,303**
0781. Water Mains Capital Works	120,000	120,000	38,854	0	120,000
0783. Filtration Plant Capital Works	135,000	217,043	73,448	80,000	297,043
0790. Pump Station Capital Works	182,000	132,000	81,283	0	132,000
0791. Fixed Plant & Equipment Capital Works	0	0	0	54,260	54,260
Sewer	**1,569,876**	**2,259,161**	**757,772**	**0**	**2,259,161**
33000. Sewerage Services Operations Fund 3	**976,376**	**1,629,344**	**576,858**	**0**	**1,629,344**
0310. Staff Training	6,000	12,000	11,525	0	12,000
0350. Office Administration Expenditure	30,000	55,180	45,180	0	55,180
0360. Professional Services	0	121,788	28,753	0	121,788
0365. Legal & Debt Recovery Costs	0	500,000	137,764	0	500,000
0370. Subscriptions and Memberships	1,000	1,000	0	0	1,000
0415. Utilities	61,600	61,600	50,859	0	61,600
0680. Depreciation	420,000	420,000	0	0	420,000
0945. Loan Repayments	147,776	147,776	147,777	0	147,776
0980. Overheads / Internal Recharges	310,000	310,000	155,000	0	310,000
33100. Sewerage Services Asset Maintenance Fun	**275,500**	**205,500**	**145,605**	**0**	**205,500**
0590. Pump Station Maintenance	70,500	50,500	31,276	0	50,500
0591. Fixed Plant & Equipment Maintenance	130,000	80,000	53,974	0	80,000
0601. Sewer Mains Maintenance	75,000	75,000	60,355	0	75,000
37000. Sewerage Services Infrastructure Capital W	**318,000**	**424,317**	**35,309**	**0**	**424,317**
0790. Pump Station Capital Works	28,000	28,000	5,852	0	28,000
0791. Fixed Plant & Equipment Capital Works	0	146,317	4,809	0	146,317

0801. Sewer Mains Capital Works	290,000	250,000	24,648	0	250,000
Car Parks	**14,200**	**14,200**	**0**	**0**	**14,200**
03500. Parking Facilities	**14,200**	**14,200**	**0**	**0**	**14,200**
0680. Depreciation	14,200	14,200	0	0	14,200
Aerodrome	**163,500**	**187,208**	**57,078**	**0**	**187,208**
03510. Aerodrome Operations	**163,500**	**187,208**	**57,078**	**0**	**187,208**
0350. Office Administration Expenditure	600	2,100	1,838	0	2,100
0410. Insurance	0	2,208	2,208	0	2,208
0415. Utilities	12,000	12,000	8,294	0	12,000
0510. Grounds Maintenance	20,400	20,400	10,703	0	20,400
0530. Building Maintenance	13,000	13,000	4,970	0	13,000
0610. Airstrip Apron & Marker Maintenance	19,500	39,500	29,066	0	39,500
0680. Depreciation	98,000	98,000	0	0	98,000
Quarry Operations	**18,000**	**18,000**	**5,784**	**0**	**18,000**
03520. Quarries & Pits Operations	**18,000**	**18,000**	**5,784**	**0**	**18,000**
0640. Quarry Operations	10,000	10,000	5,784	0	10,000
0680. Depreciation	8,000	8,000	0	0	8,000
Cemeteries	**186,240**	**172,240**	**89,265**	**0**	**172,240**
03530. Cemetery Operations	**164,200**	**150,200**	**82,365**	**0**	**150,200**
0410. Insurance	0	0	254	254	254
0514. Memorial Monument & Plaque Maintenance	24,000	24,000	10,374	0	24,000
0630. Cemetery Maintenance	134,000	120,000	71,736	(254)	119,746
0680. Depreciation	6,200	6,200	0	0	6,200
07530. Cemetery Capital Works	**22,040**	**22,040**	**6,900**	**0**	**22,040**
0712. Other Improvements to Land Capital Works	22,040	22,040	6,900	0	22,040
Plant Operations	**404,000**	**989,145**	**837,810**	**0**	**989,145**
03550. Plant Operating Expenses	**1,175,000**	**1,345,000**	**557,746**	**0**	**1,345,000**
0505. Plant Operating Expenditure	745,000	745,000	557,746	0	745,000
0680. Depreciation	430,000	600,000	0	0	600,000
03560. Plant Recovery of Operating Costs	**(1,175,000)**	**(1,345,000)**	**(747,184)**	**0**	**(1,345,000)**
0975. Plant Hire Recovery (Internal)	(1,175,000)	(1,345,000)	(747,184)	0	(1,345,000)

07540. Plant Purchases	**404,000**	**989,145**	**1,027,249**	**0**	**989,145**
0705. Plant Purchases	404,000	989,145	1,027,249	0	989,145
Depot Operations	**153,000**	**153,000**	**39,340**	**0**	**153,000**
03570. Works Depot Operations	**153,000**	**153,000**	**99,347**	**0**	**153,000**
0300. Employee Costs	0	0	60	0	0
0350. Office Administration Expenditure	0	0	105	0	0
0415. Utilities	13,000	13,000	11,589	0	13,000
0450. Sundry Expenses	15,000	15,000	17,474	0	15,000
0501. Tools Replacement/Repairs	11,000	11,000	8,081	0	11,000
0530. Building Maintenance	29,000	29,000	7,428	0	29,000
0591. Fixed Plant & Equipment Maintenance	85,000	85,000	54,610	0	85,000
03580. Works / Labour Overheads	**1,606,000**	**1,683,000**	**1,334,203**	**0**	**1,683,000**
0300. Employee Costs	1,560,000	1,637,000	1,283,364	0	1,637,000
0310. Staff Training	46,000	46,000	50,838	0	46,000
03590. Works / Labour Overhead Recovery	**(1,606,000)**	**(1,683,000)**	**(1,394,210)**	**0**	**(1,683,000)**
0986. Oncosts Recovered	(1,606,000)	(1,683,000)	(1,394,210)	0	(1,683,000)
Private Works	**130,000**	**130,000**	**172,249**	**0**	**130,000**
03600. Private Works	**130,000**	**130,000**	**172,249**	**0**	**130,000**
0695. Private Works	130,000	130,000	172,249	0	130,000
Recreation Sport Leisure	**4,319,000**	**5,921,141**	**5,727,187**	**10,000**	**5,931,141**
03720. Swimming Pool(s) Operations	**319,000**	**389,000**	**349,625**	**10,000**	**399,000**
0410. Insurance	0	0	11,641	0	0
0415. Utilities	26,500	26,500	76,924	0	26,500
0530. Building Maintenance	0	0	0	0	0
0535. Swimming Pool Maintenance	192,500	262,500	261,060	10,000	272,500
0680. Depreciation	100,000	100,000	0	0	100,000
07720. Swimming Pool(s) Capital Works	**4,000,000**	**5,532,141**	**5,377,563**	**0**	**5,532,141**
0700. Other Capital Works (new/improved asset)	0	0	28,000	0	0
0730. Building Capital Works	0	0	783,446	0	0
0791. Fixed Plant & Equipment Capital Works	4,000,000	5,532,141	4,566,116	0	5,532,141
Fire Prevention and Emergency Services	**577,200**	**639,200**	**345,483**	**1,014**	**640,214**

04070. Fire Control Expenses	**559,000**	**621,000**	**332,041**	**2,872**	**623,872**
0350. Office Administration Expenditure	21,500	21,500	10,822	0	21,500
0400. Volunteer Support	3,000	3,000	618	0	3,000
0405. Grants / Donations Paid	284,000	284,000	0	(284,000)	0
0410. Insurance	0	0	5,357	5,357	5,357
0415. Utilities	5,000	5,000	216,493	286,872	291,872
0510. Grounds Maintenance	40,000	62,000	3,900	0	62,000
0530. Building Maintenance	14,500	14,500	5,699	(5,357)	9,143
0591. Fixed Plant & Equipment Maintenance	66,000	106,000	89,152	0	106,000
0680. Depreciation	125,000	125,000	0	0	125,000
04080. State Emergency Service Expenses	**18,200**	**18,200**	**13,442**	**(1,858)**	**16,342**
0350. Office Administration Expenditure	7,200	7,200	6,961	0	7,200
0375. Office Equipment & Furniture	500	500	0	0	500
0405. Grants / Donations Paid	10,500	10,500	0	(10,500)	0
0415. Utilities	0	0	6,482	8,642	8,642
Development and Environmental Services	**2,000,000**	**2,108,500**	**1,106,279**	**2,704**	**2,111,204**
Buildings and Property	**1,278,100**	**1,358,100**	**607,387**	**2,704**	**1,360,804**
03490. Buildings Maintenance & Operations	**918,100**	**918,100**	**273,216**	**2,704**	**920,804**
0410. Insurance	49,000	49,000	48,768	0	49,000
0415. Utilities	94,500	94,500	94,530	0	94,500
0425. Cleaning Costs	46,000	46,000	33,937	0	46,000
0510. Grounds Maintenance	32,000	32,000	26,643	0	32,000
0530. Building Maintenance	146,600	146,600	66,635	0	146,600
0591. Fixed Plant & Equipment Maintenance	0	0	2,704	2,704	2,704
0680. Depreciation	550,000	550,000	0	0	550,000
07490. Buildings Capital Works	**360,000**	**440,000**	**334,171**	**0**	**440,000**
0730. Building Capital Works	360,000	440,000	334,171	0	440,000
Planning	**393,000**	**427,500**	**263,366**	**0**	**427,500**
04010. Town Planning Office	**393,000**	**427,500**	**263,366**	**0**	**427,500**
0300. Employee Costs	309,000	339,000	228,704	0	339,000
0310. Staff Training	43,000	35,000	28,008	0	35,000

0350. Office Administration Expenditure	1,000	1,000	1,670	0	1,000
0360. Professional Services	30,000	42,500	2,025	0	42,500
0970. Plant Hire (Internal)	10,000	10,000	2,959	0	10,000
Building	**134,400**	**128,400**	**113,753**	**0**	**128,400**
03740. Halls & Community Centres	**59,400**	**59,400**	**53,127**	**0**	**59,400**
0410. Insurance	20,000	20,000	17,979	0	20,000
0415. Utilities	16,400	16,400	12,831	0	16,400
0425. Cleaning Costs	8,000	8,000	5,982	0	8,000
0510. Grounds Maintenance	2,000	2,000	974	0	2,000
0530. Building Maintenance	13,000	13,000	15,362	0	13,000
04020. Building Control Office	**75,000**	**69,000**	**60,626**	**0**	**69,000**
0300. Employee Costs	66,000	60,000	47,216	0	60,000
0399. Agency Fees	8,000	8,000	12,060	0	8,000
0970. Plant Hire (Internal)	1,000	1,000	1,350	0	1,000
Regulatory Services	**184,500**	**184,500**	**119,531**	**0**	**184,500**
04030. Parking & Other Ranger Services	**183,500**	**183,500**	**118,719**	**0**	**183,500**
0300. Employee Costs	135,000	135,000	98,371	0	135,000
0310. Staff Training	3,500	3,500	(947)	0	3,500
0350. Office Administration Expenditure	3,000	3,000	3,469	0	3,000
0351. Animal Control	10,000	10,000	4,559	0	10,000
0370. Subscriptions and Memberships	0	0	20	0	0
0970. Plant Hire (Internal)	32,000	32,000	13,247	0	32,000
04050. Other Law & Order Expenditure	**1,000**	**1,000**	**812**	**0**	**1,000**
0352. Abandoned Vehicles	1,000	1,000	812	0	1,000
Public Health	**10,000**	**10,000**	**2,241**	**0**	**10,000**
04100. Health Administration & Inspection	**10,000**	**10,000**	**2,241**	**0**	**10,000**
0300. Employee Costs	9,500	9,500	2,118	0	9,500
0350. Office Administration Expenditure	500	500	0	0	500
0970. Plant Hire (Internal)	0	0	123	0	0
Grand Total	**5,567,536**	**10,111,491**	**2,246,740**	**(126,941)**	**9,984,550**

*Report Contains Filters

C8 - Circulars and other Government Correspondence

REPORTING OFFICER	General Manager
ATTACHMENTS	*(i) NSW Treasury – Emergency Services Funding Reform – Options Paper – April 2026 and Select Committee on Emergency Services Funding Reform Terms of Reference* *(ii) NSW Auditor General – Report Oversight of Visiting Medical Officers, dated 7th May 2026* *(iii) OLG Circular 26-06 - Rating information 2026-27, dated 15th May 2026* *(iv) OLG Circular No 26-07 - Time Series Data 2024-25, dated 19th May 2026*

INTRODUCTION

Update on various Office of Local Government (OLG) Circulars and other NSW Government advice.

COMMENTARY

Various Office of Local Government (OLG) Circulars and other NSW Government advice have been recently provided to Council:

(i) NSW Treasury – Emergency Services Funding Reform – Options Paper – April 2026
The NSW Government is undertaking a review of the funding mechanism of the Emergency Services Levy. The Government is considering moving the ESL from insurance-based funding (in which councils contribute 11.7% of the funding – for Council its $295,000 for 2026/27, up $50,000 on the previous year), to a land-based funding model. All other states seem to have a land-based funding system of sorts.

The reform is driven by:
- Increasing natural disasters and climate risks
- Rising costs for agencies like the NSW Rural Fire Service and NSW State Emergency Service
- Concerns that the current system is inequitable, volatile, and unsustainable

Under the NSW Government discussion paper, it raises the question of who collects it.

Likely scenarios:

1. Collected by councils
   - The levy could be added to council rates notices
   - Councils would act as a collection agent for the State
   - Similar to how the former (2017) Fire and Emergency Services Levy (FESL) was proposed to work

2. Collected by the State

- The NSW Government could collect it directly (e.g. via Revenue NSW)
- Less administrative burden on councils, but less local visibility

3. Hybrid model
Councils issue the charge, but systems/processes are largely managed by the State

If councils are required to collect it:

- Administrative impact: System changes, billing, compliance, and customer enquiries.
- Reputational risk: Ratepayers may see it as a "council charge" even if it's State-imposed
- Cost recovery: Councils will likely push for full cost recovery for administration.

It is understood the NSW Country Mayors Association is preparing a submission on behalf of its members.

(ii) NSW Auditor General – Report Oversight of Visiting Medical Officers, dated 7th May 2026
The NSW Auditor General has released a report on the oversight of visiting medical offices (VMO's) to NSW hospitals. The audit assessed the efficiency and effectiveness of NSW Health's oversight and assurance of arrangements to engage and accurately remunerate VMOs.
The NSW Auditor-General's work on the oversight of VMO's highlights governance risks arising from the unique employment model used in public hospitals. VMOs are not direct employees but are contracted by Local Health Districts, with often complex fee-for-service and sessional payment arrangements. The Audit Office has identified this as a high-risk area due to the significant level of expenditure involved and the reliance on accurate claims, approvals and contract management across the system.
Key concerns raised through audit work and scoping include the adequacy of oversight, assurance and controls to ensure VMOs are appropriately engaged and correctly remunerated. Weaknesses in verification processes, monitoring of claims, and consistency of contract management can expose NSW Health to financial leakage, compliance risks and reduced transparency. Overall, the Auditor-General emphasises the need for stronger systems, clearer accountability, and improved data and oversight mechanisms to ensure value for money and integrity in the use of public funds in hospital medical workforce arrangements. Hay has experienced challenges over the years attracting and retaining VMO's for the Hay Hospital. It is understood that the cost of a VMO is borne by the local hospital.

(iii) OLG Circular 26-06 - Rating information 2026-27, dated 15th May 2026

OLG has released a circular stating the interest rate for overdue rates is set at 9.5% for 2026-27 year. The maximum amount of the minimum ordinary rate will be $655 for 2026-27. Council's 2026-27 Revenue Policy will be updated accordingly.

(iv) OLG Circular No 26-07 - Time Series Data 2024-25, dated 19th May 2026

The Time Series data for 2024-25 has been released. Councils will be able to monitor their performance against similar or neighbouring councils.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents

	4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities 4.3 Our Council is inclusive and sustainable 4.3.1 Enable an engaged workforce with suitable skills, available in the right place at the right time 4.3.2 Build a strong, collaborative, and supportive team culture 4.3.3 Ensure a financially sound Council that is responsible and sustainable
FINANCIAL IMPLICATION	Minor
LEGISLATIVE IMPLICATION	Local Government act 1993 Local Government (General) Regulation 2005 Environmental Planning & Assessment Act 1979 Companion Animals Act 1998
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Nil
RISK IMPLICATION	Minimal

RECOMMENDATION

That Council notes the information provided in the report.

NSW Treasury

Emergency services funding reform

Options paper

April 2026

NSW GOVERNMENT

Acknowledgement of Country

We acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia, and the oldest continuing culture in human history.

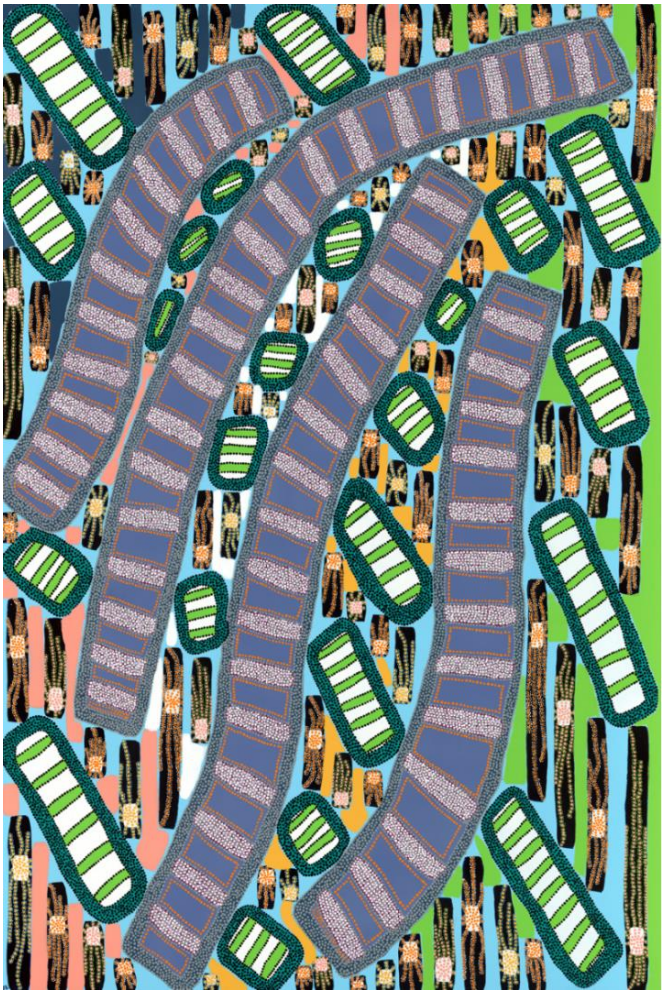
We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we walk with.

We celebrate the deep and enduring connection of Aboriginal and Torres Strait Islander peoples to Country and acknowledge their continuing custodianship of the land, seas and sky.

We acknowledge the ongoing stewardship of Aboriginal and Torres Strait Islander peoples, and the important contribution they make to our communities and economies.

We reflect on the continuing impact of government policies and practices, and recognise our responsibility to work together with and for Aboriginal and Torres Strait Islander peoples, families and communities, towards improved economic, social and cultural outcomes.

Artwork:
Regeneration by Josie Rose | Gumbaynggirr Nation



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Executive summary

This paper presents options for replacing the current Emergency Services Levy (ESL) as part of the NSW Government's announced reform of the emergency services funding system. These funding arrangements contribute to the operations of three emergency services agencies – Fire and Rescue NSW, the NSW Rural Fire Service and the NSW State Emergency Service.

The Government is committed to a funding approach that is fairer, more sustainable, more transparent and improves insurance affordability in the face of a changing climate and rising costs.

The current insurance-based ESL places an unsustainable burden on insured households and businesses. The cost of insurance, which has been increasing rapidly, is made greater still by the ESL. This is exacerbating underinsurance and non-insurance.

The key reform objectives for the Government are to:

1. Reduce insurance costs for households by replacing the ESL with a fairer levy spread across all property owners.
2. Protect pensioners and other vulnerable members of the community from further cost-of-living pressures.
3. Ensure a revenue-neutral model that sustainably funds our emergency services agencies.

NSW is the last mainland state relying on an insurance-based levy. Other states have transitioned to property-based levies. These broader community-funded models provide more equitable outcomes and avoid distorting the insurance market.

In 2024, the Government sought community feedback in response to a consultation paper. This included questions on the design principles and revenue base for the replacement levy. The Government has also conducted extensive stakeholder consultation and collected detailed property insurance and land classifications data. The Government affirms that the design principles of cost recovery, equity, efficiency, simplicity and sustainability must guide any annual replacement levy on property owners.

The Government does not have a preferred approach for a new funding model. The options presented in this paper have been prepared for discussion purposes, applying the principles and high-level levy design framework developed by the Government. The high-level levy design framework consists of increasing fixed charges applied to a revenue base of land values. This framework aligns with the reform objectives and levy design principles. It takes into account stakeholder feedback, tax modelling, previous reform efforts and current emergency services funding models in other states and territories. The options are intended to assist the Legislative Assembly Select Committee on Emergency Services Funding Reform and its inquiry into replacement levy model options for the reform.

This framework reflects a community-based design, recognising that the whole community benefits from the availability and provision of emergency services. It ensures all property owners make a minimum contribution for funding emergency services and that contributions are aligned to property owners' capacity to pay.

In contrast, the ESL burden is dependent on individual choices regarding the level of property insurance coverage taken out, the cost of which depends on the unique insured risk each property faces. The design framework also seeks to moderate, to the extent possible, the impact of changes in levy burden between the current system and a replacement levy, as sharp changes in levy burdens can be disruptive as the community transitions to a new system.

The design framework will reduce the variation between contributions made by owners of properties with similar land values. Owners of properties with higher land values will contribute higher fixed charges, with land values broadly reflecting property owners' capacity to pay. The framework also sets both a floor, that is, a minimum contribution, and a ceiling, limiting the variation in contributions within each property sector.

However, some changes in levy burden are unavoidable under a more community-based system that balances equity and simplicity. This will mean some property owners with properties of similar land values may pay more or pay less compared to the current ESL depending on where the property is located, property type, exposure to risk or level of insurance.

Consistent with the Government's concern about capacity to pay, levy concessions will be provided to pensioners, while consideration will be given to the development of adequate hardship provisions to assist those in special circumstances. The Government will also consider an implementation period that is appropriate to transition to the new system. The transition from the ESL to the new system may be fully implemented overnight on a specific start date or phased in over several years to help property owners adjust.

A funding model consistent with the design framework will deliver a significant efficiency improvement and economic dividend by severing the link between the levy and insurance premiums. The reform will make insurance more affordable and remove the disincentive for property owners to take up adequate levels of insurance. A more efficient property levy will boost average incomes and help improve insurance coverage.

The replacement levy options in this paper have a tiered structure with increasing fixed charges based on land values. This means that owners of properties within a pre-defined range of land values would be subject to a fixed levy amount, with owners of properties in a higher land-value range being subject to a higher fixed levy amount. The differences in levy amounts and the number of land value thresholds would depend on the levy model option.

The five levy model options in this paper vary in complexity and distributional impacts:

- **Option A:** Four tiers of fixed charges
- **Option B:** Four tiers of fixed charges with greater escalation
- **Option C:** Six tiers of fixed charges
- **Option D:** Fixed charges with regional discounts
- **Option E:** Fixed charges with surcharges by property type.

These levy model options are not exhaustive and are presented as instructive examples of the high-level levy design framework. While a levy model option would apply to each financial year, specific levy amounts and land value thresholds would change. This will reflect changes in the annual

funding required for emergency services agencies and changes in land values over time. Box 1 outlines some of the considerations in comparing options in this paper.

Box 1: Key data highlights and design considerations from modelling

This analysis is based on 2023-24 data primarily collected from insurers, local councils and Value NSW (see section 2.3, chapters 3 and 6).

All levy model options improve the funding system and align with design principles differently

All levy model options are expected to deliver a significant efficiency improvement and economic dividend by removing the disincentive for property owners to adequately insure their properties. All options have been designed to ensure cost recovery and sustainability in funding NSW's emergency services and constitute a simpler, more transparent and more certain approach for property owners. However, the options presented prioritise the design principles differently. This highlights the importance of considering trade-offs between the design principles of equity and simplicity along with expected changes in levy burden between the current ESL and the replacement levy.

Around 55% of insured properties in NSW would have incurred a lower levy under the replacement levy compared to the ESL

The cost of the ESL to an individual property owner depends on many factors affecting insurance premiums, particularly the risk their property faces, and on the choice of insurance cover. Comparatively, a more community-based replacement levy, using land values as a measure of capacity to pay, would have significantly less variation in charges across owners of properties with similar land values. The change in the revenue base, from insurance to land values, means that a replacement levy would see some property owners necessarily pay more and some pay less relative to the ESL (see section 3.3 and chapter 6).

Insured residential property owners would have saved an average of $65 per year under a replacement levy

Under all levy model options, the average replacement levy for the residential sector is expected to have been $65 lower than the average ESL burden for insured property. The average levy burden for owners of insured property in the farm and public benefit sectors would have been similar, while average burdens in the commercial and industrial sectors would have been higher under the replacement levy (see sections 3.3 and 4.3). This reflects an assumption under the design framework that homeowners should contribute no more than the current revenue share raised from residential property.

Each levy model option impacts cohorts within property sectors differently

All levy model options canvassed in this paper present different ways of distributing the levy burden across properties within property sectors while maintaining the aggregate burden for each property sector. This means that while the overall number of owners of insured properties expected to pay less under a replacement levy changes only slightly between levy model options, the impact of different options on specific cohorts of properties within each property sector is more pronounced. Variations in the distribution of land values and ESL costs across sectors and cohorts contribute to these differences in levy burden impacts (see chapter 6).

Owners of properties with lower land values are more likely to pay less under a replacement levy

Across each property sector, owners of insured properties with lower land values would be more likely to pay less under the replacement levy than they do under the ESL compared to owners of higher-value insured properties. All levy model options were designed with the consideration that owners of properties with the lowest land values are more likely to have a lower capacity to contribute. For these properties, modelled levy amounts are set to broadly align with median ESL costs for properties of a similar land value. On average, around 62% of owners of insured residential properties in the bottom 75% of land values are estimated to have paid less under a replacement levy than under the ESL. This compares to around 42% of owners of insured residential properties in the top 25% of land values (see chapter 5 and section 6.2).

Owners of properties outside Greater Sydney are more likely to pay less under a replacement levy

Owners of insured residential properties located outside Greater Sydney would have been around twice as likely to have paid less under a replacement levy than under the ESL compared to owners of insured properties in Greater Sydney (see sections 3.2, 3.3 and 6.2). Generally, insured properties outside Greater Sydney have lower land values than those within Greater Sydney but their owners pay higher ESL costs, in part reflecting a higher exposure to risk. A more community-based replacement levy with increasing fixed charges is expected to rebalance this and result in more equitable outcomes based on land values as a measure of capacity to pay.

Owners of houses are more likely to pay less under a replacement levy

Under the current ESL, owners of insured units are found to generally contribute less relative to owners of insured houses with comparable land values. A replacement levy using land values as a measure of capacity to pay would result in more equitable outcomes as owners of properties with similar land values would pay the same levy amount. Owners of units are more likely to see an increase in levy burden and owners of houses are more likely to see a reduction in levy burden when compared to the ESL (see sections 3.2, 3.3 and 6.2).

Savings can be significant under a replacement levy while increases in levy burdens are capped

A key benefit of models based on fixed charges on land values is that levy burdens are capped. This means that any increase in levy burden relative to the current ESL is also capped at the relevant levy amount that applies to each property. Conversely, reductions in levy burdens compared to the current ESL system can be significant (see chapter 5 and section 6.3).

Changes in levy burdens are likely to be smaller for owners of properties with lower land values

Owners of insured properties with lower land values will typically face relatively more moderate changes in levy burdens compared to the changes faced by owners of insured properties with higher land values. This is intended to minimise the impact of the replacement levy on property owners with less capacity to pay while ensuring all property owners make a fair minimum contribution. The potentially more significant changes in levy burdens for owners of insured properties with higher land values reflects a key trade-off between the need to raise sufficient revenue while moderating the impact of changes in levy burdens (see chapter 5 and section 6.3).

Greater escalation in levy amounts can lead to larger changes in levy burdens

All levy model options presented achieve a greater alignment to property owners' capacity to pay, as measured by land values, than the current ESL. However, capacity to pay is only one

consideration in the design framework. Greater alignment to capacity to pay would require lowering replacement levy amounts for properties with lower land values and charging owners of higher-land-value properties more. However, this greater escalation in levy amounts could result in larger changes in levy burdens compared to the ESL, with owners of lower-land-value properties more likely to see greater reductions in burdens and owners of higher land-value properties more likely to see larger increases (see chapter 5 and section 6.3).

1 Introduction

In November 2023, the NSW Government announced its intention to remove the Emergency Services Levy (ESL) and reform the way the state's emergency services are funded. The key reform objectives are:

1. Reduce insurance costs for households by replacing the ESL with a fairer levy across all property owners.
2. Protect pensioners and other vulnerable members of the community from further cost-of-living pressures.
3. Ensure a revenue-neutral model that sustainably funds our emergency services agencies.

Under the current system, NSW's emergency services are funded by the ESL on insurance companies (73.7%), local councils (11.7%) and the State Government (14.6%). This funds the costs of Fire and Rescue NSW, the NSW Rural Fire Service and the NSW State Emergency Service.

The cost of emergency services is expected to increase with climate change and the associated growing instances of natural disasters. This will result in an increase in the required ESL, which in turn will make insurance more unaffordable.

The Government released a consultation paper in April 2024 outlining the need to reform the emergency services funding system and presented four revenue base models and other levy design features for stakeholder feedback.[1]

The Government has undertaken stakeholder engagement while collecting data from insurers and local councils to inform the development of levy model options and supporting analysis.

1.1 Purpose of the paper

This options paper provides an update on reform progress and details five instructive examples of levy model options for a replacement levy.

These options have been developed to assist the Legislative Assembly Select Committee on Emergency Services Funding Reform and its inquiry, using a high-level levy design framework of increasing fixed charges applied to a revenue base of land values. This framework is guided by the design principles of cost recovery, equity, efficiency, simplicity and sustainability, as set out in the 2024 consultation paper.

The levy model options presented in chapter 5 vary depending on the prioritisation placed on particular design principles. Common to all options presented under this new approach is the design to make the replacement levy simpler and more equitable compared to the current insurance-based system. This more community-based design acknowledges that the whole community benefits from emergency services. It seeks to ensure that all property owners make a minimum contribution to

[1] The consultation paper is available at: https://www.nsw.gov.au/sites/default/files/noindex/2025-04/emergency-services-funding-reform-consultation-paper.pdf.

funding our emergency services and that the replacement levy is aligned to property owners' capacity to pay. In contrast, the current ESL burden is highly dependent on individuals' choices on the level of insurance coverage they take out for their property and the unique risk their property faces. The design framework also seeks to moderate, to the extent possible, the impact of changes in levy burden between the current system and a replacement levy, as sharp changes in levy burdens can be disruptive while the community adjusts to a new system.

The options paper is structured as six chapters:

- Chapter 1 outlines the Government's reform objectives, the case for reform, a new approach for emergency services funding and funding approaches across Australian states and territories.
- Chapter 2 provides an update on reform progress and presents the high-level levy design framework for the replacement levy that underpins the new approach.
- Chapter 3 presents an overview of the property insurance and land classification data that supports the modelling, along with key insights into the distribution of land values and the current burden imposed by the ESL across property sectors.
- Chapter 4 provides details of key levy design parameters for levy concessions and transition arrangements, and assumptions for the revenue target, property sectors and sectoral contributions.
- Chapter 5 sets out five example options for the replacement of the ESL, developed in line with the design framework.
- Chapter 6 indicates the estimated distributional impacts of different levy model options across property sectors and cohorts of property owners.

1.2 The case for reforming the funding of emergency services

The Government is committed to reforming the way emergency services are funded to ensure a fairer, more sustainable and transparent system that meets the growing demands of a changing climate and rising emergency services costs.

The ESL is only paid by owners of insured property

In NSW, the burden of paying for emergency services falls mainly on households and businesses that insure their property, contents and other goods with a licensed insurer rather than those who self-insure or do not insure.[2] People and businesses that do not insure their properties or other goods do not pay the ESL and make no direct financial contribution to the funding of emergency

[2] Non-insurance is equivalent to self-insurance in terms of ESL contributions. Levels of self-insurance and non-insurance are likely to vary across property sectors and locations. Drivers of these choices include affordability issues for households and businesses and the capacity for large businesses to manage risk within existing business structures. Insurance is required in certain circumstances, such as for strata-titled properties or as a condition of a mortgage.

services.[3] NSW is the last mainland Australian state to rely on a levy on insurance to fund the cost of its emergency services agencies.

The ESL is not fairly shared among property owners

Even for properties that are insured, the burden of paying the ESL does not necessarily reflect a property owner's capacity to pay. For example, properties subject to flood risk incur higher ESL contributions but these properties are generally in areas of the state with low land values and often owned by households with a lower capacity to pay.

A key reform objective for the Government is to spread any replacement levy across the community in an equitable way. Protecting pensioners and vulnerable members of the community, who may be more exposed to issues of insurance affordability or capacity to pay a replacement levy, is also a key reform objective.

The ESL increases underinsurance and non-insurance

The ESL increases the price of insurance by adding to the base premium, thereby increasing the price on which the goods and services tax (GST) and stamp duty are levied. Table 1 shows that the ESL has increased the cost of residential property insurance by 18% on average since 2017-18 and by 34% for non-residential property.

Table 1: Percentage increase relative to base premiums from the ESL

Insured property	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Average
Residential	22%	17%	19%	21%	15%	17%	18%	17%	18%
Non-residential	34%	36%	35%	39%	29%	31%	34%	30%	34%

Source: NSW Treasury calculations based on aggregated data by insurance class for insurance premiums and ESL-attributed charges collected by Revenue NSW. Estimates include the direct impact of the ESL on base premiums and the flow-on impact of the ESL as it increases the GST and stamp duty payable on insurance policies.

According to the latest available data, the proportion of homeowners without building insurance in NSW is among the highest in Australia.[4] Insurance costs for households have increased significantly in recent years, with premiums rising by 48% between 2017-18 and 2024-25, nearly double the 25% increase in the Consumer Price Index over the same period.[5] NSW is estimated to have home insurance premiums and affordability stress above the national average, below only Queensland and the Northern Territory, which tend to be exposed to more frequent and severe natural disasters.[6]

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[3] All property owners make a small indirect contribution to the cost of emergency services agencies through local government rates.

[4] NSW Treasury calculations using 2015-16 data supplied by the Australian Bureau of Statistics, Household Expenditure Surveys, as discussed in the 2024 consultation paper, and according to analysis based on 2016-17 and 2017-18 data conducted by the Australian Competition and Consumer Commission (ACCC) for the Northern Australian Inquiry Report published in 2020.

[5] NSW Treasury calculations based on Australian Bureau of Statistics, Consumer Price Index, Australia, December Quarter 2025.

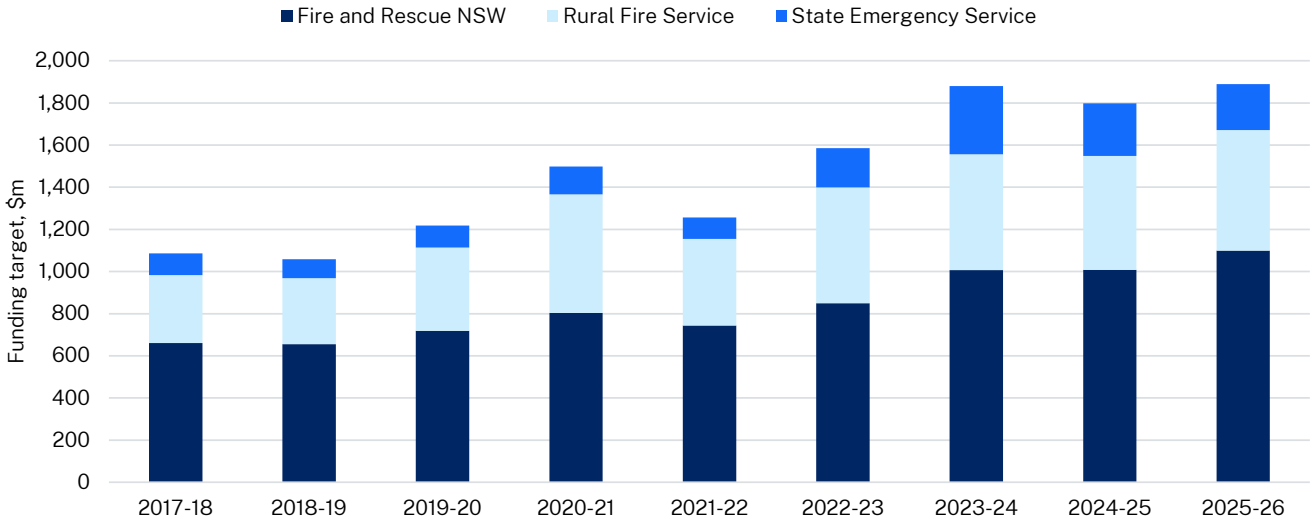
[6] Actuaries Institute, Home Insurance Affordability Update, August 2024.

As emergency services costs continue to rise, underinsurance and non-insurance is expected to increase, not only leaving more property owners at risk, but increasing the ESL burden for those taking out property insurance. A key reform objective for the Government is to reduce insurance costs for households and move to a more sustainable revenue base for funding the state's emergency services agencies.

Climate events are increasing emergency services demand and costs

In 2025-26, the funding target for emergency services agencies totalled $1,890 million, an average increase of 8% per year since 2017-18 (see figure 1).

Figure 1: Funding target for emergency services agencies



Source: NSW Treasury calculations based on funding target inputs provided by emergency services agencies.

In the coming decades, climate change is expected to drive more frequent and severe natural disasters and extreme weather events across NSW. This is expected to increase demand for emergency services and raise the costs of emergency services provision.

Modelling conducted for NSW Treasury suggests that the expected annual cost of damage to property and infrastructure in NSW due to floods, bushfires, storms and cyclones is projected to rise by around 70% between 2024-25 and 2065-66, in real terms.[7]

NSW Treasury research has extrapolated from these projected changes in the expected annual cost of damage from disasters, along with economic growth factors such as population and income, to quantify the projected funding requirement for NSW emergency services agencies. The ESL is projected to increase by 164% in real terms between 2024-25 and 2065-66. Impacts associated with climate change, including changes in hazard risk and property exposure to weather events, are estimated to account for around 41% of this increase.[8]

[7] Estimates are based on catastrophe loss modelling conducted by Finity Consulting Pty Limited in 2025.

[8] Impacts associated with climate change are projected using agency-specific growth factors. These are calculated based on modelled changes in 'average annual loss' estimates across major hazard types and adjusted to reflect differences in each agency's operational focus across hazards.

This is why a key reform objective for the Government is to ensure a revenue-neutral model that sustainably funds our emergency services agencies.

Removing the ESL will boost incomes and insurance affordability

The impact the ESL has on decisions to not take out appropriate levels of insurance makes the ESL one of the most economically damaging taxes in NSW. It is estimated that, over time, replacing the ESL with a more efficient property levy would add around $1.8 billion to the NSW economy, in today's terms, or the equivalent to increasing annual household incomes by around $300 on average.[9]

NSW Treasury research has examined what today's households would experience if exposed to the climate conditions projected for 2065-66. Under this counterfactual scenario, average residential insurance premiums would be expected to increase by around 8% across NSW, reflecting higher expected risk to property and a higher ESL. Within this scenario, removing the ESL would be expected to more than offset this increase, resulting in average premiums around 15% lower than if the ESL were retained.[10,11]

Lower insurance premiums would improve insurance affordability. If 2065-66 climate conditions were to occur today, removing the ESL is estimated to reduce the number of NSW households experiencing severe insurance affordability stress by around 125,000, compared with retaining the ESL.[12,13] More than 80% of these households are in the lowest-income quintile, highlighting that the positive impacts of removing the ESL are expected to be concentrated amongst the cohort of households with the lowest incomes. And of these, around 125,000 households no longer

[9] NSW Treasury research based on analysis commissioned to the Centre of Policy Studies of Victoria University in 2025. Analysis is based on the replacement of the ESL with a broad-based tax on land that raises the same amount of revenue and assumes the same levy structure applies to all properties.

[10] NSW Treasury research based on modelling conducted by Finity Consulting Pty Limited. The modelled scenario applies projected 2065-66 climate conditions to the 2024-25 economic and demographic context of NSW to isolate the impacts associated with climate change. The analysis assumes no changes to property replacement costs or to household incomes – only climate changes. This is a different scenario analysis to that produced by the Australian Prudential Regulation Authority (APRA) in its *Insurance Climate Vulnerability Assessment*, published in March 2026. APRA's analysis applies 'severe but plausible stress conditions' to understand the risks that an erosion of home insurance affordability may pose to the resilience of the Australian financial system.

[11] The 18% average increase in residential base premiums reported in table 1 is calculated by comparing the ESL (plus the associated GST and stamp duty charged on top of the ESL) to base premiums only. In contrast, the estimated 15% reduction in residential premiums referred to here is measured against the full premium paid by policyholders, which includes the base premium and all taxes. Because the full premium is a larger amount, the percentage reduction looks smaller even though the same components – the ESL and its associated GST and stamp duty – are removed.

[12] Severe insurance affordability stress is defined as households needing four weeks or more of income to pay for full home insurance. This analysis is based on modelling by Finity Consulting Pty Limited. This methodology is also employed in the Actuaries Institute's 2024 report *Home Insurance Affordability and Home Loans at Risk* and APRA's 2026 *Insurance Climate Vulnerability Assessment*.

[13] Applying 2065-66 climate conditions to today's insurance premiums would result in an increase of around 61,000 households experiencing severe insurance affordability pressure. Removing the ESL, under this scenario, would therefore more than offset this increase.

experiencing severe affordability stress, 45% are located outside Greater Sydney despite these areas accounting for just 38% of the housing stock.[14]

Within this counterfactual scenario, removing the ESL would also be expected to increase insurance uptake, with around 20,000 additional households estimated to take up building (including flood cover) and/or contents insurance in the absence of the ESL.

1.3 A new approach to funding emergency services

This paper outlines, for illustrative purposes, a new approach to funding the emergency services agencies in NSW based on the developed high-level levy design framework. Shifting funding away from an insurance-based levy to a property-based levy with a broader community-funded design can provide more equitable outcomes and lead to a system that is more transparent and simpler to understand.

The new approach will also deliver a significant efficiency improvement, driving the economic dividend of the reform, and a more sustainable revenue source to meet the growing demands of a changing climate and rising emergency services costs.

At its core, the new approach rests on three changes:

- *Who contributes* – as our emergency services agencies serve the entire community, a broader base of property owners should contribute rather than just those who take out insurance. Furthermore, property owners should contribute more in line with their capacity to pay, in contrast to the current system based on risk to property and choice of insurance coverage. This will more fairly spread the burden of funding and provide a more sustainable base of contributors.
- *Choice of levy base* – a levy using land values as a revenue base will better align with a property owner's capacity to pay and not discourage insurance coverage. A more efficient levy will boost average incomes and help improve insurance affordability and insurance coverage.
- *How the levy is structured* – increasing fixed charges based on land values ensures that there is a minimum contribution from property owners, higher fixed charges for those with more capacity to pay, and to the extent possible, moderation of the impact of changes in levy burdens. This structure provides a simpler, more transparent approach that creates certainty for property owners for how much levy contributions will be.

While the reform broadens the base of those who contribute, it also considers the need to moderate the impact on certain groups. Safeguards include:

- concessions to protect pensioners

[14] Notwithstanding these impacts across NSW, the analysis indicates that for properties most exposed to climate-related risks, removing the ESL alone may not be sufficient to fully unwind the erosion in insurance affordability resulting from higher underlying premiums.

- concessions for owners of vacant land to reflect lower emergency services needs of vacant land
- potential hardship provisions to assist those in special circumstances.

In addition, arrangements to temporarily reduce levy payments to assist those with significant changes in levy burden could also be included, for example, in transition arrangements to the new system.

1.4 Emergency services funding in other states

Shift to property-based levies across Australia

The shift from an insurance-based levy to a property-based levy to fund emergency services has been undertaken across most Australian states and territories. This began with Queensland in 1984, followed by South Australia in 1999, Western Australia in 2003, and Victoria in 2013. The Australian Capital Territory (ACT) implemented a property-based levy in 2007, although it did not have an insurance-based levy prior to that.

These reforms reflect a nation-wide trend towards more equitable, community-based and efficient funding models, with NSW and Tasmania the exceptions.[15]

The previous government attempted to reform the ESL, starting with a consultation paper in 2012 and a proposed Fire and Emergency Services Levy (FESL) announced in December 2015. That proposed levy was structured as a fixed charge plus a variable rate (ad valorem rate) based on land values for each property sector. It was designed to be budget-neutral, with concessions provided for vacant land and pensioners. However, the reform was deferred indefinitely in May 2017. A NSW Parliamentary Inquiry into the FESL (the FESL Inquiry) was conducted and its report released in 2018.

The FESL Inquiry proposed several recommendations including that NSW Treasury continue to work to minimise the number of 'known unknowns' and conduct a full and transparent modelling of any new FESL. This options paper provides detailed analysis and modelling to consider potential levy model options.

For a replacement levy, the FESL Inquiry recommended consideration of the use of capital-improved values and the inclusion of motor vehicles as part of the revenue base, the replacement of contributions from councils, and better-aligned land classifications between councils and the levy. It also recommended considering differential levy rates, fixed charges, discounts and caps, and addressing the impact of a proposed levy on lower socio-economic households that are currently unable to afford insurance.[16]

[15] While Tasmania also retains an insurance component, only around 40% of its revenue comes from insurance, with the remainder sourced from a property-based levy and a motor vehicle registration levy. In NSW, the ESL contributes 73.7% of the funding of emergency services agencies.

[16] NSW Parliament. Legislative Council. Portfolio Committee No. 4 - Legal Affairs & Borsak, Robert. 2018. https://www.parliament.nsw.gov.au/lcdocs/inquiries/2454/Final%20report%20-%20Fire%20and%20Emergency%20Services%20Levy%20-%20November%202018.pdf

Interstate comparison of emergency services funding systems

Emergency services funding systems vary across Australian states and territories, reflecting differences in policy approaches and needs. All jurisdictions apart from the Northern Territory impose a levy to fund their emergency services, albeit with differences in design and scope.

A key element of difference between jurisdictions is the choice over the revenue base used to apply the levy. Queensland uses a system of fixed charges based on land use and level of fire services available in the area, while other jurisdictions apply a combination of fixed charges and ad valorem rates based on property values. Victoria and South Australia use capital-improved values, the ACT uses unimproved land values, and Western Australia and Tasmania base their levies on gross rental values, which are closely linked to capital-improved values.

Levy rates typically vary by property category, with some jurisdictions basing rates on land use (for example, Victoria, Western Australia, South Australia and the ACT), land use and property characteristics (for example, Queensland) or location and service levels (for example, Queensland, Western Australia and South Australia).

The range of agencies and services funded through levies also varies. In 2025, Victoria broadened its scope to add Triple Zero Victoria, Victoria State Emergency Service, the State Control Centre, Emergency Management Victoria, Emergency Recovery Victoria and Forest Fire Management Victoria. While most states only fund fire and emergency services through their levy, the ACT also uses the levy to fund policing expenditures.

Further details of the levies used to fund the emergency services of each Australian state or territory, other than NSW and the Northern Territory, are summarised in table 10 in appendix A.

2 Reform progress and design framework

Since the release of the consultation paper in April 2024, the Government has advanced preparations for emergency services funding reform in NSW. This includes consideration of the feedback received from 106 submissions in response to the consultation paper, as well as the appointment of the NSW Independent Pricing and Regulatory Tribunal (IPART) as the Insurance Monitor overseeing the transition from the ESL to the replacement levy.

A comprehensive data collection process has also been progressed to develop a matched property database to enable detailed analysis of levy model options. A high-level framework has been developed, for illustrative purposes, to guide the design of the replacement levy and ensure the different levy model options achieve the reform objectives.

2.1 IPART Insurance Monitor

To oversee the transition from the ESL to the replacement levy, the Government legislated the *Emergency Services Levy Insurance Monitor Act 2024* (the ESLIM Act). This legislation appointed IPART as the Insurance Monitor in June 2024. IPART's functions encompass monitoring the impact of the reform on insurance prices, assessing whether insurers over-collect the ESL and accepting undertakings to refund customers. They also have powers to compel information and to take enforcement action against insurers.

Since its appointment, IPART has been:

- advancing a framework for assessing over-collections of ESL and how insurers may issue refunds
- establishing its approach to monitoring, investigating and deterring prohibited conduct such as false or misleading representations or engaging in price exploitation relating to the reform
- designing accessible contact channels for customer complaints including cross-referrals with other agencies and regulators
- refining methodologies to evaluate changes in insurance coverage attributable to the reform and to measure the impact of the reform on the insurance industry.

Quarterly reports have been published as required under the ESLIM Act, providing transparency on IPART's activities and preparations.[17]

2.2 Comprehensive data collection

To gather a comprehensive database to inform the development of replacement levy model options, amendments to the *Emergency Services Levy Act 2017* (the ESL Act) were made to provide the Treasurer the authority to require insurance data at the policyholder level from insurers. On

[17] IPART quarterly reports available at https://www.ipart.nsw.gov.au/insurance-monitor-quarterly-reports

9 August 2024, the Treasurer issued letters to insurance companies to request this data. Over the period ending in January 2025, NSW Treasury worked closely with more than 130 insurers, underwriters and brokers, and the Insurance Council of Australia, to obtain data on over three million insurance policies. This data included ESL amounts charged on individual policies, allowing for a detailed understanding of how the levy is currently distributed across insured property.

Further amendments to the ESL Act enabled the collection of land classifications from local councils. The *Preliminary Land Classification Guidelines 2024* were issued on 26 September 2024 to guide local councils on classifying land into property sectors and identifying the pensioner status of property owners. A working group comprising Local Government NSW, NSW Revenue Professionals and relevant government agencies was formed to assist local councils with classifying and collecting preliminary land classification data for every property within each council's local government area.[18] The preliminary land classification process ended in February 2025.

NSW Treasury has undertaken to validate the data collected from insurers and local councils, which includes matching, at a property-level, information on property insurance, land classification, land values from Value NSW and other data. The resulting matched property database has enabled detailed tax modelling and distributional analysis to be presented in this options paper.

2.3 Developing a high-level levy design framework

The Government has developed, for illustrative purposes, a high-level design framework of increasing fixed charges based on land values for the replacement levy. This framework reflects the Government's reform objectives and levy design principles for the new funding system. Stakeholder feedback, tax modelling, previous reform processes and current emergency services funding systems in other states and territories, have also informed this framework.

Levy design principles

Originally proposed in the 2024 consultation paper, the following principles have been used to develop the framework:

- **Cost recovery**: A levy set at a level sufficient to fund the cost of emergency services and only collect the revenue required to replace current funding sources removed under the reform.
- **Equity**: A levy that ensures all property owners contribute towards the funding of the state's emergency services, that levy payments increase as capacity to pay increases, and that moderates the impact of changes in levy burden from the current ESL.
- **Efficiency**: A levy that minimises unintended impacts on economic decisions, including on the take up of appropriate levels of insurance, and provides the largest economic dividend from the reform.

[18] This included 128 NSW local councils and the Lord Howe Island Board.

- **Simplicity**: A levy that is simple and transparent, easy to understand, calculate and pay, with low compliance costs to minimise the time and effort of levy payers.
- **Sustainability**: A levy that has the capacity to reliably provide sufficient funds to meet the ongoing needs of the state's emergency services over the long term.

Headline features of the high-level levy design framework

The two headline features of the design framework are a levy structure of increasing fixed charges and a revenue base of land values. These provide a straightforward and fair way to calculate the levy, using an efficient and well-understood revenue base, as outlined below.

Levy structure – tiered fixed charges

The replacement levy options in this paper have a tiered structure with increasing fixed charges based on land values. Increasing fixed charges means that owners of properties within a pre-defined range of land values will be subject to a fixed levy amount, with owners of properties in a higher-land-value range being subject to a higher fixed levy amount. The differences in levy amounts and the number of land value thresholds will depend on how the levy design balances the principles of equity and simplicity. This is discussed in detail in chapter 5.

Increasing fixed charges is a relatively simple levy structure that provides a transparent mechanism for calculating levy contributions and ensures that contributions increase broadly with owners' capacity to pay as measured by land values. This approach supports a fair distribution of contributions among property owners who benefit from the availability and provision of emergency services.

This tiered levy structure draws on the benefits from the approaches used in other states and territories. As noted in section 1.4, Queensland uses a system of fixed charges based on land use and level of fire services available in the area. While this approach provides simplicity, particularly for the residential sector, it is less reflective of individual property owners' capacity to pay. Other states and territories that have a property-based levy apply a combination of fixed charges and ad valorem rates based on property values. While using an ad valorem rate will more closely align with a measure of capacity to pay, it can be harder for levy payers to understand and may produce unfair outcomes at the bottom and top ends of the land value distribution.

All options detailed in chapter 5 aim to balance the principles of equity and simplicity with the following key considerations:

- **All property owners make a minimum contribution**: Unlike under the ESL, which is based on property risk and choice of insurance cover, the replacement levy is designed so that all property owners make a fairer contribution to the funding of the state's emergency services agencies. For owners of properties with lower land values, levy amounts will broadly align with the current median ESL contribution from this cohort of property owners. This minimum contribution recognises that owners of properties with lower land values are, in general, more likely to have a lower capacity to contribute and provides them with a smaller change in levy burden compared to owners of high-value properties.

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- **Levy amounts increase for properties in higher land value ranges**: Land values broadly reflect property owners' capacity to pay. Increasing levy amounts with land value thresholds is designed to support more equitable and fairer contributions. This is discussed further below.
- **Moderate impacts on levy burdens per property**: The top-tier levy amounts, which apply to owners of properties with higher land values, are designed to ensure that sufficient revenue is raised under the replacement levy while, at the same time, moderating the impact of the replacement levy compared to the ESL.

A tiered structure of fixed charges will mean that owners of properties within the same land value thresholds will pay the same levy amount. This could result in owners of properties with different land values contributing the same amount, despite having potentially different capacities to pay. While this approach may be viewed as a less equitable outcome, it aims to be simpler, more transparent and provide greater certainty for property owners.

As discussed in more detail in chapters 3 and 6, any replacement levy model based on increasing fixed charges on land values will reduce the variation in contributions for owners of properties with similar land values. This means that some property owners with properties of similar land values but differing locations, property types, exposure to risk or levels of insurance may pay a replacement levy above or below what they pay under the current system. While these changes in levy burden will impact property owners, they are ultimately unavoidable under a system that seeks to balance equity and simplicity and delivers a significant efficiency improvement and economic dividend.

Revenue base - land values as a measure of capacity to pay

The replacement levy options in this paper are based on property land values. This is an efficient and sustainable basis to collect the levy. It can be practically implemented in a reasonable timeframe using the current system of land valuations administered by the NSW Valuer General.[19]

In NSW, land values are already used as the revenue base for land tax and council rates. They are also the only revenue base on property currently available and in use in NSW. This makes land values a tried and tested revenue base and one that is relatively well understood and used by property owners.

Compared to the ESL, a levy based on fixed charges on land values will improve the efficiency of emergency services funding, which is the key driver of the economic dividend of the reform.[20] It will sever the link between the levy and insurance premiums, which will help improve insurance affordability and remove the disincentive for property owners from taking up adequate levels of insurance.

[19] Land values are annually estimated based on factors such as the highest and best permitted use of the land (as determined by zoning and planning restrictions), land size, shape, features, location and views, and comparable property sales.

[20] As discussed in the consultation paper of April 2024, several Australian studies, including the 2010 Henry Review and the 2020 Thodey Review, have found that the ESL is one of the most inefficient taxes in NSW. Replacing the ESL with a more efficient and broad-based tax would improve average incomes and the affordability and uptake of insurance.

As discussed earlier, land values are used as a measure of property owners' capacity to pay. In practice, there is no single measure that serves both as an efficient and practical revenue base and that accurately represents a property owner's capacity to pay.

This is why, in developing a levy structure based on increasing fixed charges, consideration was given to ensuring that all property owners make a fair minimum contribution while moderating the impact of changes in levy burdens compared to the current system. As discussed in more detail in section 4.1, to provide a more equitable outcome for vulnerable property owners, consideration will also be given to the development of adequate hardship provisions for those who cannot make levy payments after meeting basic living expenses, in addition to specific concessions for pensioners.

Alternative revenue bases considered in the 2024 consultation paper, such as capital-improved values or gross-rental values, have not been prepared as options in this paper as they are not part of the high-level levy design framework. These alternative revenue bases would not enable the reform to be implemented in a reasonable timeframe. Value NSW has estimated that developing an alternative property valuation for over 3.5 million properties in NSW could take up to five years. This would delay the reform and introduce complexity, as levy payers would require time to understand and trust a new valuation method. Further, using either capital-improved values or gross-rental values as the revenue base would impose a tax on capital improvements. Such a tax disincentivises homeowners and businesses investing in their properties and would reduce the economic dividend of the reform.

While a property's risk of exposure to natural disasters and other hazards may impact its land value, risk itself is not be a determinant of replacement levy amounts under the design framework.[21] A replacement levy that considers the risk profile of individual properties would be impractical to implement as it would depend on a wide range of factors, including property location and use, building design and quality of materials or the maintenance level of the property. Such an approach would also be complex to administer and hard to understand for levy payers, and would be less likely to reflect a property owner's capacity to pay.

Although emergency services respond to motor vehicle incidents, motor vehicles have not been included as a revenue base due to the relative inefficiency of vehicle taxes as noted in the 2024 consultation paper. Based on 2023-24 data, motor vehicle insurance only contributed 6.4% of ESL revenue (see table 4). Excluding motor vehicles will provide a simpler revenue base solely comprising land values. The ESL and associated stamp duty on motor vehicle insurance is assumed under the design framework to be incorporated into the non-residential sector contribution.

Levy design parameters

In addition to the levy structure and revenue base, the high-level levy design framework includes a range of design parameters. Together, these form a framework that ensures cost recovery,

[21] In much the same way as a property's market value, land values will capitalise the expected future direct costs of natural disasters the property may be exposed to. For example, properties located in flood plains or near forested locations at risk of bushfire are likely to have lower land values compared to properties not exposed to these risks, all else constant.

promotes equity, supports efficiency, delivers simplicity and secures sustainability in funding NSW's emergency services. Key levy design parameters are:

- Levy concessions – concessional treatment for certain property types or owners, including for pensioner-owned residential properties and vacant land.
- Transition arrangements – the approach for transitioning from the ESL to the replacement levy.

For modelling purposes, assumptions are made for other design parameters:

- Revenue target – the total amount of revenue to be collected through the replacement levy.
- Property sectors – NSW properties will be classified into different sectors for the purpose of applying differentiated levy charges.
- Sectoral contributions – the share of the revenue target to be collected from each property sector.

These levy design parameters are detailed in chapter 4 with design parameter assumptions consistently applied in the levy model options presented in chapter 5.

3 Detailed property and insurance data

The Treasurer initiated a comprehensive data collection process requiring insurers and local councils to provide property-level data to inform analysis of different levy model options.

NSW Treasury obtained data on over three million insurance policies. This data included ESL amounts attributed to individual insurance policies. Revenue NSW collected preliminary land classification data for every property, including its property sector, whether the land is vacant land, and whether the owner and occupier is a pensioner.

NSW Treasury has undertaken a rigorous data-validation and data-matching process to accurately attribute detailed information on ESL costs, land classifications and land values to individual properties across NSW. The resulting matched property database provides information about the distribution of land values and ESL costs per insured property within each property sector and across relevant property cohorts, including pensioner-owned property, property type, vacancy status and location.

3.1 Matching insurance and land classification data

Developing a matched database of 2.1 million properties

Preliminary land classification data from local councils identified a total of 3.4 million privately-owned properties in NSW in 2023-24. These properties were classified into five sectors – residential, commercial, industrial, farm and public benefit.[22] Residential, commercial and industrial sector properties were sub-classified as vacant land if specified criteria applied.[23] Residential properties owned and occupied by pensioners were also identified.

NSW Treasury matched land values received from Value NSW to each property identified by local councils. Address information was then used to match individual properties with insurance information provided by insurers, underwriters and brokers. Data identifying property owners without insurance was not obtained for this analysis and therefore the number of privately-owned properties without insurance, the type of property, location or land value is not available.[24]

NSW Treasury undertook to assign ESL costs across individual properties, resulting in a database of 2.1 million properties with matched insurance data. This involved working with insurers to allocate ESL costs associated with complex insurance policies covering multiple properties and apportioning them to individual properties. Similarly, an effort was made to accommodate properties with insurance policies from multiple insurers. For these properties, insurance policies were combined to ensure the total amount of ESL costs were reflected for the relevant property.

[22] An additional 136,511 properties were classified by local councils as government-owned land as part of the preliminary land classification. Chapter 4 outlines how government-owned land is assumed under the design framework to be exempt from the replacement levy and has therefore been excluded from the analysis.

[23] Vacant land is defined as land where there are no buildings or structures.

[24] Property owners who do not take out insurance, and therefore pay no ESL, will see their levy burden increase under a replacement levy.

Table 2 provides a breakdown of the property stock across the five property sectors. Of the 3.4 million privately-owned properties in NSW in 2023-24, around 90% were residential properties.

A total of 412,562 properties, or about 13% of the residential stock, were identified as pensioner-owned and occupied. Separately, a total of 87,003 properties were sub-classified as vacant land, including 79,586 vacant residential properties and 7,417 vacant non-residential properties.

Table 2: Property stock, land value and data matching rates per property sector, 2023-24

Property sector	Land value ($ billion)	Number of properties	Proportion of stock	Vacant in sector	Matching rate
Residential	$2,136.2	3,081,885	90%	3%	67%
Non-residential	$559.1	332,143	10%	2%	26%
Commercial	$184.3	140,445	4%	3%	28%
Industrial	$131.8	60,559	2%	4%	25%
Farm	$208.6	109,638	3%	Not applicable	25%
Public benefit	$34.5	21,501	1%	Not applicable	23%

Source: NSW Treasury calculations based 2023-24 data from local council preliminary land classifications, Value NSW and insurers, underwriters and brokers. Matching rate is the percentage of properties where ESL costs could be assigned. Excludes government-owned land.

High matching rate for the residential sector provides a reliable basis for levy design

Of the 3.1 million residential properties identified by local councils, NSW Treasury was able to match detailed insurance information to around 2.1 million properties. This resulted in a data-matching rate of 67% of properties (as reflected in table 2).[25]

Within the residential sector, matching rates differ between houses and units, and between properties located in and outside Greater Sydney.[26] Address information for many unit blocks was incomplete, which reduced the ability to match insurance data to land classifications and land values. This lower matching rate for units partly contributed to a lower matching rate for Greater Sydney, where a larger share of dwellings are units compared to the rest of NSW.

Differences in matching rates between houses and units, between properties located in and outside Greater Sydney, and between properties with different land values (see below) mean that the sample of matched data does not perfectly represent the total stock of insured residential properties. Property cohorts with relatively lower matching rates than other cohorts are, as a result, less represented in the matched sample. Despite this, the sizeable sample of matched data for the residential sector provides the best available database for detailed analysis of the distribution of land values and ESL costs and forms a valuable basis to extrapolate for the broader residential sector.

[25] Information on properties that are not insured or are self-insured is not available. While these properties are not matched, it is not possible to separately identify properties that are not insured or self-insured from properties for which insurance data is available but is not possible to match.

[26] The matching rate for houses was 73%, compared to 52% for units. The matching rate for properties located within Greater Sydney was 65%, while the matching rate for properties located in the rest of NSW was 70%.

Matching rates for the non-residential sectors are lower

The average matching rate for the non-residential sectors was 26%. Non-residential matching rates were impacted by the higher share of complex insurance policies covering multiple commercial and industrial properties and more cases of incomplete information on individual property addresses.

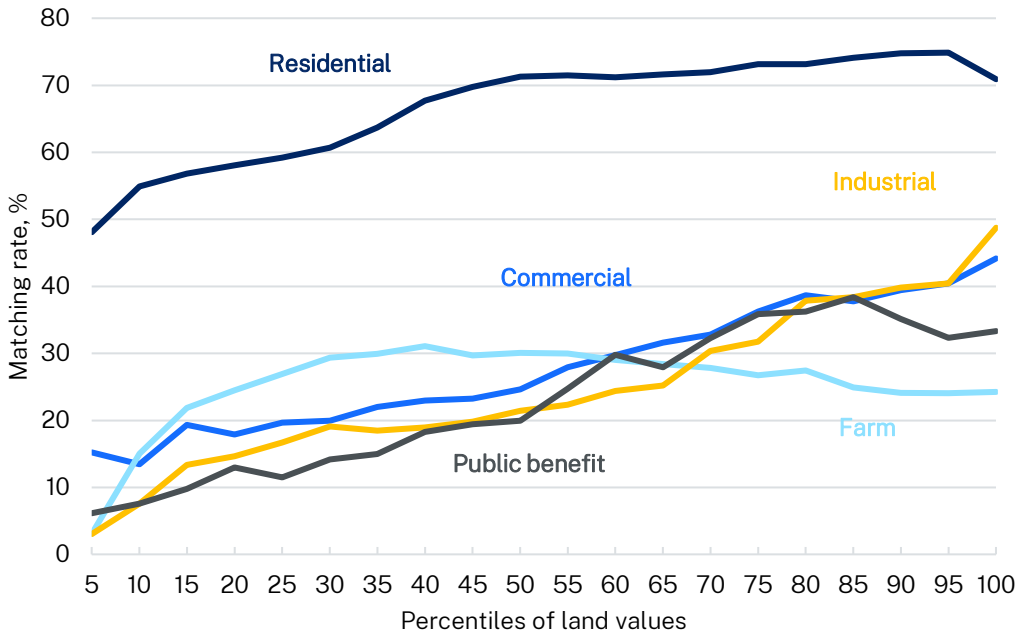
Lower matching rates for the non-residential sector means that less comprehensive information is available for these properties compared to the residential sector. Differences in matching rates between property sectors and between property cohorts within each sector introduces a bias to the modelling results. This bias is difficult to measure and address effectively.

Notwithstanding, the matched database produced by NSW Treasury forms a significant sample of data across all property sectors and cohorts and provides detailed information on the distribution of ESL costs across a number of dimensions such as land values, property location and property type. These samples of matched data provide a valuable foundation for modelling and analysis of different levy designs, as discussed in the following chapters.

Properties with lower land values tend to have lower matching rates

As illustrated in figure 2, matching rates tend to be lower for properties with lower land values. This is slightly more prominent in the commercial, industrial and public benefit sectors.

Figure 2: Matching rate by property sector and land values



Source: NSW Treasury calculations based on 2023-24 data from local council preliminary land classifications, Value NSW and insurers, underwriters and brokers. Matching rate is the percentage of properties where ESL costs could be assigned.

It is not possible to determine the cause of this finding. It could be that properties with lower land values are less valuable to insure or that the owners of these properties are less able to afford insurance, meaning a greater share of lower-valued properties would have no insurance data available. For the residential sector, this finding is also consistent with the difficulties discussed earlier in matching insurance data for units with incomplete or insufficient address information. Because units tend to have lower land values, a lower matching rate among units would also result in lower matching rates for low-land-value residential properties.

Lower matching rates among properties with lower land values can affect the quality of the matched sample and may bias the comparative analysis of different levy model options, particularly for the non-residential sector. The implications of varying matching rates among different cohorts of properties should therefore be considered when assessing levy model options in chapter 5 and the distributional analysis in chapter 6.

3.2 Distribution of land values

Levy design should consider differences in each property sector's land value distribution

Based on 2023-24 data, each property sector is found to have a significantly different distribution of land values, as illustrated in table 3. The average commercial land value was almost double the average residential land value and the average industrial land value was more than three times the residential average. However, the median land values across the three sectors were similar, with the residential sector having a slightly higher median land value.

Table 3: Distribution of land values by property sector, 2023-24

Property sector	Average land value	Median land value	10th percentile land value	90th percentile land value
Residential	$693,158	$489,000	$129,960	$1,410,000
Non-residential	*$1,683,415*	*$570,180*	*$50,200*	*$3,270,000*
Commercial	$1,312,363	$346,000	$36,246	$2,410,000
Industrial	$2,175,768	$486,000	$51,220	$3,310,000
Farm	$1,902,658	$1,000,000	$204,000	$4,010,000
Public benefit	$1,602,427	$363,000	$18,900	$3,260,000

Source: NSW Treasury calculations based on 2023-24 data from local council preliminary land classifications and Value NSW.

This outcome was driven by differences in the distribution of commercial and industrial properties compared to residential properties. On the one hand, there was a large group of commercial and industrial properties with relatively low land values compared to the residential sector. On the other, a significant number of commercial and industrial properties had relatively high land values compared to the residential sector.

A levy structure of tiered fixed charges on land values requires the setting of land value thresholds to determine where a levy tier ends and another commences.[27] Setting different land value thresholds by sector to accommodate the differences in each sector's distribution of land values aligns the replacement levy with the design principle of equitable contributions by property owners. More details on the levy model options, including setting land value thresholds, are provided in chapter 5.

[27] As detailed in chapter 5, a tier is defined by two land value thresholds and one levy amount. For example, a hypothetical tier could apply a levy of $200 to properties between $500,000 and $1,000,000 in land value.

Levy design should also consider cohort impacts, including by property type and location

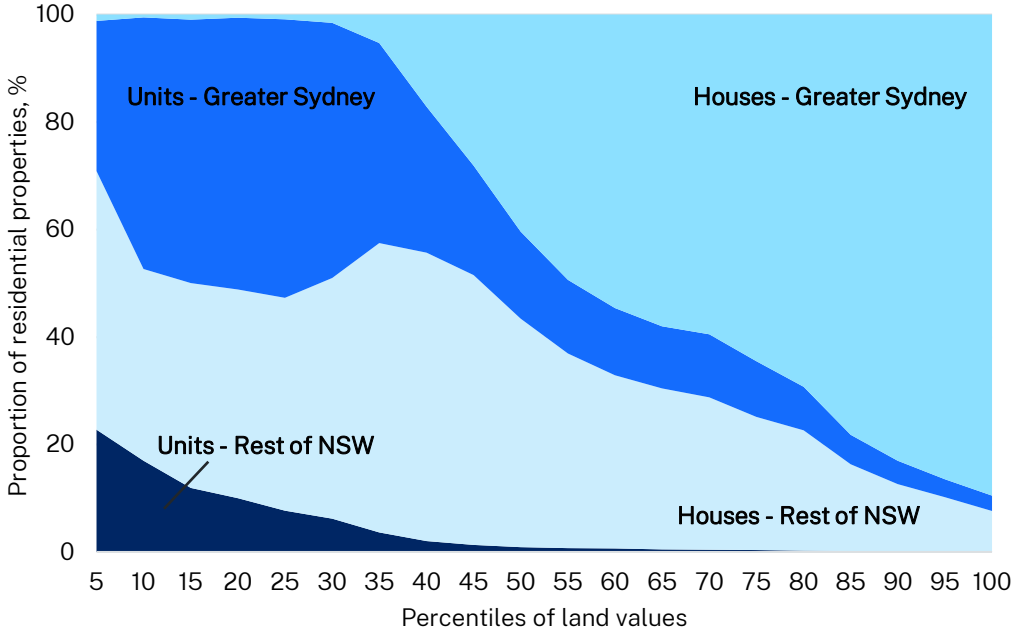
Within the same property sector, specific cohorts of property may have significantly different distributions of land value. As illustrated in figure 3, properties located outside Greater Sydney tend to have lower land values compared to properties in Greater Sydney. Similarly, residential units are more likely to have lower land values than houses in similar locations.

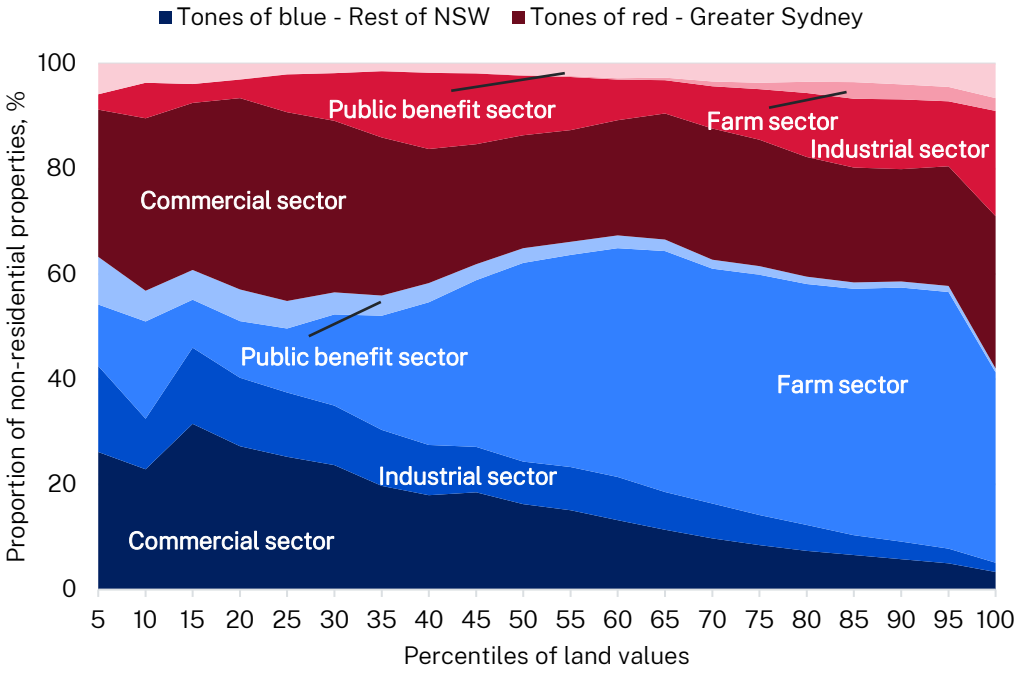
Therefore, a levy model of increasing fixed charges will mean, all else constant, that properties outside Greater Sydney and units are expected to pay a lower levy on average compared to properties in Greater Sydney and houses, respectively.

As illustrated in figure 3, the farm sector, located almost exclusively outside of Greater Sydney, makes up a significant portion of non-residential properties with the highest land values. For the commercial sector, a significant portion of properties both in and outside Greater Sydney have relatively lower land values than other non-residential properties.

These differences in land values across property type, location and property sector should be considered when assessing levy model options and their distributional impacts.

Figure 3: Property stock by land value, location and property type per property sector, 2023-24





Source: NSW Treasury calculations based on 2023-24 data from local council preliminary land classifications and Value NSW. Units are properties that are part of a strata or company title.

3.3 ESL costs per property

Almost half of ESL revenue is charged on residential property insurance

The allocation of the ESL among insurers is based on each insurer's market share of particular types of insurance. Insurers pass this cost on to policyholders by adding it to base premiums. The way the ESL is distributed across insurance segments and policies is determined by individual insurers and is not regulated by the Government.[28]

Table 4 shows the share of ESL revenue insurers attribute by class of insurance. This information is reported annually by all registered insurers to Revenue NSW. In 2023-24, 49.2% of ESL revenue was reportedly charged on residential property insurance. In the same year, 44.4% of ESL revenue was charged on non-residential property insurance and 6.4% on motor vehicle insurance.[29] These figures broadly align with the average shares between 2017-18 and 2024-25. The proportion of ESL revenue from charges across individual non-residential property sectors is not reported by insurers.

[28] The ESL Act requires insurers to pay a contribution in respect of premiums for relevant classes of insurance. Insurers generally recover their contributions by imposing a charge on policyholders' premiums. Insurers are required to disclose any amount of the premium that is attributable to this charge.

[29] The analysis of different levy model options throughout this paper uses 2023-24 data as the base year to align with the matched insurance and property classification data collected from insurers and local councils.

Table 4: Share of ESL revenue by class of insurance

Class of insurance	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	Average
Residential	58.3%	49.1%	49.3%	49.5%	46.0%	47.1%	49.2%	50.6%	49.9%
Non-residential	36.5%	44.4%	43.8%	44.4%	47.2%	46.8%	44.4%	43.6%	43.9%
Motor vehicle	5.2%	6.5%	6.9%	6.2%	6.8%	6.1%	6.4%	5.8%	6.2%

Source: NSW Treasury calculations based on aggregated data by insurance class for ESL-attributed charges collected by Revenue NSW. Residential includes insurance of residential property (including home, building, contents and landlord) and personal valuables (classes 2 and 3 under Schedule 1 of the ESL Act). Non-residential includes any insurance of property (not including residential), crops and livestock, machinery or aviation hull (classes 1 and 5-8). Motor vehicle insurance includes motor vehicle and motorcycle insurance (class 4).

ESL costs per property vary across property sectors

Total ESL costs per property include the ESL charged on property insurance as well as the GST and stamp duty charged on top of the ESL. For example, suppose the ESL charged on an insurance policy is $100. GST, at a rate of 10%, would add an additional $10 and stamp duty, at a typical rate of 9%, would add a further $9.90. Total ESL costs on this insurance policy would therefore add up to $119.90.

The average ESL cost per property in the residential sector is significantly lower than across other property sectors. Based on the matched database for 2023-24, as reported in table 5, the average ESL cost per property was $283 for residential properties and around $1,756 on average across non-residential properties.[30]

Table 5: ESL costs per property, including GST and stamp duty charged on top of the ESL, 2023-24

Property sector	Average ESL cost	Median ESL cost	10th percentile ESL cost	90th percentile ESL cost
Residential	$283	$240	$71	$491
Non-residential	$1,756	$470	$55	$2,540
Commercial	$1,500	$432	$30	$2,751
Industrial	$4,410	$792	$87	$5,956
Farm	$772	$450	$152	$1,350
Public benefit	$1,327	$285	$19	$2,601

Source: NSW Treasury calculations based on 2023-24 matched data on insurance, land classification and land values for a sample of NSW properties. ESL costs include the ESL charged on insurance and the associated GST and stamp duty payable on top of the ESL. Estimates in this table exclude ESL costs associated with motor vehicle insurance.

The commercial and industrial property sectors have the highest average ESL costs per property. The average cost per industrial property is nearly 16 times higher than the average cost in the

[30] ESL costs per property are calculated based on matched property-level data on insurance costs and land classification. This data predominantly covers property insurance. An estimate of ESL costs *including* those associated with ESL on motor vehicle insurance is used in chapter 6 to better compare the replacement levy with the current burden imposed by the ESL on households and businesses.

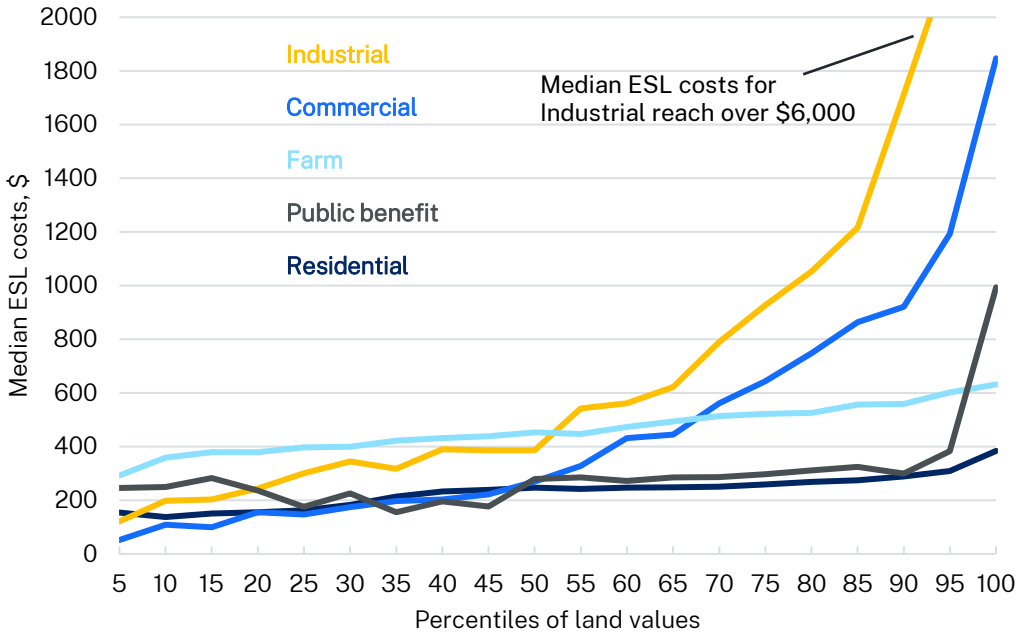
residential sector, and the average cost per property for the commercial sector is around five times higher than the residential average. The relatively higher average ESL cost per industrial property is partly driven by large mining properties, as discussed further in section 5.5.[31] Differences in median ESL costs between sectors are not as pronounced.

Large differences between the average and median costs within each property sector are the result of a large proportion of property owners paying relatively small ESL costs while a smaller proportion of property owners make relatively larger contributions.

ESL costs also vary depending on property land values

Differences in the distribution of ESL costs across property sectors are also evident when comparing levy costs to land values (see figure 4). Generally, owners of properties with higher land values have higher ESL costs. However, as figure 4 shows, levy costs vary more in the commercial and industrial sectors. In these two sectors, median levy costs among properties in the bottom 5% of land values are similar to the residential sector. However, for the top 5% of commercial and industrial land values, median levy costs are around 5 and 17 times higher, respectively, compared to the residential sector.

Figure 4: Median ESL costs per property by land value and property sector, 2023-24



Source: NSW Treasury calculations based on 2023-24 matched data on insurance, land classification and land values for a sample of NSW properties.

ESL costs for farm and public benefit properties show less variation across the distribution of land values within each sector compared to the commercial and industrial sectors. However, across land values, both the median and average costs in the farm and public benefit sectors tend to be higher compared to residential ESL costs.

[31] While excluding mining properties reduces the average ESL cost on the remaining industrial sector from $4,410 to $3,247, it is still higher compared to the average for the commercial sector. This generally reflects differences in the size and other characteristics of industrial properties compared to commercial properties, as well as the generally higher risk — and therefore insurance costs — for industrial properties.

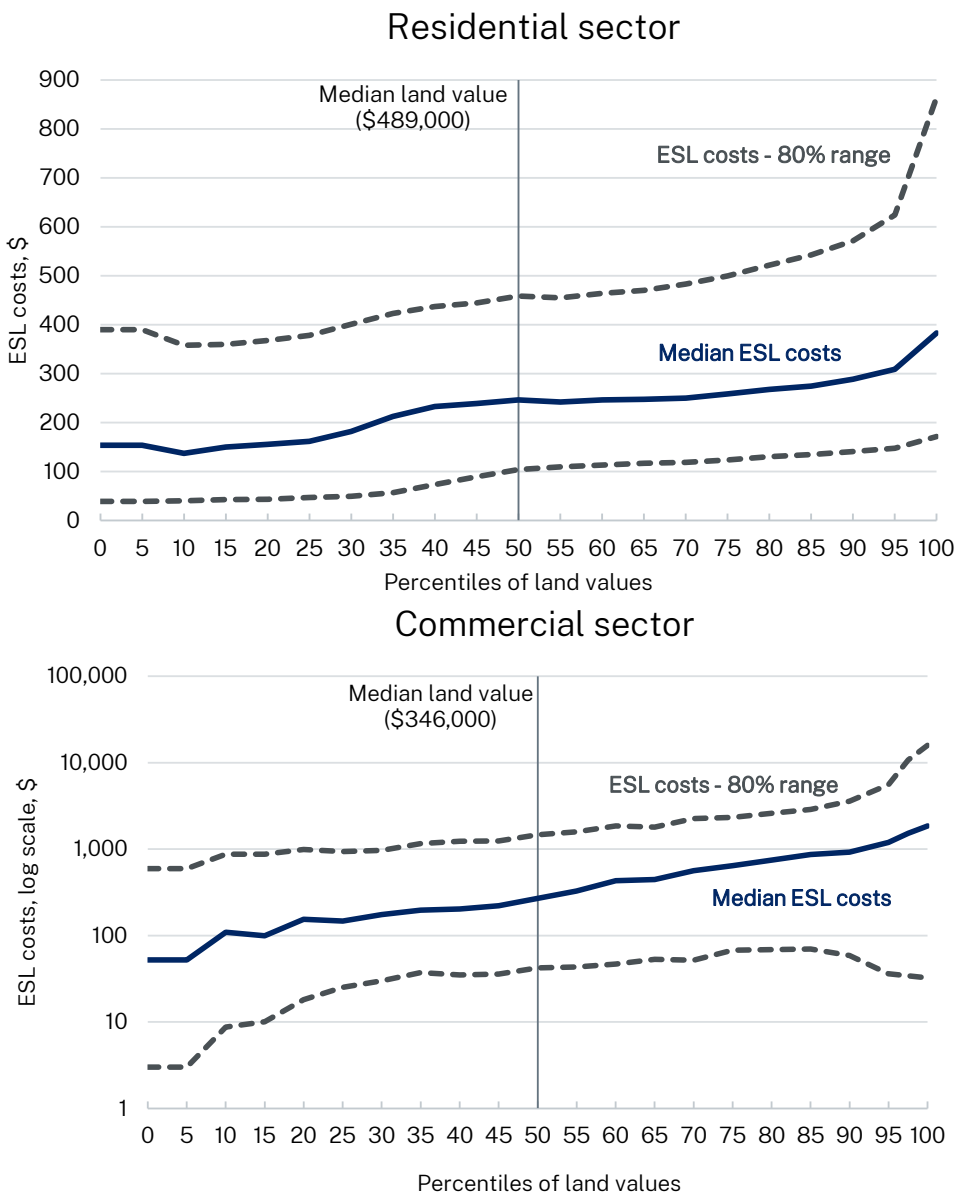
These differences in ESL costs across property sectors and land values provide useful insights that help inform the design of the replacement levy.

Other factors that determine ESL costs per property

There are a broad range of factors contributing to differences in ESL costs for properties with similar land values.

As illustrated in figure 5, in the residential sector, the median ESL cost for properties with land values around $489,000 (the median land value in the residential property sector) was $246. However, around 80% of owners of residential properties with similar land values paid between as little as $104 or as much as $459 in ESL costs.

Figure 5: ESL costs per property by land values, 2023-24



Source: NSW Treasury calculations based on 2023-24 matched data on insurance, land classification and land values for a sample of NSW properties. ESL costs for the commercial sector are shown in log scale to facilitate the presentation – otherwise, large ESL costs at the top of the land values distribution would render deviation at the bottom of the ESL cost distribution hard to see.

In the case of the commercial sector, the variation in ESL costs is far greater for properties with similar land values. For example, while the median ESL cost for commercial properties with land values around $346,000 (the median land value in the commercial property sector) was $270, 80% of commercial property owners with similar land values paid as little as $42 or as much as $1,463 in ESL costs. More strikingly, among the top 5% of commercial properties by land values, the median ESL cost is $1,848 with 80% of properties paying between $32 and $15,887.

This is because the ESL is an insurance-based levy. As a result, ESL costs will vary depending on factors including the replacement value of the building structure and contents, the level of inherent risk the property is subject to (for example, fire and flood), the use of the property, and the level of insurance policyholders choose to take.

The economic dividend of the reform depends on ensuring that the replacement levy does not adversely affect the level of insurance property owners choose to take. A levy under the design framework with increasing fixed charges on land values is expected to unlock significant economic benefits and better align individual contributions to the funding of emergency services agencies with property owners' capacity to pay.

Balancing equity and simplicity

A replacement levy with increasing fixed charges on land values will reduce the variation in contributions for owners of properties with similar land values. This is true for any model based on fixed charges and will mean that some property owners with properties of similar land values, but differing locations or property types, may pay more or pay less under a replacement levy compared to what they do under the ESL. Section 6.3 discusses this in detail.

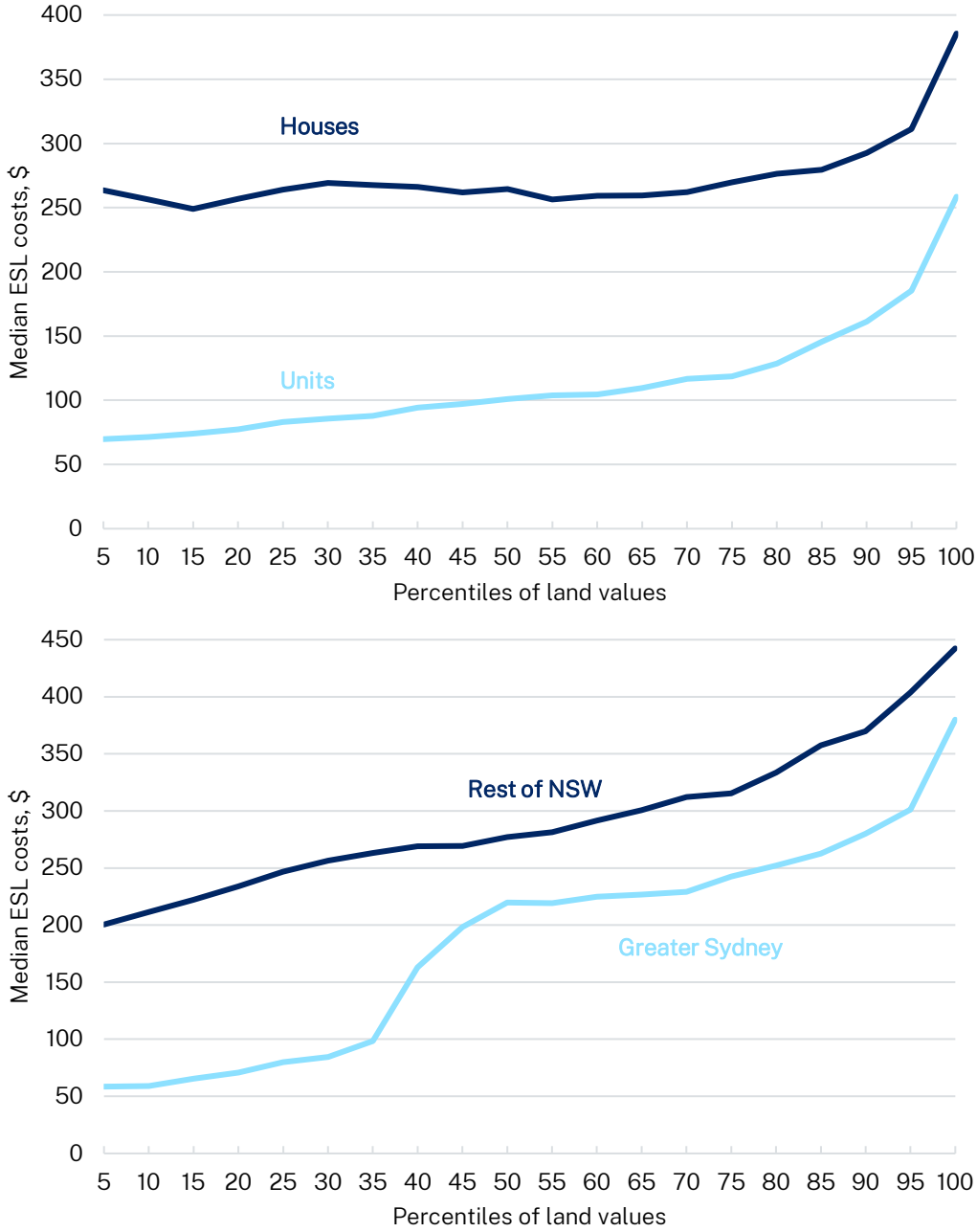
While these changes will impact property owners, they are largely unavoidable under a system that seeks to balance equity and simplicity and delivers a significant efficiency improvement.

The replacement levy options in this paper have been designed to moderate the impact of the transition away from the ESL, while ensuring all property owners who benefit from emergency services make a fair minimum contribution and that contributions align with their capacity to pay.

There are practical options to vary charges for owners of properties with similar land values to either better align their contributions with their capacity to pay or better reflect the benefits received from the operation of the emergency services agencies. For example, this could be achieved by applying discounts or surcharges based on property location or property type. While these options would look to improve equitable outcomes, they may be more complex for levy payers and represent larger changes in levy burdens compared to the current ESL system.

To illustrate this point, figure 6 shows how ESL costs among residential property owners differ between houses and units, and between properties located in and outside Greater Sydney.

Figure 6: ESL costs by land value and property type or location for residential sector, 2023-24



Source: NSW Treasury calculations based on 2023-24 matched data on insurance, land classification and land values for a sample of NSW properties.

The average ESL costs for units in 2023-24 was $116, lower than the average levy costs of $328 for houses. As ESL costs are typically set as a proportion of base premiums, differences in ESL costs likely reflect differences in building standards, premise management and maintenance between apartment blocks and houses, the sharing of apartment block insurance costs across individual unit owners, as well as the likely lower inherent risk associated with units compared with houses.

A levy model with increasing fixed charges based on land values would charge owners of units lower levy amounts on average compared to owners of houses. This is because units tend to have lower land values than houses in similar locations, with the value of land typically representing a lower proportion of the total property value. A more equitable outcome may be achieved through a levy surcharge on units designed to have owners of houses and units in similar locations paying

a more even share of the replacement levy. While potentially more equitable, this would likely increase the changes in levy burdens relative to the current system.

Looking at differences in ESL costs by location, figure 6 also shows that residential properties outside Greater Sydney tend to have higher ESL costs compared to properties with similar land values located in Greater Sydney. This is partly because there are relatively less units located outside Greater Sydney and because several regions outside Greater Sydney are exposed to significantly higher risks of natural disasters, relative to the average risk exposure of property located within Greater Sydney.

A discount for properties located in non-metropolitan areas is provided for emergency service levies in Queensland, Western Australia and South Australia, generally reflecting lower levels of emergency service provision. Such a discount may produce a more equitable outcome.

However, under a levy model with increasing fixed charges based on land values, property owners outside Greater Sydney would already see, on average, higher savings under the reform compared to property owners within Greater Sydney. A regional discount would further increase the average savings for properties owners outside Greater Sydney and, as a result, would require property owners in Greater Sydney to contribute a larger share of the replacement levy. Similarly to a surcharge on units, while potentially more equitable, regional discounts would likely increase the changes in levy burdens relative to the current ESL system.

Different levy model options, including options to apply different levies based on property location and property type, are presented and discussed in detail in chapter 5.

4 Levy design parameters

Levy design parameters are part of the high-level levy design framework and help determine the overall contribution of each property sector to the funding of emergency services. Consistent with the Government's concern about capacity to pay and the impact of adjusting to the new system, levy design parameters include levy concessions and transition arrangements.

Other parameters include the revenue target, property sectors and sectoral contributions. These parameters shape the levy model options presented in chapter 5. All levy model options are calibrated to raise the same revenue from each property sector, but they differ in that they charge different levy amounts across properties within each sector.

4.1 Levy concessions

One of the key objectives of the reform is to protect pensioners and vulnerable members of the community from an unaffordable impost. To reduce the impact of the replacement levy on pensioners, a concession is assumed under the design framework to be provided for property that they own and occupy as their principal place of residence. Other states and territories with a property-based levy funding emergency services also provide concessions for certain groups, such as pensioners (see appendix A).

As the reform progresses, the Government will consider whether other protections are appropriate, such as a hardship scheme, or transitional arrangements to moderate the impact of changes in levy burdens.

A hardship scheme could be included for people who cannot make levy payments after meeting basic living expenses. This type of hardship scheme could include both owners of residential property and owners of non-residential property used in connection with a small business.

In addition, temporary arrangements to assist those with significant increases in levy burden could also be included. A transitional approach of gradually reducing the ESL over time and gradually increasing the replacement levy for all property owners (as discussed in section 4.2) is one option.

Owners of vacant land are also assumed under the design framework to receive a discount, reflecting the fewer benefits vacant land receives from the operation of the emergency services agencies. Under a levy of fixed charges based on land values without a concession, owners of vacant land would pay the same levy as owners of similarly zoned and sized non-vacant property with the same land value. Reflecting this beneficiary element, most other states have a reduced levy or apply an effective lower charge to vacant land compared to non-vacant property (see appendix A).[32]

[32] As indicated in the previous chapter, vacant land is defined as land where there are no buildings or structures.

Pensioner discount

A simple approach would be a fixed discount for all pensioner-owned principal places of residence. A $60 fixed discount broadly aligns with levy concessions provided to pensioners by other Australian states and territories.

Based on 2023-24 data, the total estimated support for pensioner-owned property with a $60 discount would have been $24.8 million. The cost of pensioner discounts is assumed under the design framework to be offset by increasing the non-concessional residential levy amounts.

Alternative approaches could provide the same aggregate support with different distributional outcomes. One alternative approach could be a percentage discount applied to all pensioner-owned principal places of residence. This would provide pensioners with more valuable properties, who are subject to a higher replacement levy, a larger discount in dollar value.

Another approach is to apply a higher percentage discount to pensioner-owned principal places of residence for the lowest two levy amount tiers only. This approach offers a higher discount to pensioner owner-occupied property with the lowest land values. The trade-off is providing no discount to pensioner owner-occupied properties with the highest land values.

Another option is a progressive schedule of fixed discounts. Under this approach, all pensioners would still receive a discount, but greater discounts are provided for lower-value properties than higher-value properties.

For modelling purposes, the levy model options in chapter 5 assume a $60 pensioner discount.

Vacant land discount

A simple approach would be to apply a percentage discount to the levy amount payable on vacant land. A 40% discount broadly aligns with other Australian jurisdictions. In Queensland, lower fixed charges apply to vacant land. In South Australia and Victoria, the rate of the levy is based on capital-improved value meaning vacant land is charged less than a property with the same land value and a building or structure that improves the property's value.

Based on 2023-24 data, the total estimated support for owners of vacant land with a 40% discount to the replacement levy would have been $17.4 million.[33] The cost of vacant land discounts is assumed under the design framework to be offset through higher non-concessional levy amounts within each property sector.

Alternative approaches could provide the same level of support in aggregate to owners of vacant land with different distributional outcomes.

For instance, a higher percentage discount could be applied on vacant land, with an upper cap on the dollar value of the discount. This approach would provide a more generous discount for most vacant land properties, except for those with the highest land values.

[33] This estimate is based on levy model option A in chapter 5, with 87,003 owners of vacant land receiving a 40% discount. Owners of residential vacant land would have received an aggregate discount of $7.5 million, owners of commercial vacant land would have received $2.7 million, and owners of industrial vacant land would have received $7.1 million.

Another approach is a progressive schedule of fixed discounts. This could provide more generous discounts to properties with lower land values.

For modelling purposes, the levy model options in chapter 5 assume a 40% discount for owners of vacant land.

4.2 Transition arrangements

A complex aspect of the reform is the way the transition from the ESL to the replacement levy is reflected in property insurance premiums. As outlined in the 2024 consultation paper, it is important that the reduction in insurance premiums does not happen in a way that encourages policyholders to delay renewals of their insurance and risk being uninsured until the ESL is removed.

Each insurer determines how the ESL is attributed across their policyholders. This means the removal of the ESL requires lead time for the insurance industry so that insurance premiums can adjust with minimal disruption to the insurance market. Insurance premiums, and therefore the attributed ESL, are paid continuously throughout the year in line with the timing of new policies and renewals. In contrast, the replacement levy would apply to all property owners annually at the same time. The reduction in insurance premiums needs to happen in a way that considers the equitable treatment of individual policyholders, particularly those that could face paying the ESL on their insurance policy and then a replacement levy shortly thereafter.

The replacement levy could be introduced overnight on a specific date, or under a phased transition over a specified number of years.

An overnight introduction would have the ESL being replaced in full in the first year of the reform. This approach would deliver the full benefits of the reform as quickly as possible by lowering insurance premiums through the complete removal of the ESL. This approach would result in a substantial insurance price adjustment with greater potential to cause disruption to the insurance market. An overnight introduction would provide limited time for property owners to adjust to the impact of the reform, which could be material for those with larger changes to the levy burden or those who are currently uninsured.

A phased transition over a small number of years would see the ESL collected gradually reduce each year and the replacement levy increase in parallel over the transition period. This approach would smooth the impact of the reform, particularly for those with material changes in levy burden or those who are uninsured. It would also enable the Government to refine the replacement levy during the transition, if necessary, for the new model to operate as intended. However, a phased transition would reduce the immediate benefits of the reform with a longer period for insurance premiums to decline and reflect the full savings from the removal of the ESL. Insurers would continue to incur costs of administering the ESL until the transition is completed.

A protracted transition of more than a few years would further reduce disruption in the insurance market but significantly delay the benefits of the reform, dilute the perceived savings on insurance premiums and extend the compliance burden on insurers over a longer period.

It is noted that the transition arrangements for the reform can be determined independently from other levy design parameters and the choice of levy model options.

The Government will continue to work with the insurance industry throughout the implementation of the reform and IPART, as the Insurance Monitor, will oversee the transition from the ESL to the replacement levy (as outlined in section 2.1).

4.3 Other design parameters

The levy model options in chapter 5 are contingent on assumptions for the revenue target, property sectors and sectoral contributions.

Revenue target

The revenue target is the amount to be raised from the replacement levy to contribute to funding the three emergency services agencies.

One of the design principles is cost recovery. This means the revenue target will be set at a level sufficient to cover the revenue required for the funding sources that are replaced.

Currently, emergency services funding comes from insurance companies via the ESL (73.7%), local councils (11.7%) and the State Government (14.6%).

For modelling purposes, the levy model options in chapter 5 assume a revenue target that replaces the revenue lost from the removal of the ESL. The revenue lost from the removal of the ESL includes the revenue currently raised directly from the ESL, as well as the component of stamp duty on insurance that is charged on top of the ESL. For 2023-24, this amounts to $1,526 million or 81.2% of the funds raised for the emergency service agencies in that year.[34]

If other funding sources are replaced, or levy administration costs are funded, the parameters, modelling and options presented in this paper would differ.

The revenue target will be calculated before the beginning of each financial year based on the estimated funding requirement of the emergency services agencies. The revenue to be raised from each property sector (see sectoral contributions in section 4.3) will then be adjusted to achieve the revenue target. As a result, while the levy model options in chapter 5 would apply to any financial year, specific levy amounts would be adjusted each year to align with the revenue target. Land value thresholds would also be adjusted periodically to reflect changes in land values.

Property sectors

Based on the preliminary land classification carried out by local councils and used for modelling purposes in this paper, land is classified into six property sectors:

- residential land
- commercial land
- industrial land

[34] NSW Treasury calculations based on data from NSW Budget Papers. Shares differ from the headline percentages due to the two-year adjustment in the calculation of the contribution target for the ESL.

- farmland
- public benefit land
- government land.

Separating mining properties from the industrial sector warrants further consideration. Distinguishing land use by sectors allows for a tailored but more complex levy design, with different levy amounts and thresholds applying to each property sector.

A lower replacement levy on residential property compared to other properties

As discussed in chapter 3, the average ESL cost per residential property was significantly lower compared to the other property sectors in 2023-24. The ESL costs increase base premiums for residential property by around 18% compared to about 34% for non-residential property. These markups reflect insurers' discretion in how ESL is attributed to policyholders, including assessment of the capacity of different customer types to absorb different insurance costs, including income tax deductibility of premiums.

This variation in the allocation of ESL by insurers indicates that applying a uniform levy for all property sectors would likely increase the aggregate burden on the residential sector. Given this, separating properties into residential and non-residential sectors and applying a lower levy rate to the former is necessary to moderate the changes in levy burdens.

Different replacement levies between non-residential property sectors

As noted in chapter 3, land values and ESL costs also vary between non-residential property sectors. These differences justify developing different levy amounts for each individual non-residential property sector to moderate sharp changes in levy burdens.

Farms should be levied at a lower rate than commercial and industrial properties. This is partly because land values typically represent a high proportion of the total property value of farms. A uniform levy on all non-residential property would result in a high burden on farms relative to the service benefits they receive. Differentiating farms from other non-residential property also reflects how other jurisdictions treat farms for the purpose of funding emergency services.

Public benefit properties are mainly used for not-for-profit activity. Levying these properties at a lower rate reflects the benefits they provide to the community and their likely lower capacity to pay. It is broadly consistent with the concessional treatment offered under other taxes such as land tax.

Other non-residential properties, used for commercial and industrial purposes, should be subject to different levies to account for the significant difference in current average ESL costs (see chapter 3).

Sectoral contributions

Sectoral contributions determine how the revenue target is distributed between property sectors. There are various methods for setting sectoral contributions based on measures related to either each sector's current revenue contribution or a measure of their capacity to pay.

Maintaining the revenue contribution from the residential property sector

An assumption under the design framework is the levy burden placed on homeowners remains equal to what they currently collectively contribute.

Assuming a revenue target that replaces the ESL plus the associated stamp duty charged on top of the ESL, the residential sectoral contribution will align with the current contribution from insured residential property. Based on 2023-24 data, this would have been 49.3% of the total revenue target, as reported in table 6.[35]

Emergency services funding contributions that households currently make through the ESL on motor vehicle insurance is assumed under the design framework to be recovered through the non-residential property sectors.

Table 6: Sectoral contributions based on 2023-24 data

	Current revenue shares	Modelled sectoral contributions	
		Based on estimated average ESL costs per non-residential property sector	Based on estimated average ESL costs with safeguards for farm and public benefit properties
Property sector			
Residential	**49.3%**	**49.3%**	**49.3%**
Non-residential	**44.5%**	**50.7%**	**50.7%**
Commercial	See note	18.1%	19.1%
Industrial		22.9%	24.2%
Farm		7.3%	5.5%
Public benefit		2.4%	1.9%
Other sources			
Motor vehicles	6.1%	-	-

Source: NSW Treasury calculations based on aggregated data by insurance class for insurance premiums and ESL-attributed charges collected by Revenue NSW; 2023-24 matched data on insurance and land classification for a sample of NSW properties.
Note: Individual revenue shares for non-residential sectors are not known. Insurers do not report ESL collections by property use other than by distinguishing between residential and non-residential property insurance. An estimation of these shares is possible based on the matched sample of unit record property data on ESL costs and land classification. This likely underestimates actual revenue shares, however, as the matched sample does not fully capture total ESL costs for the most complex insurance policies, particularly in the commercial and industrial sectors, as discussed in section 3.1. Based on estimated average ESL costs per sector, and assuming all non-residential properties in NSW are insured, the revenue shares for the commercial, industrial, farm and public benefit sectors in 2023-24 would be 12.6%, 16.0%, 5.1% and 1.7%, respectively. Shares in the third column are higher as these have been scaled up to apportion the 50.7% non-residential sector contribution.

[35] In 2023-24, residential property and non-residential property were charged 49.2% and 44.4% of ESL revenue, respectively. Including insurance duty charged on top of the ESL increases these shares slightly. This is because residential and non-residential property insurance attracts insurance duty at a higher rate compared to other classes of insurance (specifically, residential and non-residential property insurance is subject to duty at 9%, compared to 5% for motor vehicle insurance and generally no duty for crop and livestock insurance).

Determining non-residential contributions

Property classified as government-owned property is assumed under the design framework to be exempt from the replacement levy. In addition, the replacement levy is assumed under the design framework to not collect revenue from motor vehicle owners as this falls outside the revenue base of land values. The funding contributions currently raised from insurance of government-owned property and motor vehicles is assumed under the design framework to be recovered through the levy on non-residential property sectors.

Alternative approaches in determining sectoral contributions for each non-residential property sector includes proportioning contributions based on each sector's capacity to pay, such as relative shares of land values or gross operating surplus, or estimates of their current revenue contributions.[36]

Each of these approaches would generate different outcomes to raise the 50.7% contribution from the total non-residential sector. However, proportioning based on each sector's current revenue contribution would best moderate the impact of the transition from the ESL to the replacement levy. Table 6 shows the contribution for each non-residential sector proportionally based on estimates of current revenue contributions.[37]

This approach would broadly align the relative differences in the average replacement levy between non-residential property sectors with the relative differences in current average ESL costs per sector. For example, the average replacement levy in the commercial sector would be about twice that of the farm sector.[38] This approach would also mean that all non-residential sectors would contribute, proportionally, to recovering the funding contributions currently raised from the ESL on government-owned property and motor vehicles.

In developing the levy model options in chapter 5, the assumed non-residential sectoral contributions were further adjusted to include safeguards for farms and public benefit properties. As illustrated in the last column of table 6, the farm and public benefit sectoral contributions are set such that the average replacement levy payable across properties in each sector is equal to the estimated average ESL cost currently paid by insured properties in the respective sector.

This ensures that the burden on insured properties in the farm and public benefit sectors does not change, on average, compared to the current system. This approach reflects the considerations outlined in section 4.3 for levying farms and public benefit properties at lower rates than commercial and industrial properties. But safeguards to the farm and public benefit sectors also mean that only owners of commercial and industrial properties will contribute towards replacing ESL revenue from government-owned property insurance and motor vehicle insurance.

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[36] Gross operating surplus refers to the income from a firm's production activities, defined as gross value added minus compensation of employees and taxes payable plus subsidies on production and imports.

[37] Current revenue contributions for each individual non-residential sector, as well as the number of uninsured properties in each sector, are not known and had to be estimated. Estimates for the current revenue contribution from each non-residential sector used the estimated average ESL costs per property sector reported in table 5 and assumed a constant non-insurance rate across all non-residential sectors.

[38] Based on table 5, the average ESL cost per property in the commercial sector, at $1,500, is about twice the average ESL cost per property in the farm sector, at $772.

5 Levy model options

This chapter outlines five levy model options based on the design framework discussed in chapter 2. These are:

- **Option A:** Four tiers of fixed charges
- **Option B:** Four tiers of fixed charges with greater escalation
- **Option C:** Six tiers of fixed charges
- **Option D:** Fixed charges with regional discounts
- **Option E:** Fixed charges with surcharges by property type.

These levy model options are instructive examples under the design framework. All levy model options have increasing fixed charges based on ranges of land values and align with the reform objectives and levy design principles.

Table 8 at the end of this chapter sets out the levy amounts and land value thresholds for each property sector for the five levy model options.

Owners of insured residential properties would have saved an average of $65 per year based on 2023-24 data

The average replacement levy is compared with the average ESL cost for each property sector in table 7. For the residential sector the average replacement levy is lower. For owners of property in the commercial and industrial sectors, the average replacement levy is higher compared to the average ESL cost. The levy burden on owners of insured property in the farm and public benefit sectors is the same, on average.

Table 7: Assumed sectoral targets and average levy amounts, 2023-24

Property sector	Sectoral contribution	Sectoral target ($ million)	Property count	Average replacement levy amount	Average ESL cost per insured property
Residential	49.3%	$753	3,081,885	$244	$283
Commercial	19.1%	$291	140,445	$2,073	$1,500
Industrial	24.2%	$369	60,559	$6,095	$4,410
Farm	5.5%	$85	109,638	$772	$772
Public benefit	1.9%	$29	21,501	$1,327	$1,327

Source: NSW Treasury calculations. ESL costs include the ESL charged on insurance and the associated GST and stamp duty payable on top of the ESL. Average ESL cost estimates in this table exclude ESL costs associated with motor vehicle insurance. Data on ESL costs on motor vehicle insurance, per insurance policy, was not collected from insurers. Based on NSW Treasury calculations, discussed in footnote 39, it is estimated that, on average, ESL costs on motor vehicles represent an additional $26 burden per non-vacant residential property and about $98 per non-vacant non-residential property.

Whether any property owner will pay less or more under the replacement levy will depend on:

- how much ESL is paid under the current system, and
- the levy model option that applies.

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Based on 2023-24 data, insured residential property owners would have saved $65 per year on average relative to the burden imposed by the ESL and the associated GST and stamp duty. This saving would have been the same under all five levy model options.

Table 7 shows that insured residential property owners in 2023-24 would have paid an average levy of $244 per property, instead of $283 in ESL costs associated with residential property. When combined with average ESL costs on motor vehicles for the residential sector, insured residential property owners would have paid an average of $309 in ESL costs. This $65 saving includes:

A. $26 on average from the exclusion of ESL costs on motor vehicles, which is recovered from the non-residential sector[39]

B. $24 on average from savings on the GST applied on top of the ESL on residential property insurance premiums

C. $16 on average from the replacement levy being spread across all properties, not just insured properties, thereby lowering the average contribution required per insured property.

All levy model options have the same average revenue burden on each property sector

The revenue raised from each property sector is determined by the revenue target and sectoral contributions as discussed in chapter 4. This means that each levy model option is designed to raise the same amount of revenue from each property sector.

Levy model options align differently to the principles of equity and simplicity

All levy model options under the design framework are expected to support a significant efficiency improvement and see cost recovery and sustainability in funding NSW's emergency services agencies.

Compared to the ESL, all levy model options are more equitable, more transparent and simpler to understand and administer. Each option aligns differently to these principles by distributing costs differently, which results in trade-offs between options.

All levy model options are more equitable insofar as all property owners make at least a minimum contribution towards the funding of the state's emergency services agencies, contributions increase as a property owners' capacity to pay increases, and the impact of changes in levy burdens from the current system are moderated. All levy model options are also simpler, as they are based on a small set of fixed charges by land value ranges, so property owners can readily understand how the replacement levy is determined.

The options differ in terms of how the levy burden is distributed across properties within each property sector. While all models charge different levy amounts on each property based on land values, some options also apply discounts or surcharges based on property location or type.

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[39] It is difficult to accurately quantify how much individual households contribute on average in ESL on motor vehicle insurance. Based on aggregate insurance premiums data from the Australian Prudential Regulation Authority, data on motor vehicle type and use from the Australian Bureau of Statistics, and data on NSW motor vehicle registrations, NSW Treasury estimates that around 75% of ESL revenue associated with motor vehicle insurance is collected from motor vehicles used for domestic or private purposes and 25% from motor vehicles for business purposes.

As discussed further in this chapter, this means that some levy payers will pay more and some will pay less compared to the ESL, with the difference relative to the ESL varying across options. For example, an option that sees more people paying less will necessarily mean an increase in costs incurred by those paying more.

The following sections present levy amounts and land value thresholds for each levy model option to achieve the revenue target and sectoral contributions based on 2023-24 data.

5.1 Option A: Four tiers of fixed charges

This option balances the principles of equity and simplicity by moderately increasing levies for each of the four tiers based on land values for each property sector.

As illustrated in chapter 3, given the differences in the level and distribution of ESL costs and land values across different property sectors, it is appropriate to set land value thresholds and levy amounts specifically for each sector.

Setting land value thresholds for each property sector

For the residential sector, the four levy amount tiers based on 2023-24 data are as follows:

- The first tier covers the bottom 30% of properties with land values up to the first threshold of $302,100.
- The second tier covers the next 40% of properties, with land values above $302,100 and up to the second threshold of $728,000.
- The third tier covers the next 20% of properties, with land values above $728,000 and up to the third threshold of $1,410,000.
- The fourth tier covers the top 10% of properties with land values above $1,410,000.

The land value thresholds would need to be recalculated periodically to reflect changes in land values over time and maintain the same share of properties in each tier.

For the commercial, industrial, farmland and public benefit sectors, the tiering system divides each sectoral property stock into four groups representing the first 50%, and successive 20%, 20% and 10% of properties by land values. This tiered approach differs from the residential sector to reflect the specific distribution of land values, and ESL costs, identified for each property sector. Because the distribution of land values differs for each non-residential property sector, the land value thresholds are different for each.

For example, based on 2023-24 data, the first threshold would be $346,000 for the commercial sector and $486,000 for the industrial sector. These first levy tiers would cover the bottom 50% of properties in that sector.

Property owners should make fair contributions in line with their capacity to pay

As discussed in section 2.3, the following general considerations under the equity principle are applied for all levy model options:

- **All property owners make a minimum contribution,** while recognising that owners of properties with the lowest land values are more likely to have a lower capacity to contribute.

  Given this, for the lower tiers, levy amounts will broadly align with median ESL costs. For example, in 2023-24, more than half of owners of properties in the bottom 30% of residential land values contributed more than $180 in ESL costs. Setting the levy amount at $175 for this group would mean a large portion of property owners would have paid less under the replacement levy.
- **Levy amounts increase for properties in higher land-value ranges,** broadly reflecting property owners' capacity to pay and supporting fair contributions.
- **Moderate impacts on levy burdens per property**, ensuring each property sector's contribution is met while moderating changes relative to the ESL, including for owners of the highest-valued properties.

  For example, the amounts for the top two tiers for the commercial sector would have been $2,500 and $12,972 in 2023-24. While higher than the estimated median ESL cost for each group, these amounts would have ensured that the sectoral contribution of the commercial sector (of about $291 million in 2023-24) would have been met.

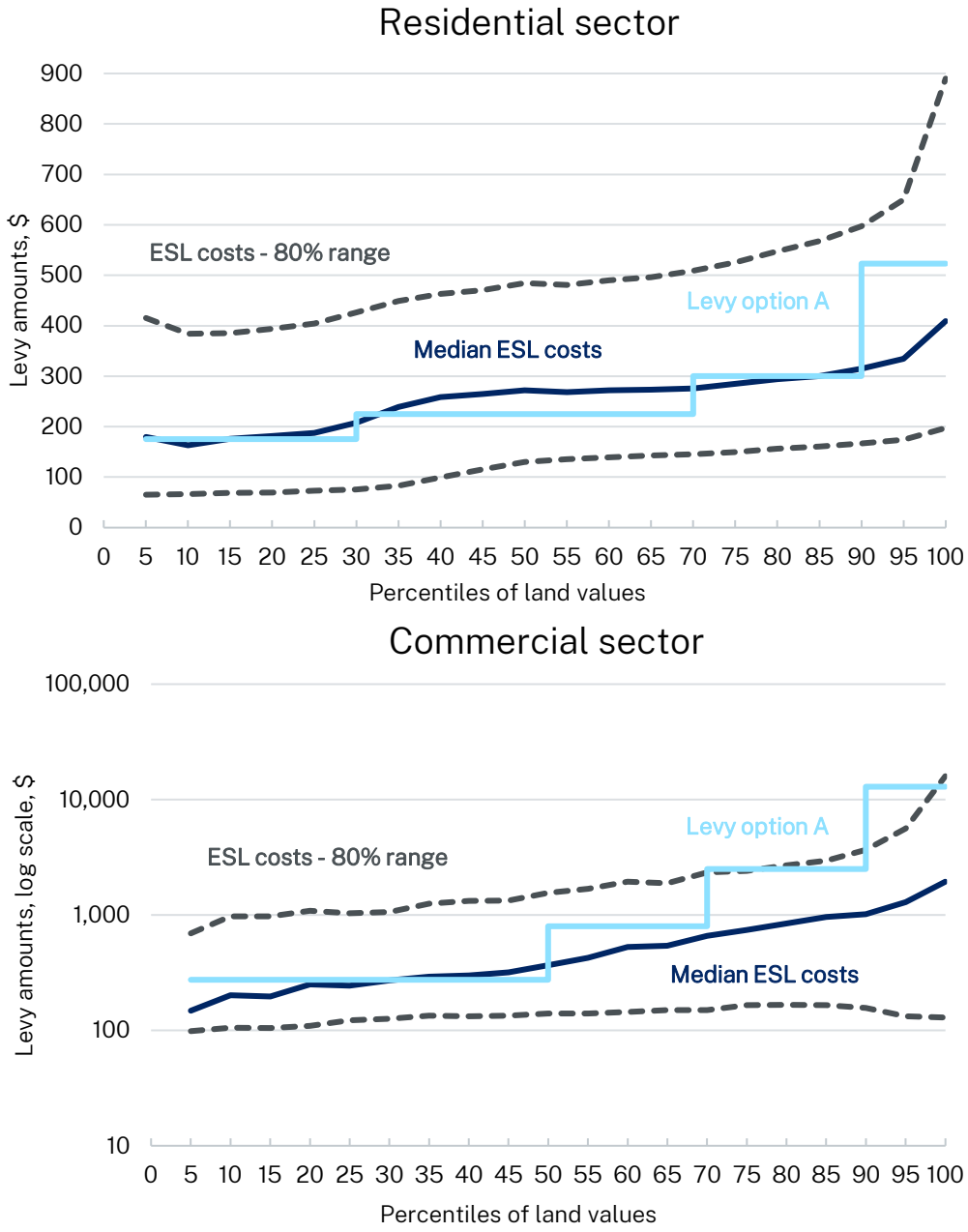
Figure 7 illustrates how this approach has been applied to the residential and commercial sectors.

Across all property sectors, owners of properties with higher land values will be more likely to face an increase in levy burdens relative to the ESL. For example, the median ESL cost for owners of commercial properties with the top 5% of land values was $1,946 in 2023-24, compared to a replacement levy under option A of $12,972.

While changes can be significant for some in this cohort of property owners, any increase in levy burdens would be capped. Under an alternate ad valorem levy, the maximum change in levy burden would be more uncertain and likely higher for some, if not most, property owners with higher land values.

Moderating the changes for owners of properties with higher land values would have to be offset by increasing the levy amounts for properties with lower land values. This could affect property owners with a lower capacity to pay and for whom larger changes in levy burdens may be more difficult to meet. It would also benefit some owners of higher-value properties who currently pay a high ESL.

Figure 7: Option A four-tier levy amounts for the residential and commercial sectors



Source: NSW Treasury calculations based on 2023-24 matched data on ESL costs per property.

Owners of properties with similar land values may pay different levy amounts

Owners of properties on either side of a land value threshold will pay different amounts. For example, and as illustrated in figure 7, an owner of a residential property with a land value of $1,405,000 would have paid $300, whereas an owner of property with a land value of $1,415,000 would have paid $523.

Any tiered system of fixed charges will result in 'jumps' close to the thresholds. In developing the five levy model options, consideration was given to minimising the number and size of jumps between tiers while ensuring that levy amounts broadly reflect differences in capacity to pay and moderate the impact of change from the current system.

5.2 Option B: Four tiers of fixed charges with greater escalation

Option B retains option A's four tiers, except for the public benefit sector. This maintains the simplicity of the model.

This option differs from option A through a wider spread of levy amounts across the four tiers. Option B provides a different balance between the equity considerations of moderating the change in burden for property owners with the lowest capacity to pay and moderating the largest changes in burdens which are concentrated among owners of higher value properties.

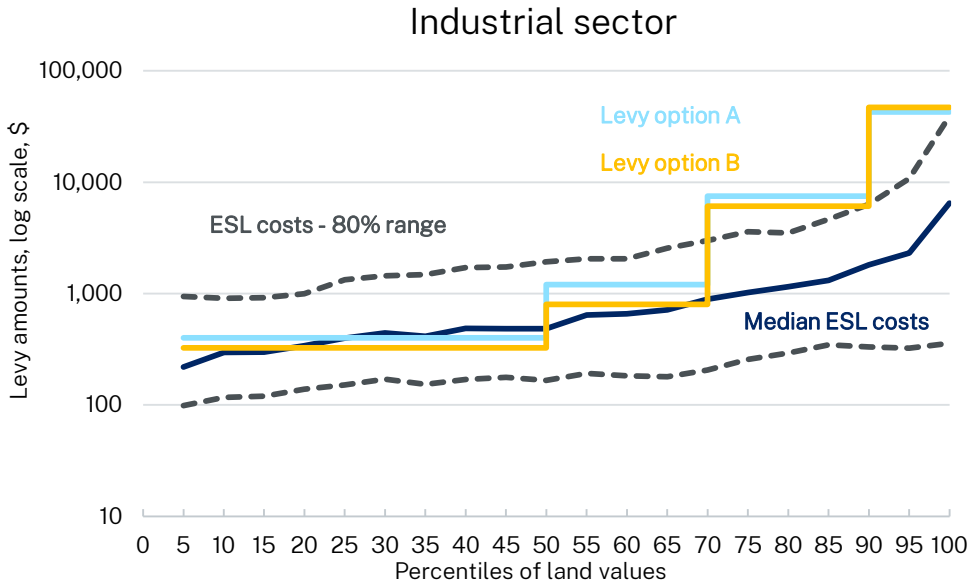
This option lowers the charges on owners of properties with lower land values by levying higher charges on owners of properties with the highest land values. For example, owners of the top 10% of residential properties by land values are charged an additional $50 above option A. This increase funds a $17 reduction in the levy for owners of properties in the bottom 30% of land values.

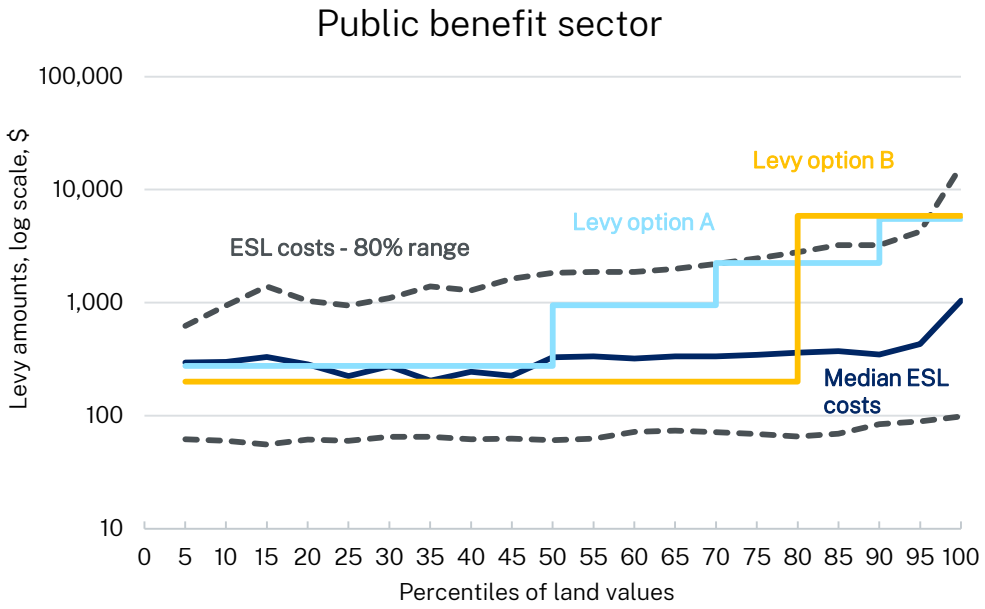
Similarly for the industrial sector, an increase of $4,000 for those with properties in the top 10% of land values compared to option A provides for owners of properties in all other tiers to pay less. Owners of properties with the lowest 50% of land values pay $75 less, owners in the next 20% of land values pay $400 less, and the next 20% pay $1,398 less compared to option A (see figure 8).

The four levy amount tiers in option A are reduced to two for the public benefit sector in option B. The first tier up to $1,580,000 covers 80% of properties, with the other 20% of land values above $1,580,000. This reflects the flatter distribution of ESL costs across most owners of public benefit properties, irrespective of land values. Based on the 2023-24 matched sample, the ESL costs for public benefit properties only increase noticeably among those with the highest land values.

Differentiating the levy model structure for the public benefit sector achieves more equitable outcomes by aligning the replacement levy closer to the median ESL costs for most owners of public benefit properties with lower land values.

Figure 8: Option B setting different levy amounts for the industrial and public benefit sectors





Source: NSW Treasury calculations based on 2023-24 matched data on ESL costs per property.

While owners of properties with the highest land values would already have seen the largest increases in levy burdens relative to ESL costs under option A, this effect is further extended under option B. This is particularly noticeable for the public benefit sector.

One option to alleviate some of the levy burden would be to introduce a higher levy amount only on a smaller portion of owners of properties with the highest land values, as discussed in the next section.

5.3 Option C: Six tiers of fixed charges

This option varies from the first two options with the introduction of two additional levy tiers that reflect the sector-specific distribution of land values. As in option B, only two levy amount tiers apply to the public benefit sector.

Option C provides for a more equitable distribution of levy contribution towards the funding of the state's emergency services agencies, to the extent that land values reflect property owners' capacity to pay. Additional land value thresholds improve equity but add a little complexity to the levy model.

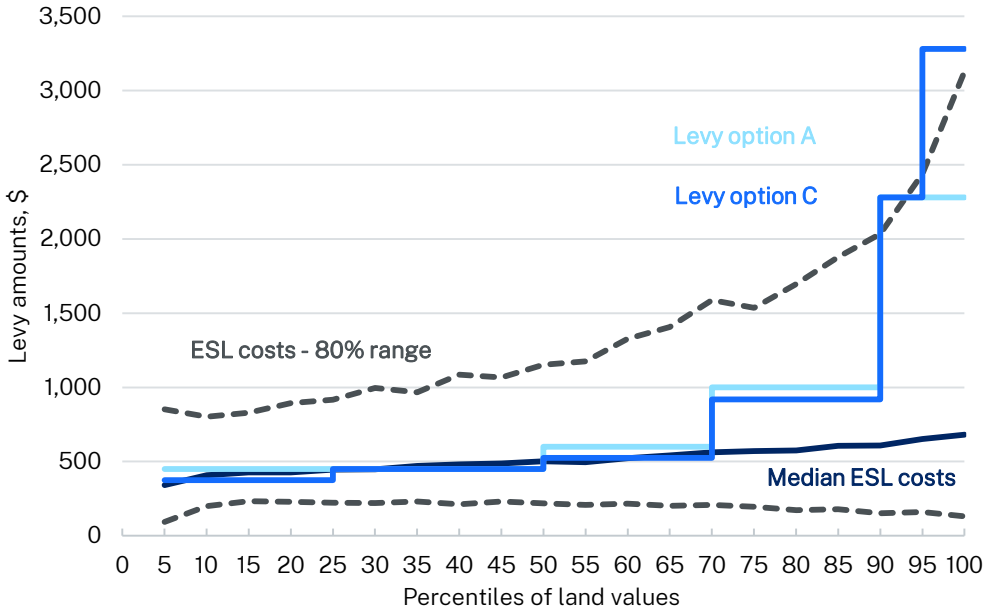
This option lowers the levy amounts for owners of properties with lower land values and increases the levy amount for owners of the highest value properties:

- An additional lower tier for properties with the lowest land values is funded from an additional tier for the top 5% of properties with the highest land values in each property sector.
- The new top tier also funds some reductions in levy amounts for other land value ranges within the same sector to bring them closer to the median ESL costs for each group.

For example, figure 9 compares option C to option A for the farm sector based on 2023-24 data:

- Under option C, a new tier is introduced for the top 5% of properties with land values above $6,060,000. The new levy amount is $1,000 higher compared to option A.
- Option C also introduces a new tier for the bottom 25% of properties with land values up to $486,000. The new levy amount is $75 lower relative to option A.
- The new, higher top tier also funds a reduction of $75 and $82 in the levy amounts for owners of properties with land values in the second and third tiers in option A.

Figure 9: Option C setting six-tier levy amounts for the farm sector



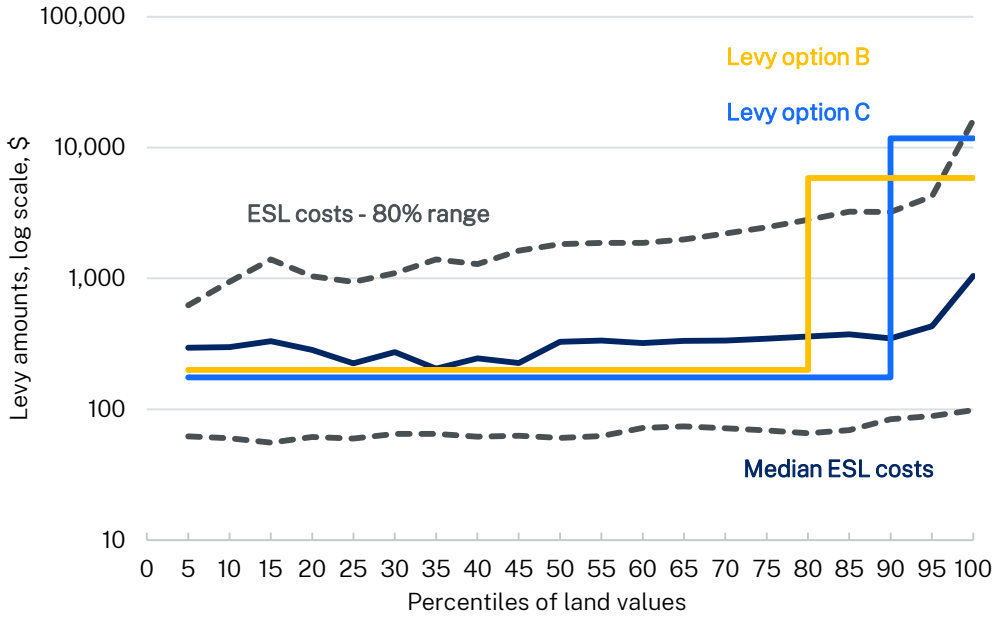
Source: NSW Treasury calculations based on 2023-24 matched data on ESL costs per property.

As discussed further in chapter 6, increases in levy burdens for owners of properties with high land values can be significant. This is particularly evident under models like option C that aim to better align with capacity to pay. Across all property sectors, the primary drivers for this are:

- The reform objective that the revenue raised under a replacement levy matches the funding sources being replaced so that emergency services agencies continue to be funded adequately and sustainably.
- The recognition that owners of properties with the lowest land values are more likely to have a lower capacity to contribute, and so the replacement levy for them will broadly align with current median ESL costs.

The public benefit sector is treated similarly to option B. Option C aims to better align to the median ESL costs for most owners of public benefit properties with lower land values. The land value threshold is increased from $1,580,000 to $3,260,000, lowering the bottom levy amount by $25, and increasing the top levy amount by $5,874 (see figure 10). Relative to options A and B, there is a lower levy for around 90% of public benefit property owners and a higher levy for the top 10% of owners with the highest land values.

Figure 10: Setting two-tier levy amounts for the public benefit sector



Source: NSW Treasury calculations based on 2023-24 matched data on ESL costs per property.

5.4 Option D: Fixed charges with regional discounts

Option D is similar to option A with moderately increasing levies across four tiers for each property sector, but with regional discounts for properties located outside Greater Sydney.[40] These discounts are additional to, and applied before, the concessions for pensioners and vacant land.

Option D introduces regional discounts to reflect models used in Queensland, Western Australia and South Australia (see appendix A). These states provide emergency service levy discounts for properties located in non-metropolitan areas to reflect lower levels of emergency service provision. This is an additional equity consideration.

Given properties outside Greater Sydney have lower land values on average, these property owners would pay less on average under all replacement levy options compared to owners of properties in Greater Sydney. Moreover, and as discussed in chapter 3, as owners of property outside Greater Sydney tend to face higher ESL costs, they will tend to see higher savings than owners of properties with similar land values located in Greater Sydney.

Despite paying lower replacement levy amounts on average, some owners of property located outside Greater Sydney may consider they would still contribute disproportionally to the funding of emergency services relative to the benefit they could receive from their availability. Regional discounts attempt to remedy this and better align average replacement levy burdens to average level of emergency service provision.

The regional discounts are broadly aligned to Queensland's Emergency Management Levy. In Queensland, properties are classified into five district classes based on the availability of fire

[40] As discussed in options B and C, given the unique distribution of land values among public benefit property, a two-tier structure is applied to the public benefit sector.

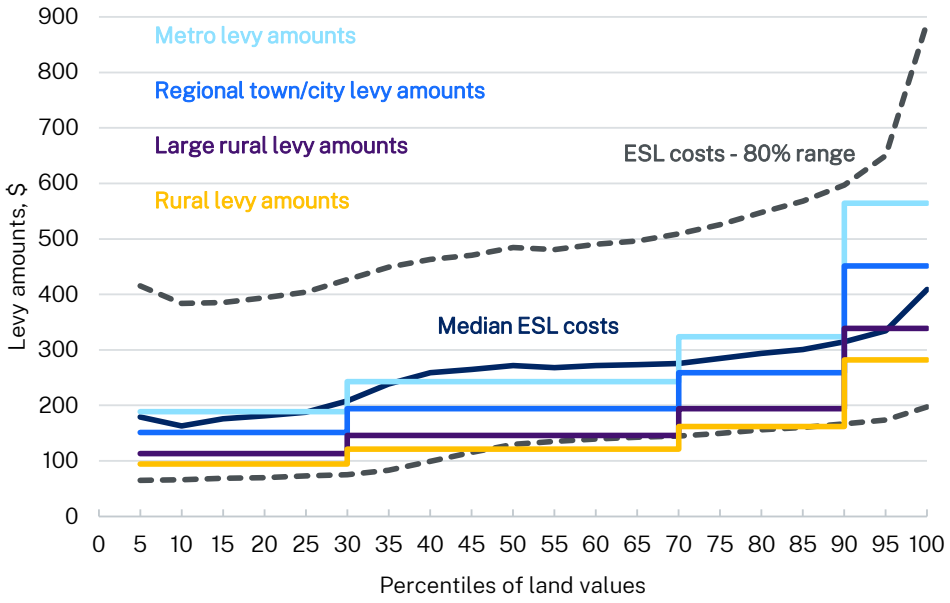
and emergency services. Lower levy amounts are charged for properties in more remote locations with a lower service provision.[41]

In designing option D:

- Properties were allocated into four district classes, broadly in line with the Queensland approach: Greater Sydney, regional town/city, large rural, and rural.[42] This classification was not determined by actual availability of emergency services in NSW as is the case in Queensland.[43]
- In line with Queensland, a discount of 20% applies to properties in a regional town/city, a 40% discount applies to properties in large rural areas and a 50% discount applies to properties in rural areas.

Based on 2023-24 data, figure 11 illustrates option D for the residential sector. Compared to options A and B, higher levy amounts would have applied to property owners in Greater Sydney (about 62% of all residential property), whereas property owners outside Greater Sydney (about 38% of all residential property) would have paid less.

Figure 11: Option D setting levy amounts with regional discounts for the residential sector



Source: NSW Treasury calculations based on 2023-24 matched data on ESL costs per property.

While a system of regional discounts may better align replacement levy amounts to average level of emergency services provision, alignment to the principle of equity would depend on how regions are classified and the level of discounts that apply to each region. Additional data on emergency service availability by region would be required to classify each region accurately and transparently and to determine the appropriate method for setting discounts. A robust and fair classification process

[41] For residential properties and most non-residential properties, the Queensland levy has only four different levy amounts for district classes, with two district classes having the same levy amount.

[42] Regional towns and cities include places such as Wollongong, Coffs Harbour, Lismore, Ballina, Lake Macquarie, Wagga Wagga, Orange and Armidale. Large rural areas include places such as Bellingen, Tenterfield, Yass and Murray River. Rural areas include places such as Bourke, Brewarrina and Weddin.

[43] A classification map for the Emergency Services Levy in Queensland can be accessed in https://experience.arcgis.com/experience/96af23b49c7d4b8da860e78fa336994b/.

would give property owners confidence in the classification boundaries and the merits of regional discounts.

5.5 Option E: Fixed charges with surcharges by property type

This option is designed with a particular focus on the principle of equity by considering property type. Option E retains a four-tier model of increasing fixed charges on land values but introduces surcharges or alternative levy amounts to specifically identified property types to ensure all property owners make a fair contribution to the funding of emergency services agencies.

For the residential sector, the relative contribution between units and houses is rebalanced with a $50 surcharge on units.

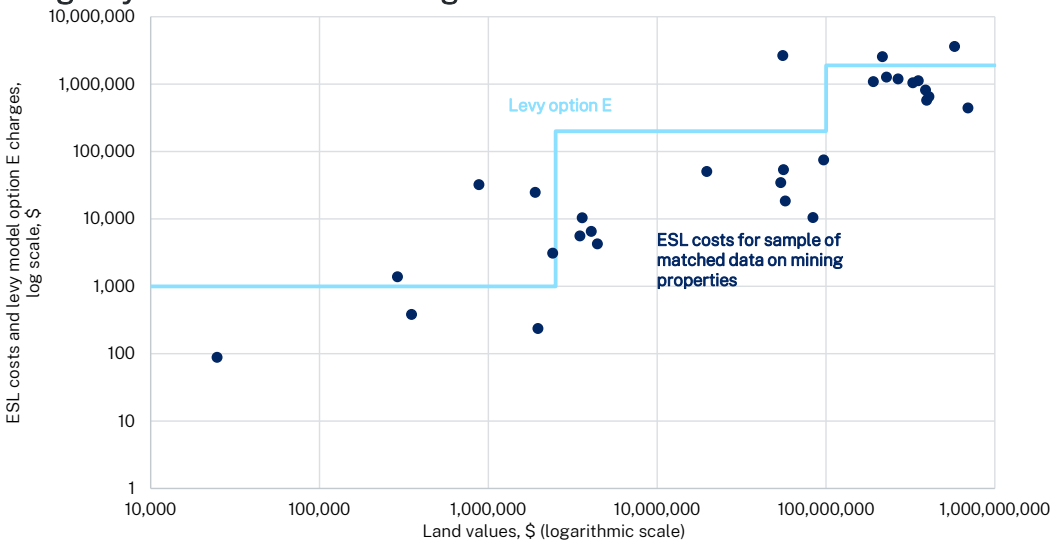
As discussed in chapter 3, owners of units tend to pay a lower ESL than owners of houses in similar locations. Units also tend to have lower land values relative to houses in similar locations because the value of land typically represents a lower proportion of the total property value for many units. With a uniform levy, owners of units would tend to pay a lower replacement levy compared to owners of houses in similar locations.

Rebalancing the relative contributions between units and houses adds some complexity. However, it aims to achieve a more equitable outcome with owners of houses and units in similar locations paying a more even share of the replacement levy. A practical way to identify units in the residential sector is based on information on whether a property is part of a strata or company title.

For the industrial sector, option E separates mining properties from other industrial properties. Local councils identify and charge different rates to mining properties. This could be leveraged as a practical approach to identify mining properties and apply different levy rates to reflect higher and more dispersed land values in the mining sector compared to other industrial properties.

Higher levy rates for the mining sector relative to other industrial properties will better align with the principle of equity and better match existing ESL contributions. As illustrated in figure 12, some mining properties, especially large mines, currently make significant ESL contributions. In addition, and as discussed in the next chapter, separating mining properties from the industrial sector allows for the replacement levy to better align with current ESL contributions for non-mining industrial properties.

Figure 12: Setting levy amounts for the mining sector



Source: NSW Treasury calculations based on 2023-24 matched data on ESL costs per property.

No specific model is presented under option E for the commercial, farm and public benefit sectors. This is because there is no practical way to identify commercial property, farms and public benefit property by type, except by using location or land-use zoning. Identifying these properties by type in a meaningful way to inform the design of alternative levy model options, and implementing those options, would require the development of a new database, with associated costs and lead time.

Table 8: Levy model options, levy amounts based on land values, by property sector, 2023-24

	Residential		Commercial		Industrial		Farm		Public benefit	
Option A	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**
	Up to $302,100	$175	Up to $346,000	$275	Up to $486,000	$400	Up to $1,000,000	$450	Up to $363,000	$275
	$302,100 to $728,000	$225	$346,000 to $800,400	$800	$486,000 to $1,100,000	$1,200	$1,000,000 to $1,760,000	$600	$363,000 to $963,000	$950
	$728,000 to $1,410,000	$300	$800,400 to $2,410,000	$2,500	$1,100,000 to $3,310,000	$7,500	$1,760,000 to $4,010,000	$1,000	$963,000, to $3,260,000	$2,250
	Above $1,410,000	$523	Above $2,410,000	$12,972	Above $3,310,000	$42,857	Above $4,010,000	$2,280	Above $3,260,000	$5,513
Option B	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**
	Up to $302,100	$158	Up to $346,000	$215	Up to $486,000	$325	Up to $1,000,000	$400		
	$302,100 to $728,000	$225	$346,000 to $800,400	$550	$486,000 to $1,100,000	$800	$1,000,000 to $1,760,000	$550	Up to $1,580,000	$200
	$728,000 to $1,410,000	$300	$800,400 to $2,410,000	$1,653	$1,100,000 to $3,310,000	$6,102	$1,760,000 to $4,010,000	$925		
	Above $1,410,000	$573	Above $2,410,000	$15,472	Above $3,310,000	$46,857	Above $4,010,000	$2,780	Above $1,580,000	$5,861
Option C	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**
	Up to $170,100	$141	Up to $117,600	$175	Up to $193,200	$275	Up to $486,000	$375		
	$170,100 to $302,100	$175	$117,576 to $346,000	$275	$193,200 to $486,000	$400	$486,000 to $1,000,000	$450	Up to $3,260,000	$175
	$302,100 to $728,000	$225	$346,000 to $800,400	$450	$486,000 to $1,100,000	$800	$1,000,000 to $1,760,000	$525		
	$728,000 to $1,410,000	$300	$800,400 to $2,410,000	$1,725	$1,100,000 to $3,310,000	$6,073	$1,760,000 to $4,010,000	$918		
	$1,410,000 to $1,941,700	$523	$2,410,000 to $4,390,000	$12,972	$3,310,000 to $6,700,000	$42,857	$4,010,000 to $6,060,000	$2,280		
	Above $1,941,700	$623	Above $4,390,000	$17,972	Above $6,700,000	$50,857	Above $6,060,000	$3,280	Above $3,260,000	$11,735
Option D	For option D, levy amounts displayed are for non-concessional property located in Greater Sydney. Regional discounts apply: 20% discount for properties located in a regional town/city, a 40% discount for properties in large rural areas and a 50% discount for properties in rural areas.									
	Land value	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**
	Up to $302,100	$189	Up to $346,000	$289	Up to $486,000	$417	Up to $1,000,000	$669	Up to $363,000	
	$302,100 to $728,000	$243	$346,000 to $800,400	$841	$486,000 to $1,100,000	$1,251	$1,000,000 to $1,760,000	$892	$363,000 to $963,000	$212
	$728,000 to $1,410,000	$324	$800,400 to $2,410,000	$2,628	$1,100,000 to $3,310,000	$7,816	$1,760,000 to $4,010,000	$1,487	$963,000, to $3,260,000	
	Above $1,410,000	$564	Above $2,410,000	$13,637	Above $3,310,000	$44,663	Above $4,010,000	$3,390	Above $3,260,000	$6,220
Option E	**Residential - houses**		**Residential - units**		**Industrial (excluding mining)**		**Mining**		No model based on property type is proposed for the commercial, farm and public benefit sectors. For these, there are no practical ways to identify properties by type without the need to develop a new database, with associated costs and lead times.	
	Land value	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**	**Land value**	**Levy**		
	Up to $302,100	$161	Up to $302,100	$211	Up to $485,400	$300	Up to $2,500,000	$1,000		
	$302,100 to $728,000	$211	$302,100 to $728,000	$261	$485,400 to $1,100,000	$800	$2,500,000 to $100,000,000	$200,000		
	$728,000 to $1,410,000	$286	$728,000 to $1,410,000	$336	$1,100,000 to $3,290,000	$4,500	Above $100,000,000	$1,901,400		
	Above $1,410,000	$509	Above $1,410,000	$559	Above $3,290,000	$42,254				

6 Impacts of reform on property owners

The levy model options in this paper aim to achieve equitable outcomes, support efficiency, be transparent and relatively simple to understand, ensure cost recovery, and provide a reliable and sustainable funding source for NSW's emergency services agencies. Any replacement levy that improves equity and simplicity compared to the ESL would be expected to have different impacts across levy payers. Changes in levy burdens are an important consideration, particularly for the approach to transitioning to the replacement levy.[44]

This chapter compares the five levy model options presented in chapter 5, including the impacts on property owners, sectors and cohorts of properties across models and alignment with the principles equity and simplicity. The analysis focuses on property owners who currently pay the ESL. The impacts on owners of property who don't pay the ESL because they don't have insurance have not been included.[45]

Around 55% of insured properties would have incurred a lower levy

Modelling based on 2023-24 data indicates that around 55% of insured properties in NSW would have incurred a lower replacement levy relative to the ESL costs under all levy model options (see table 9).

Table 9: Share of insured properties estimated to pay less under a replacement levy

Option A	54.4%
Option B	55.7%
Option C	55.7%
Option D	54.2%
Option E	55.9%

Source: NSW Treasury estimates based on a sample of insured properties, 2023-24 data, and assuming a 5% non-insurance rate across all property sectors (noting non-insurance rates are highly uncertain, particularly for non-residential properties). Option E for commercial, farmland and public benefit sectors is modelled to be identical to option A.

While the proportion of insured property owners who would have paid less varies only slightly between options, the impact of different models on specific sectors and cohorts of property owners is more significant. Different models may therefore be preferred for different property sectors based on their suitability for the sector and alignment with the reform objectives and design principles.

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[44] Modelling throughout this paper was conducted at the property level, not by property owner. For simplicity, the text at times refers to the share or number of property owners that are estimated to pay more or pay less under the replacement levy compared to under the current system. A more accurate description of the modelling would be the share or number of properties estimated to incur higher or lower levy amounts under a replacement levy. This subtle distinction is important, as some property owners own multiple properties and may find that they will pay less on one property and more on another.

[45] Property owners who do not take out insurance will see their levy burden increase under a replacement levy. Data identifying property owners without insurance was not obtained for this analysis and therefore the number of privately-owned properties without insurance, the type of property, location or land value is not available.

6.1 Levy model options impact property sectors differently

More residential, farm and public benefit property owners are likely to pay less

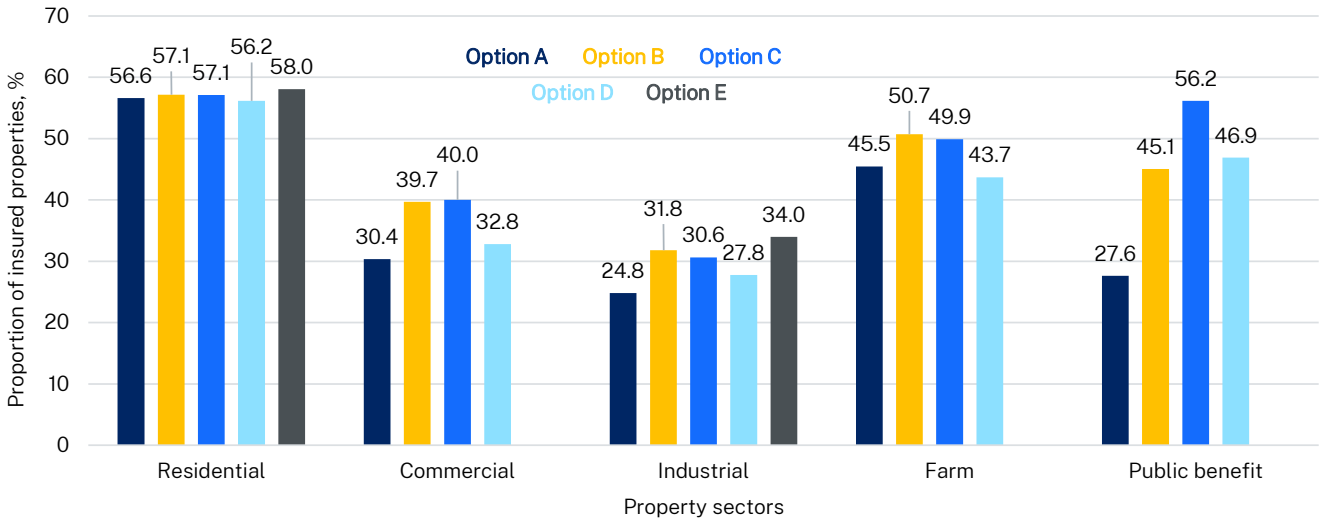
Figure 13 shows the share of insured property owners estimated to have paid less under a replacement levy compared to under the ESL, for each property sector and across each of the five levy model options.

Around 57% of owners of insured residential properties are estimated to have paid less under a replacement levy, which is a higher share than for the other property sectors. As discussed in chapter 4, the forgone ESL costs currently collected on government property and motor vehicle insurance is not recovered from residential property. This allows the replacement levy amounts for the residential sector to be set lower than what they would otherwise need to be.

The farm and public benefit sectors are also estimated to have had larger shares of property owners paying less under a replacement levy compared to the commercial and industrial sectors. This is a result of the sectoral contributions approach assumed in chapter 4, which ensures that the farm and public benefit sectors experience a similar average burden under the replacement levy as they do under the ESL.

The commercial and industrial sectors are estimated to have had the lowest shares of property owners paying less under a replacement levy. This arises because the forgone ESL on government property and motor vehicle insurance is recovered from these sectors.

Figure 13: Share of insured properties estimated to pay less under a replacement levy



Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data.

There is a trade-off between the share of property owners expected to pay less and the burden on those paying more

Generally, setting the replacement levy to better align with land values will more closely reflect property owners' capacity to pay. However, increasing the share of property owners that would pay less under a replacement levy relative to the ESL must come at the expense of increasing the levy burden on property owners that pay more, given that the revenue target is unchanged. Potential changes in levy burdens between the ESL and the replacement levy are an important consideration,

particularly when assessing how levy model options align with the principles of equity and simplicity.

A more detailed discussion of the distributional effects within sectors is provided in section 6.3.

Different levy model options may be preferred for different property sectors

Property sectors are impacted differently depending on any given levy model. For example, for the residential and industrial sectors, the greatest share of property owners paying less is under levy model option E, and under levy model option C for the commercial and public benefit sectors.

The revenue target can be achieved by any combination of levy models across sectors. So, in practice, the replacement levy could be constructed by selecting the levy model for each sector that maximises the share of property owners estimated to pay less under the reform compared to the ESL and best aligns with the reform objectives and design principles. As discussed above, while all levy models are designed in line with the design framework, each model presents a different trade-off between the principles of equity and simplicity.

6.2 Owners of properties with lower land values are more likely to pay less

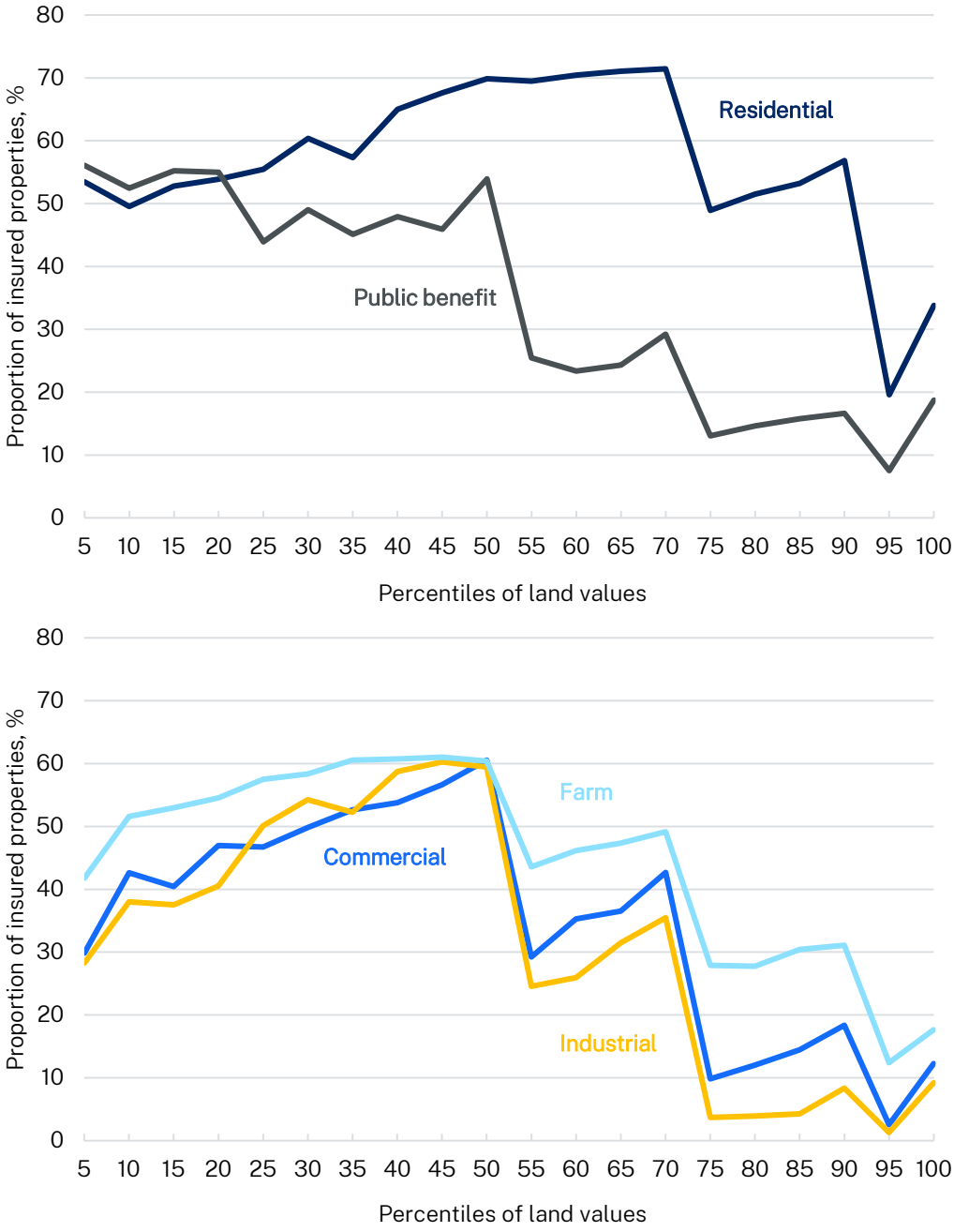
A replacement levy aligned with capacity to pay places a lower burden on owners of properties with lower land values

Across all property sectors, owners of properties with lower land values would be more likely to pay less under the replacement levy than they do under the ESL compared to owners of higher value properties. This is illustrated in figure 14 for option A.

This finding is consistent across levy model options, as shown for the residential sector in figure 15. On average, around 62% of owners of insured residential properties in the bottom 75% of land values are estimated to have paid less under a replacement levy, compared to only 42% of owners of insured residential properties in the top 25% of land values.

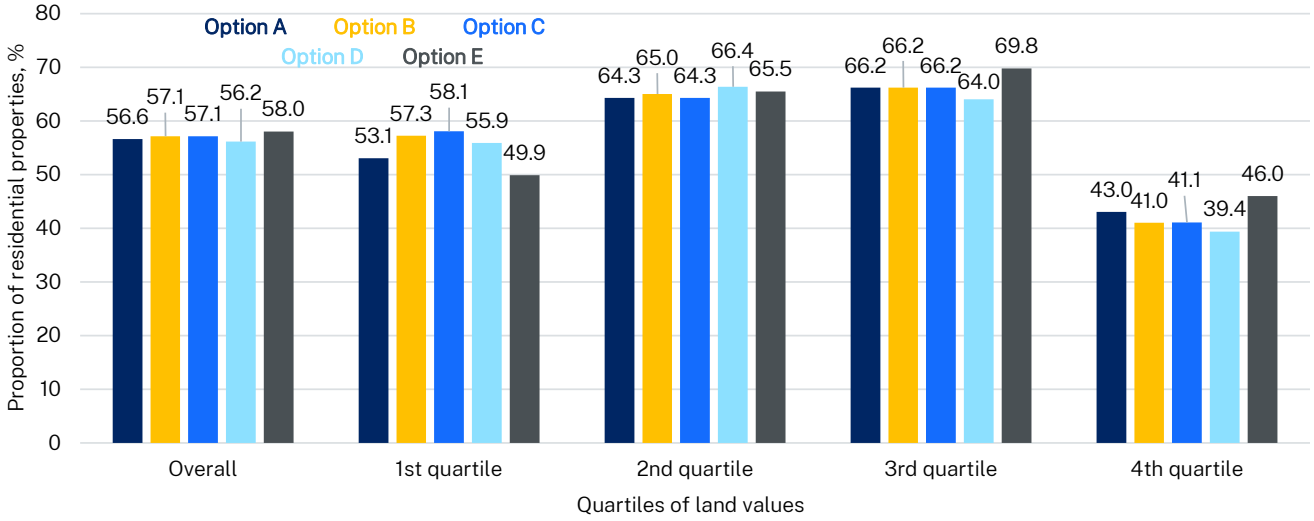
Across each property sector, levy model options with greater escalation in fixed charges (options B and C relative to option A) have a higher share of owners of insured properties in the bottom 75% of land values estimated to have paid less under a replacement levy compared to owners of insured properties in the top 25% of land values.

Figure 14: Option A, share of insured properties paying less under a replacement levy, by land values



Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data.

Figure 15: Share of insured residential properties paying less under a replacement levy, by quartiles



Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data.

These results reflect the design principles of the reform, which seek to balance simplicity with the equity considerations of ensuring that all property owners make a minimum contribution to the funding of the state's emergency services agencies, that contributions align with capacity to pay, and that the impact of changes in levy burdens is moderated.

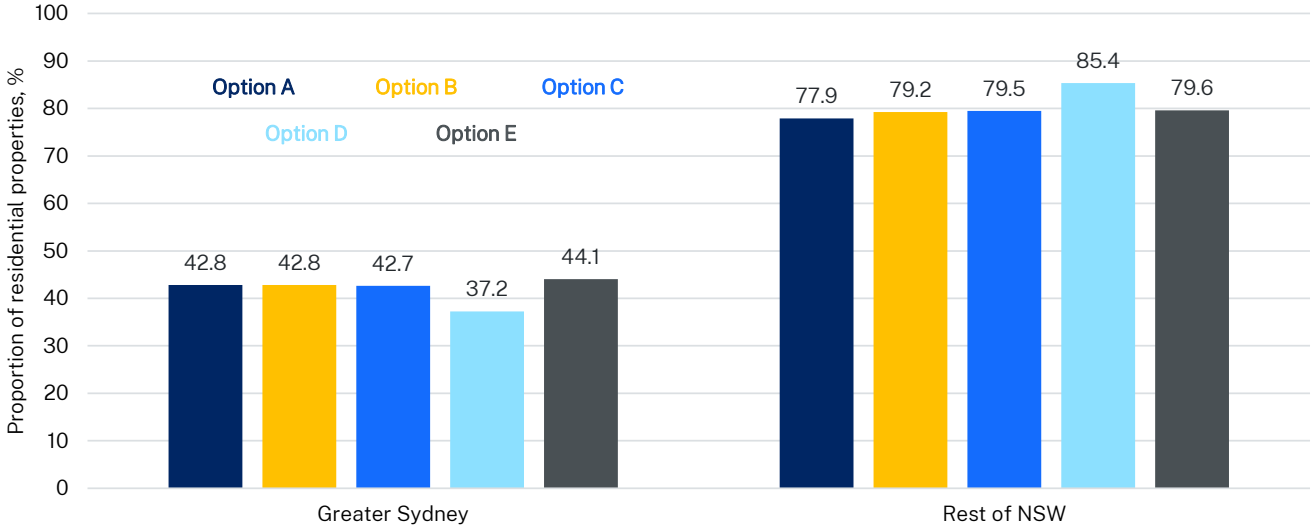
Property owners outside Greater Sydney would be more likely to pay less under a replacement levy

Across all property sectors, owners of insured properties outside Greater Sydney would be more likely to pay less than under the ESL compared to owners of insured properties in Greater Sydney. This is driven by two factors:

- Properties outside Greater Sydney tend to have higher insurance premiums relative to properties with similar land values located in Greater Sydney. As such, these property owners stand to gain more from removing the ESL.
- Land values are generally lower outside Greater Sydney. As a result, owners of properties outside Greater Sydney would tend to pay a lower replacement levy compared to owners of properties located in Greater Sydney.

For the residential sector, owners of insured properties located outside Greater Sydney are found to have been nearly twice as likely to pay less under a replacement levy than under the ESL compared to owners of insured properties in Greater Sydney (see figure 16). This finding also holds true across the other property sectors, though the specific shares paying less vary across sectors.

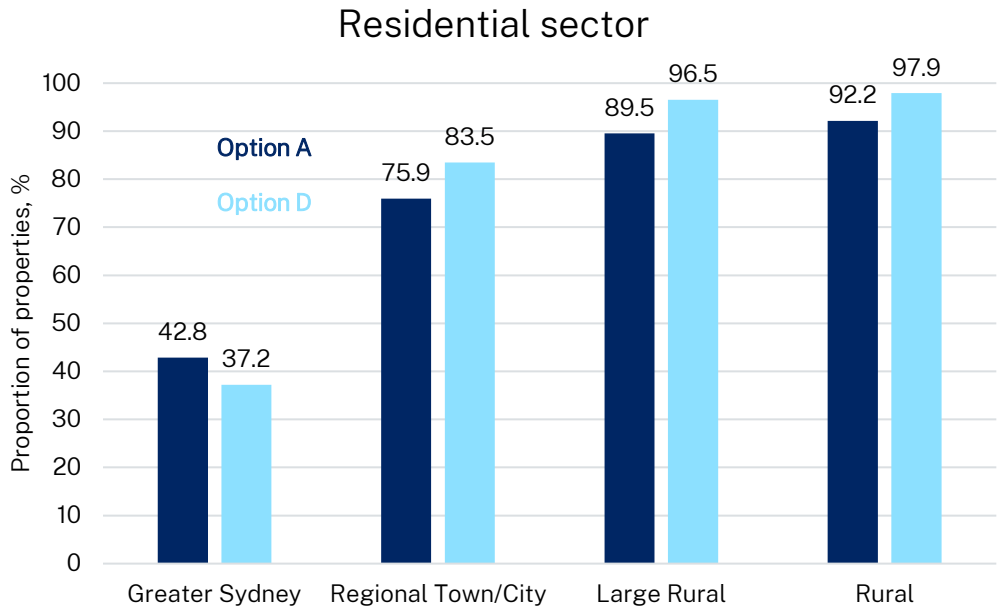
Figure 16: Share of insured residential properties paying less under a replacement levy, by location

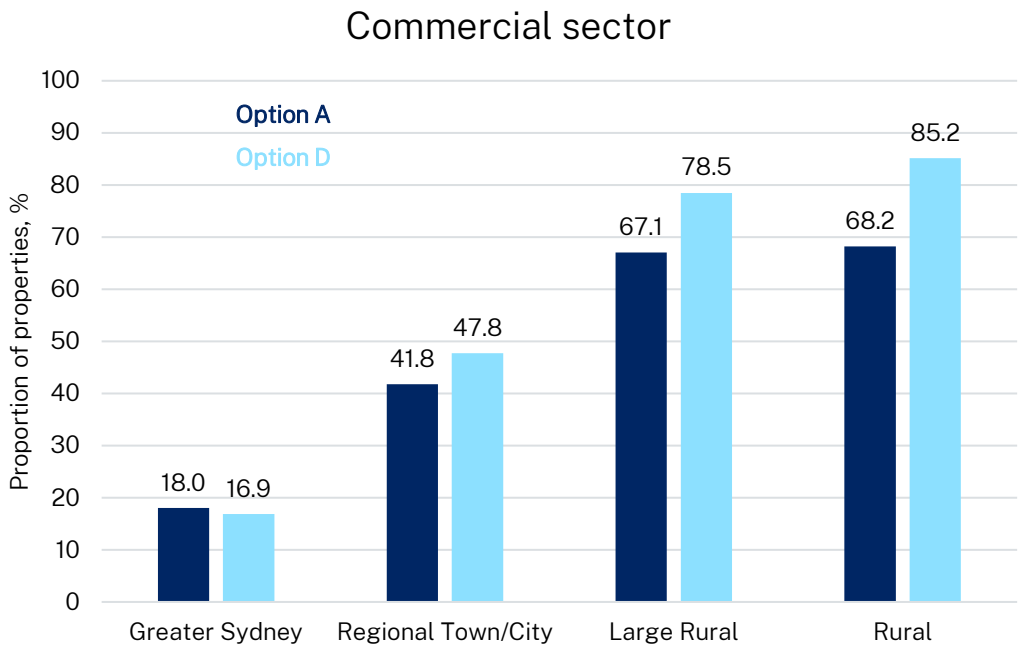


Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data.

This is further emphasised under option D. As illustrated in figure 17, both options A and D show that regional and rural insured property owners would have been more likely to pay less under the replacement levy than under the ESL, compared to owners of insured properties in Greater Sydney. With regional discounts, option D would have reduced the levy burden on owners of regional and rural properties compared to option A at the expense of increasing it for owners of properties in Greater Sydney.

Figure 17: Share of insured residential and commercial properties paying less under a replacement levy, by region





Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data.

Owners of houses would be more likely to pay less under a replacement levy

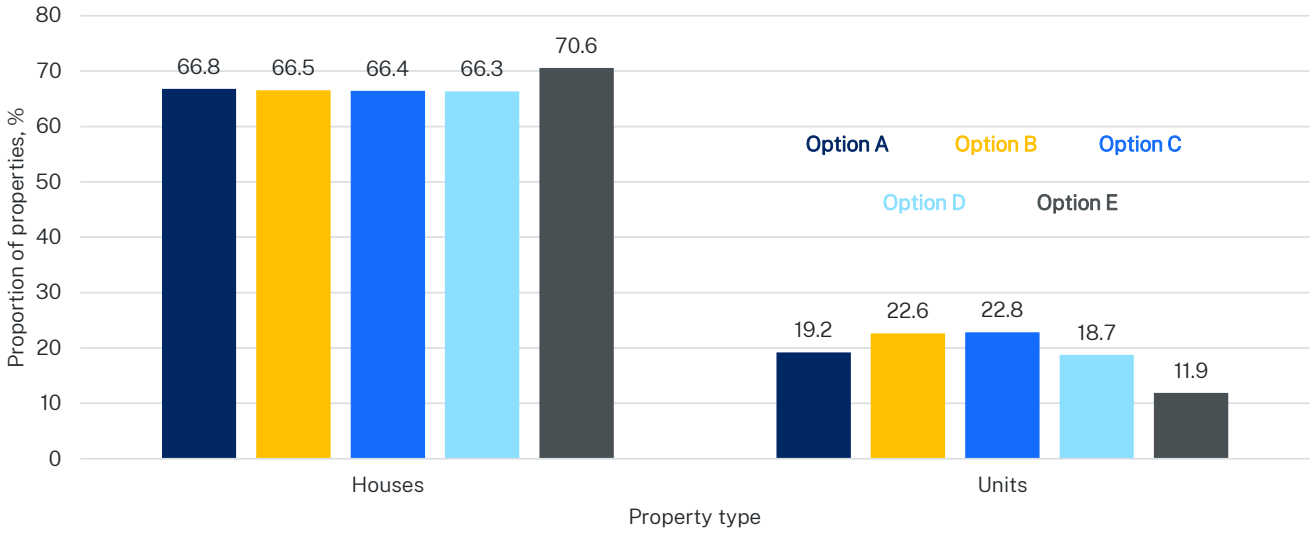
Owners of insured houses would be more likely to pay less under a replacement levy than they do under the ESL, compared to owners of units. This is because units tend to have lower insurance premiums relative to houses with similar land values. As such, unit owners stand to gain less from removing the ESL. As illustrated in figure 18, on average across the levy model options, around 67% of owners of insured houses are estimated to have paid less under a replacement levy, compared to an average of 19% of owners of units.

Units have relatively lower land values compared to houses. As such, around 64% of unit owners would have paid the lowest levy amounts under each levy model option.[46] This means the majority of unit owners would have paid less than owners of houses in the same locations under the replacement levy. As discussed in section 5.5, a more equitable outcome could involve owners of units and houses in similar locations paying a more even share of the replacement levy.

Option E attempts to achieve this through a $50 surcharge on units. This would have resulted in fewer unit owners paying less than they would have under the ESL relative to any of the other levy model options (see figure 18). This would also have enabled more owners of insured houses to pay less compared to the other levy model options (71% compared to around 67%).

[46] To be precise, 64% of units have a land value up to $302,100, which is the first land value threshold under options A, B, D and E, and the second land value threshold under option C. Moreover, around 93% of units have a land value up to $728,000, which is the second land value threshold under options A, B, D and E, and the third under option C. See table 8.

Figure 18: Residential sector, share of insured houses and units paying less under a replacement levy



Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data.

6.3 A simpler and more equitable levy system will result in changes in levy burdens

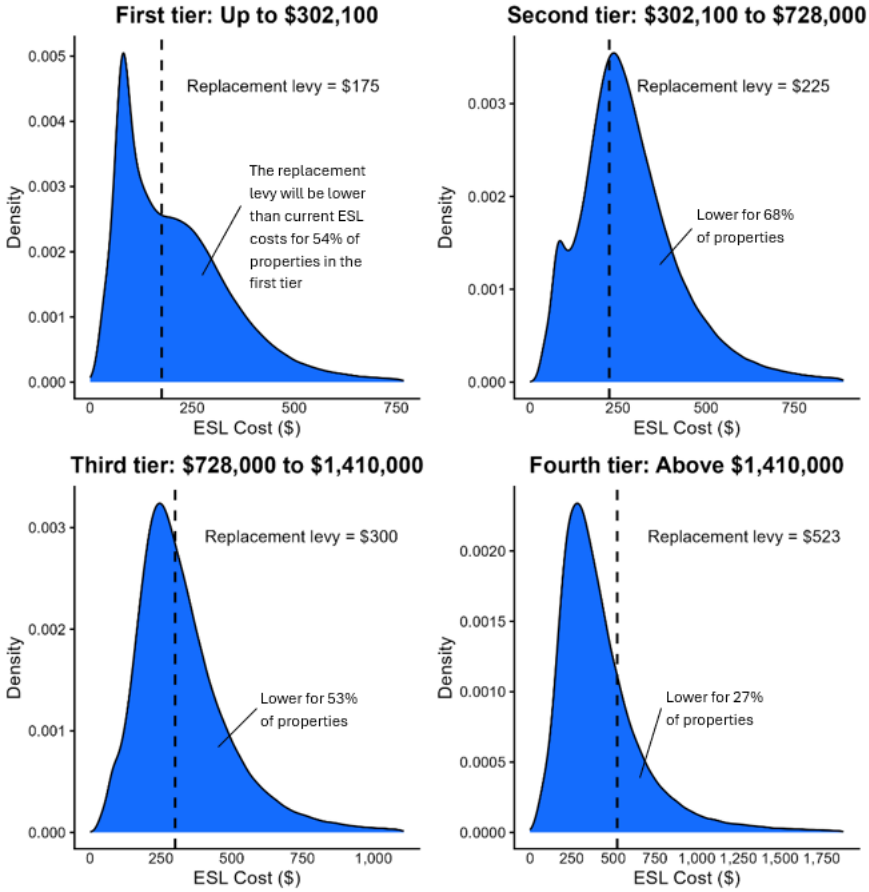
As discussed in chapter 3, any replacement levy model with increasing fixed charges based on land values will result in most owners of properties with similar land values paying the same levy. This means that some owners with properties of similar land values but with different characteristics, including differing locations, property types, exposure to risk or levels of insurance, may pay more or pay less under a replacement levy than they do under the current ESL.

Savings can be significant under a replacement levy while increases in burdens are capped

All levy model options canvassed in this paper constitute a simpler and more transparent approach to setting levy contributions for property owners than the current ESL system. A key benefit of models of fixed charges is that levy burdens are capped. Effectively, this means that increases in levy burdens relative to the current ESL are limited to the relevant levy amount that applies to each property. Conversely, reductions in levy burdens compared to the current ESL system can be significant.

This is illustrated in figure 19 for the residential sector under option A. The figure splits residential properties into the four tiers defined under option A. For each tier, it shows the spread of ESL costs for insured residential properties compared to the replacement levy amount payable under option A.

Figure 19: Residential sector, distribution of ESL costs for option A's four tiers



Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data. The largest 1% of ESL costs within each tier have been trimmed from the distribution for presentation purposes. However, percentages of properties estimated to be paying less under the replacement levy reflects the entire sample of insured properties.

The figure shows that for all levy tiers, the potential reductions in levy burdens are larger than the potential increases. For example, for owners of residential property with land values under $302,100, the maximum increase in levy burden would have been, effectively, up to the applicable levy amount of $175.[47] In contrast, reductions in levy burdens could have been significantly higher. For example, within the same tier, a property owner who paid $500 in ESL, would have saved $325 under option A.[48]

Figure 20 provides further insights. It groups insured properties in the residential and commercial sectors by the amount property owners would have paid above or below what they paid under the ESL. The majority of residential property owners would have experienced a reduction or an increase in their levy burdens of less than $100. However, some property owners would have experienced relatively more significant changes in levy burdens. Of those, more would have seen savings than increases in levy burdens.

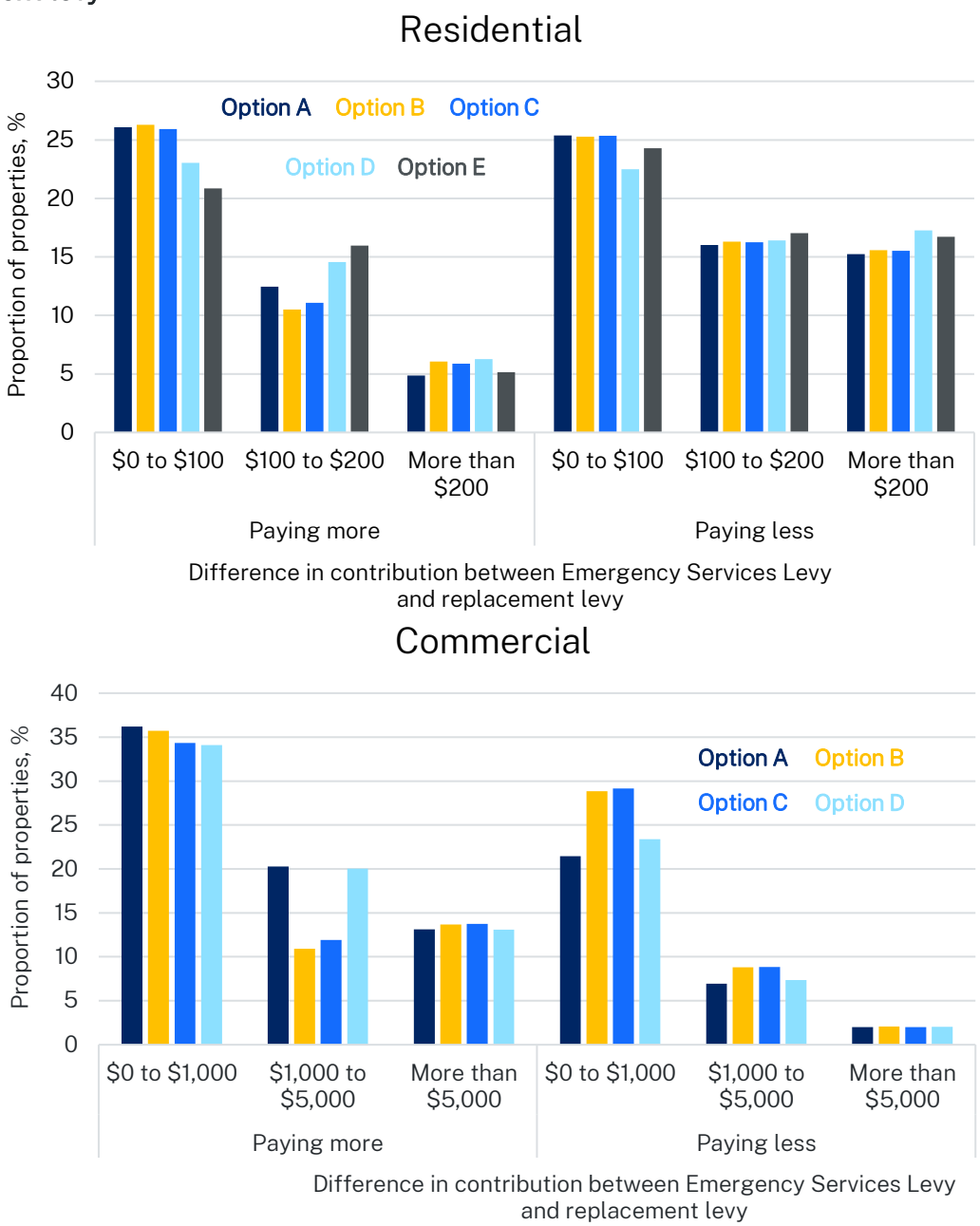
[47] Property owners likely to see an increase in levy burden are located, in figure 19, within the blue area to the left of the vertical replacement levy amount dashed line. The closest they are to the dashed line, the lower the increase in levy burden they are likely to experience compared to the ESL. Owners of uninsured property, who pay no ESL, would see the largest increase in levy burden within the relevant tier and have not been included in the figure.

[48] In figure 19, property owners likely to see a reduction in levy burden are located within the blue area to the right of the vertical replacement levy amount dashed line.

Changes in levy burdens would have been more significant in the commercial sector. The majority of commercial property owners would have experienced a positive or negative change in levy burdens of less than $1,000.

Changes in levy burdens in the commercial (and industrial) sector will tend to be larger than in other sectors. This is because current ESL costs tend to be significantly higher than in the residential sector, which results in higher replacement levy amounts as discussed in chapters 3 and 5. Furthermore, the commercial (and industrial) property contributions are also set to replace the forgone revenue under the ESL from government property and motor vehicle insurance. This means that replacement levy amounts will necessarily increase on average relative to the ESL.

Figure 20: Residential and commercial sector, share of insured properties by net impact of replacement levy



Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data.

Changes in levy burdens are likely to be smaller for owners of properties with lower land values

More accentuated changes in levy burdens will tend to be associated with properties with higher land values. For properties with lower land values, changes in levy burdens, be it increases or reductions, will tend to be relatively more moderate. This is illustrated in figure 21 for the residential and commercial sectors, under option A.

As discussed in section 2.3, levy amounts are designed to minimise the impact of the replacement levy on owners of properties with lower land values, reflecting their capacity to pay, while ensuring all property owners make a minimum contribution. For example, under option A for the residential sector, the replacement levy amounts for the lower three tiers are set close to the median ESL costs for properties in those tiers. This ensures a large share of owners of insured properties within these tiers see a relatively small change in levy burden.

At the other end of the distribution, owners of properties with higher land values are more likely to see more significant changes in levy burdens. For these properties, levy amounts ensure that sufficient revenue is raised while, at the same time, moderating the impact of the replacement levy. For example, under option A for the residential sector, the replacement levy for the top tier is set at a relatively high value compared to the median ESL costs paid by property owners within that tier. This results in larger changes in levy burdens compared to owners of properties with lower land values.

Figure 21: Residential and commercial sector, average change in levy burden under option A, for insured property

Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data.

Greater escalation in fixed charges will result in larger changes in levy burdens for some property owners

The analysis above provides insights into the possible consequences from adjusting the replacement levy amounts across property owners.

For example, a reduction in the top tier levy amount would increase the share of property owners in that tier that would pay less compared to the current ESL. But, to raise the same revenue, it would need to be offset by an increase in the levy amount paid by other property owners, which in turn would reduce the share of property owners in that tier paying less than the current ESL burden.

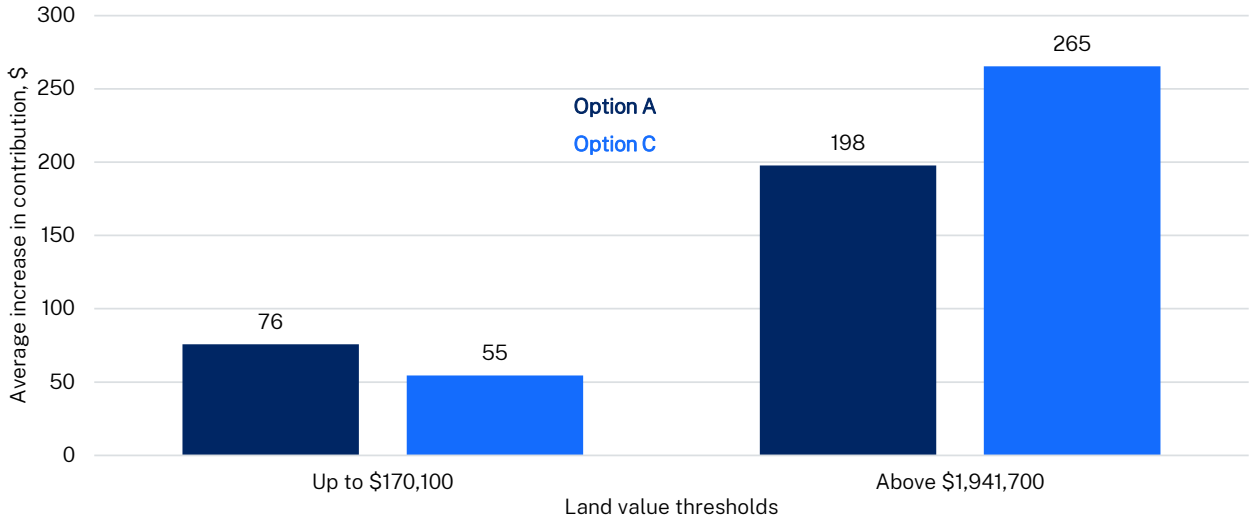
Conversely, a reduction in levy amounts for lower-land-value properties must necessarily have a corresponding increase in charges on owners of higher-land-value properties.

For example, option C proposes a levy amount that is $34 lower relative to option A for residential properties with land values below $170,100 (see table 8). This lower levy amount increases the share of residential properties with land values below $170,100 estimated to have paid less than the ESL from 52% to 61%.

However, this reduction in the levy amount for properties with low land values results in an additional burden on properties in the top levy tier. Under option C, owners of insured properties with land values above $1,941,700 would have paid a levy amount that is $100 higher compared to option A.[49] For insured residential properties estimated to have paid more under option C relative to A, figure 22 shows the average increase in levy burdens compared to the ESL.

[49] Option C places a $100 surcharge on properties in the top levy tier relative to option A. Some property owners who were paying less relative to the ESL under option A, may therefore pay up to $100 more under option C relative to the ESL. Hence the average increase in contributions for property owners estimated to pay more under a replacement levy is less than $100.

Figure 22: Average increase in contributions for insured residential properties paying more under a replacement levy



Source: NSW Treasury estimates based on a sample of insured properties, 2023-24 data. Land values correspond to the thresholds for the residential sector for option C (see table 8). Levy amounts for options A and C are identical for land values between $170,100 and $1,941,700.

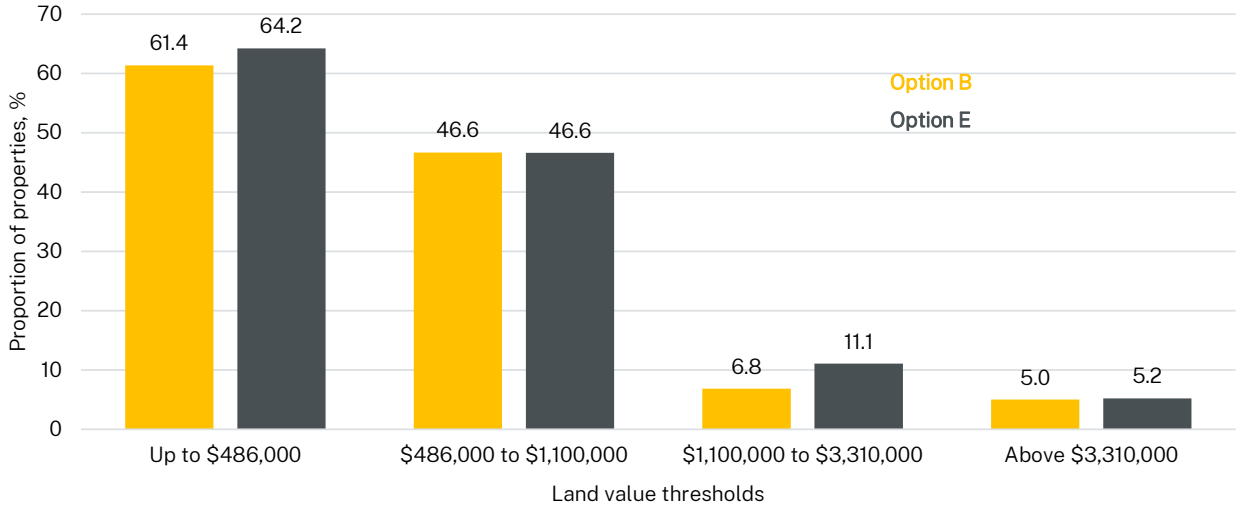
Particular consideration should be given to increasing levy amounts for owners of property with high land values in the public benefit sector. The public benefit sector consists of a wide variety of properties such as hospitals, non-government schools, places of worship, libraries and properties used for a range of not-for-profit purposes. As a result, owners of public-benefit properties are likely to vary considerably in their capacity to meet the increased cost of higher replacement levy amounts.

Lower levies for most industrial properties are possible by levying mining properties separately

Option E proposes a separate levy structure for mining properties, distinct from other industrial-sector properties. Some mines, particularly larger ones, currently make significant ESL contributions. Levying mining and other industrial properties under the same levy model, as is the case in options A to D, results in generally higher levy amounts imposed on owners of non-mining industrial property, some of whom currently contribute much less in ESL.

Carving out mining properties from the industrial sector allows for the design of a levy model that better represents the ESL contribution of each sector. By reducing the levy amounts for non-mining industrial property, option E results in an increase in the share of non-mining-industrial-property owners estimated to have paid less than under the current ESL (see figure 23, which compares option E and B for the non-mining industrial property sector).

Figure 23: Industrial sector, share of insured properties paying less under a replacement levy



Source: NSW Treasury estimates based on sample of insured properties, 2023-24 data. Land values correspond to the thresholds for the industrial sector for option B (see table 8). Apart from option E, option B results in the greatest share of industrial property owners paying less, as shown in figure 13.

Appendix A: Interstate comparison of emergency services funding systems

Table 10: Comparison levies funding emergency services in Australia (except NSW and the Northern Territory)

	Victoria [a]	Queensland	Western Australia	South Australia	Australian Capital Territory (ACT)	Tasmania
Existing levy	Emergency Services and Volunteers Fund	Emergency Management Levy	Emergency Services Levy	Emergency Services Levy	Police, Fire and Emergency Services Levy	Fire Service Contribution (FSC), Insurance Fire Levy (IFL) & Motor Vehicle Levy (MVL)
Revenue base	Properties based on capital improved values (CIV)	Properties based on land use and level of fire services available	Properties based on gross rental value (GRV)	Properties based on capital improved values (CIV), and motor vehicle registrations	Properties based on land use and, for commercial properties, land values using average unimproved values (AUV)	FSC: properties based on assessed annual value (AAV), and level of fire services available IFL: prescribed classes of business insurance premiums MVL: motor vehicle registrations
Levy structure	Fixed charge and variable rate on properties Variable rates are dependent on land use	Fixed charge on properties Charges vary based on land use and level of fire services available	Variable rate on properties Rates vary depending on land use and the level of fire services available	Fixed charge and variable rate on properties Rates vary depending on land use and the level of fire services available In addition, a fixed fee is levied on motor vehicle registrations	Fixed charge or variable rate on properties, dependent on land use Residential and rural: uniform fixed charge Commercial: variable rate	FSC: annually determined variable rate on property to meet the difference between the State Fire Commission's annual operating costs, and other source funding IFL: variable rate on business insurance premiums. Rates dependent on insurance class MVL: flat fee on motor vehicle registrations
Property sectors / Emergency service provision sectors	Residential, commercial, industrial, primary production, public benefit	16 property sectors based on land use, and land use intensity. Five district classes based on the fire and rescue services provided	Single residential, multiple residential, farming, commercial, industrial, vacant land. Locations: metropolitan, regional cities, metropolitan fringe, country towns, pastoral/rural	Residential, commercial, industrial, rural, special community use, vacant and other. Four regions reflecting level of emergency service provision.	Residential & rural properties, and commercial properties	Permanent brigade, composite brigade, volunteer brigade, or general land
Agencies and services funded	90% of Fire Rescue Victoria; 95% of Country Fire Authority & Victoria SES; up to 95% of other emergency services agencies and programs	67%[b] of total operating income for the Queensland Fire Department	66%[b] of funding of the Department of Fire and Emergency Services	66%[b] of the spending on fire and emergency services	32%[b] of the net costs of police and emergency services	74%[b] of total operating income for the State Fire Commission
Concessions	Pensioner concession card and veteran gold card: $50 concession on principal place of residence (PPR) Rebate for eligible CFA and VICSES volunteers on a PPR or farm Some farmers eligible for single farm enterprise exemption from multiple fixed charges.	A 20% discount is available on the levy the principal place of residence owned by the recipient of a Commonwealth or State pension.	Pensioners, senior or concession card holders receive the same rebate as the rebate on local government rates, on their principal place of residence. The rebate is up to 25% for seniors card holders, and up to 50% for pensioner concession and state concession card holders.	A range of card holders including pensioner concession, veteran gold, and seniors health card holders, and a range of Centrelink payment recipients / card holders receive a concession capped at $46, as well as a lower variable tax rate, on their principal place of residence.	Pensioner concession and veteran gold card holders are entitled to receive a rebate on the levy capped at $115, they are also eligible for the ACT government's 50% reduction in rates, capped at $750, which would also apply to the levy.	FSC: 20% pensioner discount MVL: pensioners receive an $8 discount in 2025-26
Vacant land treatment	Because the levy is calculated using CIV, levy charges on vacant land are lower	Vacant land is in Levy group 1[c], for which, under current rates, the amount of levy payable is more than 70% less than for other land uses	Because the levy is calculated using GRV, levy charges on vacant land are lower	Because the levy is calculated using CIV, levy charges on vacant land are lower	Vacant land is treated the same as non-vacant land	Because the levy is calculated using AAV, levy charges on vacant land are lower
Collection agent	Local councils	Local councils	Local councils	State government	Territory government	FSC: Local councils IFL & MVL: State government

Note: Northern Territory funds fire and emergency services from general territory government revenue. All other jurisdictions have some concessions for pensioners.

[a] In Victoria from 1 July 2026, the fixed charge for residential properties will be the same as the fixed charge for non-residential properties, and a 50% concession on the fixed charge will apply for exclusively residential-use principal place of residence.

[b] These percentages are not legislated and are based on the latest three years of available data.

[c] Queensland levy group 1 includes advertising hoarding, jetty, park or garden with no improvements other than fences or gardens, and vacant land including vacant land with a fence.

Sydney NSW 2000

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Sydney NSW 2001

W: nsw.gov.au/nsw-treasury

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NSW GOVERNMENT

LEGISLATIVE ASSEMBLY
Select Committee on Emergency Services Funding Reform

Terms of Reference

That the committee inquire into and report on the New South Wales emergency services funding reform replacement levy model options with particular reference to:

(a) the levy design principles of cost recovery, equity, efficiency, simplicity, and sustainability; and

(b) design parameters of levy concessions and transition arrangements.

David Webb

From: Office of the Auditor-General for New South Wales <communications@audit.nsw.gov.au>
Sent: Thursday, 7 May 2026 10:37 AM
To: David Webb
Subject: Tabled today: Oversight of Visiting Medical Officers

View this email in your browser

auditoffice OF NEW SOUTH WALES

Oversight of Visiting Medical Officers

New South Wales Auditor-General's Report | Performance Audit
Thursday 7 May 2026

Objective

This audit assessed the efficiency and effectiveness of NSW Health's oversight and assurance of arrangements to engage and accurately remunerate Visiting Medical Officers (VMOs).

Key findings

NSW Health does not provide coordinated statewide governance of VMO engagement and remuneration

While there are established policies for VMO engagement and remuneration, these do not operate as an integrated governance framework across each stage. System stewardship

elements including statewide oversight, monitoring, reporting and assurance are not in place.

NSW Health does not assess the long-term financial or workforce impacts of VMO use

There is an absence of statewide workforce planning or value for money criteria to guide Local Health Districts (LHDs) on when and how VMOs should be used. District decisions on VMO engagement are largely driven by short-term service needs.

LHDs do not have effective internal controls over VMO payments

There are significant and persistent weaknesses in NSW Health's payment controls. These include failures to segregate claims checking from claims payment duties, limited oversight of higher-risk arrangements and insufficient monitoring of excessive hours or potential double billing. These weaknesses increase the risk of error, inappropriate payments and fraud.

Weaknesses in IT systems and data controls undermine compliance with policy

NSW Health practices for processing VMO claims undermine the accuracy and integrity of payments, including extensive use of 'miscellaneous' claim categories, lack of validation against Medicare item codes and inconsistent application of aged-claim discounting.

NSW Health does not monitor or report on VMO arrangements

There is a lack of routine, system-wide monitoring of VMO arrangements, including expenditure, compliance and emerging risks. NSW Health has limited visibility over the effectiveness of controls operating within LHDs. Decision making is not informed by consistent, reliable or comprehensive information.

Assurance methods are reactive and fail to quickly identify and address system-wide risks

NSW Health relies on LHDs to undertake assurance activities at the district level and has not routinely analysed or aggregated results across the state. This limits the timely identification and resolution of system-wide risks. Governance reforms are at an early stage of implementation and have not yet delivered effective system-wide assurance.

NSW Health is strengthening its system-wide oversight of the use of VMOs

NSW Health has recently undertaken work to improve assurance, monitoring and reporting for VMO engagement and remuneration. This includes an internal audit and legal review which are in the early stages of completion.

Recommendations

The report makes 3 recommendations targeted at strengthening system-wide governance, assurance, value for money consideration and controls for VMO engagement and remuneration.

Fast facts

$1.32b

spent on VMO expenses in 2024–25

$3.5m

was the highest amount invoiced by a single VMO in 2024–25

9,250 hours

was the highest combined hours claimed by a single VMO in 2024–25 (roughly equal to 5 full-time roles)

Further information

For media enquiries please contact Renee O'Kane, Chief of Staff on 9275 7347 or by email.

READ FULL REPORT

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OF NEW SOUTH WALES

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Circular to Councils

Subject/title	Rating information 2026-27
Circular Details	Circular 26-06 / 15 May 2026 / A994414
Previous Circular	25-06 – Rating-information-2025-26
Who should read this	General Managers / All council staff
Contact	Performance Team / (02) 4428 4100 / olg@olg.nsw.gov.au
Action required	Information / Council to Implement

What's new or changing?

- Maximum boarding house tariffs for 2026-27 have been determined
- Maximum interest rate payable on overdue rates and charges for 2026-27 has been determined
- Section 603 Certificate fee for 2026-27 has been determined
- Statutory limit on the maximum amount of minimum rates for 2026-27 has been determined

What will this mean for council?

- Councils should incorporate these determinations into their 2026-27 rating structures, Operational Plan and Revenue Policy.

Key points

Boarding House Tariffs

- In accordance with section 516 of the *Local Government Act 1993* (the Act), it has been determined that for the purpose of the definition of 'boarding house' and 'lodging house', the maximum tariffs, excluding GST, that a boarding house or lodging house may charge tariff-paying occupants are:

a) Where full board and lodging is provided:
$482 per week for single accommodation; or
$794 per week for a family or shared accommodation.

b) Where less than full board or lodging is provided:
$325 per week for single accommodation; or
$534 per week for family or shared accommodation.

- Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 184 – 15th day of May 2026).

Maximum Interest Rate on Overdue Rates and Charges

- In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2026 to 30 June 2027 will be 9.5% per annum
- The methodology used to calculate the interest rate applicable for the period 1 July 2026 to 30 June 2027 is the Supreme Court methodology (the Reserve Bank cash rate plus 6%), rounded to the nearest half per cent. The cash rate used for the purposes of the maximum interest rate for local government is based on the cash rate set by the Reserve Bank of Australia on 9 December 2025.
- Notice giving effect to these decisions has been published in the NSW Government Gazette (Government Gazette No 184 – 15th day of May 2026)

Section 603 Certificate

- Under section 603 of the Act, councils may issue a certificate as to the amount (if any) of rates, charges, etc. due or payable to the council for a parcel of land. Section 603(2) states the application must be accompanied by the approved fee. In accordance with the approved methodology, the approved fee for 2026-27 is determined to be $105.
- This determination applies to the issuing of a certificate for the matters specified in section 603(2) of the Act. Where a council offers to provide other information as an optional service, the council is not prevented from separately determining an approved fee for that additional service. Furthermore, a council is not prevented from determining approved fees for additional services required by an applicant for the expedited processing of a Section 603 Certificate.

Statutory limit on the maximum amount of minimum rates

- Following a recommendation by Independent Pricing and Regulatory Tribunal (IPART), clause 126 of the Local Government (General) Regulation 2021 will be amended on 1 July 2026 by the Local Government (General) Amendment (Minimum Amounts of Rate) Regulation 2026, so that under section 548(3)(a) of the Act, the maximum amount of the minimum ordinary rate will be $655 for 2026-27.
- The maximum amount of a minimum special rate (not being a water supply special rate or a sewerage special rate) prescribed by section 548(3)(b) of the Act will remain unchanged at $2.

Where to go for further information

- Office of Local Government has further information available at https://www.olg.nsw.gov.au/councils/council-finances/rating-and-special-variations/.

Brett Whitworth PSM
Deputy Secretary, Local Government

Circular to Councils

Subject	Time Series Data 2024-25
Circular Details	Circular No 26-07 /19 May 2026 / A998200
Previous Circular	N/A
Who should read this	Councillors / General Managers / All council staff
Contact	Performance Team / 02 4428 4100 / olg@olg.nsw.gov.au
Action required	Information

What's new or changing?

- The Time Series data for 2024-25 has been released.

What will this mean for council?

- Councils will be able to monitor their performance against similar or neighbouring councils.

Key points

- For data to be useful, it is important that it is released in a timely manner.
- Some councils have been granted an extension to lodge their financial statements, and this data has not been captured.

Where to go for further information

- The data can be accessed via Your council reports – Office of Local Government NSW

Brett Whitworth
Deputy Secretary
Office of Local Government

C9 - Economic Development, Tourism & Energy April / May 2026

REPORTING OFFICER	Executive Manager Economic Development, Tourism and Energy
ATTACHMENTS	- Nil

INTRODUCTION
Monthly update on the activities of Economic Development and Tourism

COMMENTARY

Visitor Information Centre (VIC)

The Visitor Information Centre assisted 1007 visitors during April 2026. Visitation across the LGA during April was significantly impacted by fuel costs and uncertainty. As indicated in the April report, local accommodation providers had indicated a 25% decrease in bookings across the Easter Holiday period. This is reflected in a reduction in visitors to the Centre (year on year) of 50% for April 2026.

Statistics below reflect the percentage of Hay VIC visitors who attended Hay attractions:

- Shear Outback attracted 502 visitors in April
- 14% visited Dunera Museum with 137 visitors
- 33% visited Hay Gaol with 329 visitors
- 5% visited Bishop's Lodge with 47 visitors
- 51% of visitors were from NSW
- 22% of visitors from Victoria
- 10% of visitors from South Australia.

Tap and Go

The Tap and Go (payWave) option at our museums accounted for 78% of all transactions at the Hay Gaol, Bishop's Lodge and Dunera Museum in April. Since the introduction of Tap and Go technology at the museums there has been a 30% increase in the number of patrons using card payments.

Cycle Hay

The Cycle Hay experience attracted 21 bike hires for the month of April.

LOVE Hay Program

To date, the LOVE Hay program has returned **$743 122** into the local economy.

Update on Love Hay cards for April 2026
- Number of cards sold: 103
- Total loaded on cards: $7200
- Total redemptions: 130 cards for a total of $6593

Dunera Museum

An exact replica of the HMT Dunera ship is now part of the exhibition at the Dunera Museum.

Tom Wolf, a model ship builder donated the replica to the museum

Tom has a special interest in the HMT Dunera as his late father-in-law was transported in her from Britain, arriving in Sydney on 6 September 1940 as an “enemy alien”.

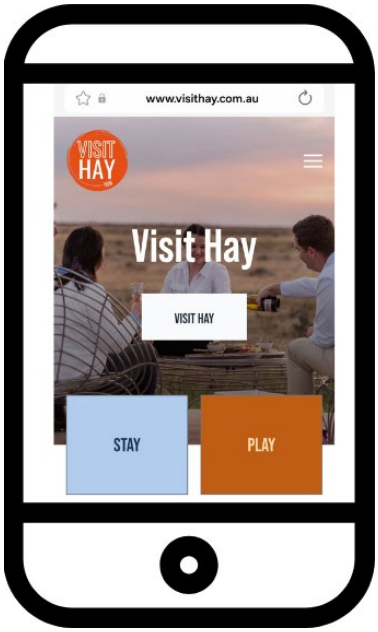
TED Team providing assistance/or delivery to the following events:

June Long Weekend

Planning for the June Long Weekend is well underway with event organisers reporting a strong interest in this year’s events to be hosted in Hay.
Saturday will see the street procession of minis and Vanguards along Lachlan Street, followed by the Show and Shine markets in Moppett Street. The TED team are organising the Saturday markets with an expected 20 stalls.
Hay Magpies are holding the Hay Dustdrinkers B&S Ball on Saturday 6 June at the Hay Showgrounds.

Upcoming Events

29 May	Blokes Only Event - C.A.S.E
30 May	Culture Fest
6/7/8 June	Australian Hay Mini Nationals
	Club Standard Triumph
	Hay Plains Bowling Carnival
	Hay BnS Ball
13 June	Hay Merino Sheep Show

Digital Channel	Reach	Top Content
Website	• 9410 views to the visithay website for the month of April. • Of the 4771 users for the month, 1775 were organic users. Organic traffic users find us through search engines like Google without the use of paid advertising. This type of traffic is significant because it indicates the relevance and effectiveness of our website's content in meeting user needs. • Landing page continues to be the top page for the website initial contact, however the top 5 is getting closer and closer each month. • 26 629 is the event count for April, an indication of interaction on the website for the month.	

Digital Channel	Reach	Top Content
Facebook	• 5073 followers for the visithay facebook page. This is an increase of 73 followers in 2 months, above expectation. • 99 718 Page Media Views for April (indicating the total number of times the visithay Facebook page or post was viewed in the period). • 88 348 Page Impressions for the month. • We will remember them was the top post for April with 11 177 views, 289 interactions including 15 comments and increasing our followers from the post.	
Instagram	• 1699 followers and 182 engagements. • 5420 accounts reached for the month of April. • 6339 views to Instagram page in April. • Top location for views was Sydney with 190. • Cooking Paella at Haylumminate reel was the top post on Instagram for the month. It received the top reach for the month of 702 accounts and 25 likes.	

Destination Management Plan

The Destination Management Plan was endorsed by the Council in 2021. The TED team have started to work on the Prioritised Action Plan including:

Item Number	Outcome/Indicator	Action this month

Action 4.3	Continue to implement and promote existing events program and consider new events to expand visitor economy	• Clicks through Google ads have increased month-on-month, indicating an engaged audience • Impressions and clicks increased on Meta • Views of top 5 landing pages increased 21% in the last month • Social media following has continued to see a steady incline
Action 6.2	Strengthen collaboration across LGA boundaries as well as with the important stakeholders such as DNRM, DNSW and other Regional Tourism organisations	Increase in visitation on the newly launched Visit Riverina website of over 50% and social media promoting the region, including a number of viral posts that have increased brand recognition for the region.
Action 6.4	Allocate resources to measure and interpret visitor data on an annual basis, including on numbers of visitors, spend and market segments	Based on the transaction data received in March, Hay attracted 16,500 Visitors, of whom 11,500 were classified as tourists (more than 4 hours between transactions or overnight). Figures for April are not yet available but are expected to be impacted by fuel prices as is indicated by spend outlined below.

Economic Analysis - Monthly Analysis

Local economic activity for the quarter ($M)

Category	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March	April
Total Spend	$4.33	$4.45	$4.70	$4.68	$4.20	$4.72	$4.18	$3.78	$4.39	$4.11
Resident Local Spend	$1.82	$1.82	$1.88	$1.9	$1.95	$2.32	$1.92	$1.77	$2.04	$1.92
Visitor Local Spend	$2.51	$2.62	$2.84	$2.74	$2.25	$2.40	$2.27	$2.01	$2.35	$2.2
Resident Escape Spend	$2.99	$2.32	$2.51	$2.97	$2.63	$3.33	$2.73	$2.51	$2.62	$2.68
Resident online spend	$3.10	$3.00	$2.97	$3.30	$3.09	$3.45	$3.18	$2.54	$2.88	$2.68

As noted in the April TEDE Report, staff undertook an audit of accommodation providers over the Easter and school holiday period which identified an approximate 25% reduction in bookings. This decline has had a measurable impact on visitor expenditure within the local economy during this period. While

month-on-month expenditure data indicates only a slight contraction, year-on-year analysis shows the visitor economy experienced a decline of 24.55%.

April is traditionally one of the highest spending months for the Hay economy due to the intersection of Easter, school holidays and the ANZAC Day long weekend, which typically drive increased visitation and visitor expenditure. The contraction has primarily been experienced within the visitor economy, with local resident expenditure remaining comparatively stable. Year-on-year data indicates resident spend increased overall, with resident escape spend increasing by 5.32%.

South West Renewable Energy Zone

Staff continue to meet regularly with relevant agencies, Access Rights holders and other developers as projects progress. Current discussions are focused on transport (roads management), water, waste, accommodation and workforce development and planning approvals.

Transport Routes
NSW Minister for Roads Jenny Aitchison has committed $65 million toward intersection upgrades associated with the South West Renewable Energy Zone (SW REZ), aimed at supporting the safe movement of oversized renewable energy components through the western Riverina region. The funding relates to six key intersections along the proposed OSOM corridor, including intersections on the Sturt Highway and surrounding regional freight routes identified as critical constraints for turbine blade and oversized component movements. The funding is intended to progress the intersections through concept and detailed design, rather than fully fund construction and delivery of all upgrade works, including the Roundabout in Hay. TfNSW has advised that detailed design work is currently underway to determine the final scope, standards and cost of required upgrades, with additional funding likely to be required from either the NSW Government and/or renewable energy developers to deliver the full intersection treatments**.** Staff have advised TfNSW of community expectations around the Roundabout and desired landscaping legacy outcomes.

Proponent	Project Title	Turbine no. *	Generation	Type	No Jobs @ peak construction	Operational workforce	Status
Someva Renewables (Hay, Edward River)	Pottinger Energy Park	115	831.2 MW	Wind BESS	550	35 jobs	APPROVED VPA discussion
BayWa-re (Hay, Edward River)	Bullawah Wind Farm	46-48	262.3 MW	Wind	180	35 jobs	Assessment VPA discussion
Origin (Edward River, Murrumbidgee)	Yanco Delta Wind Farm	225	1.5GW	Wind, Solar Battery	850	50	MOD submissions
Non Access Rights Holders							

Proponent	Project Title	Turbine no. *	Generation	Type	No Jobs @ peak construction	Operational workforce	Status
Goldwind (Hay, Murray)	Baldon Wind Farm	162	1000MW	Wind BESS	-	-	Assessment VPA discussion
Neoen	Tchelery Wind Farm	74	577MW	Wind BESS	500	-	Response to Submission
Metlen	Hay Sun Farm		440 MW/H BESS 100MW Solar	Solar and Bess	130 jobs (July 26)		APPROVED. (2017)
Samsung Renewable Energy	Romani BESS	-	800 MW/H BESS	BESS	100 jobs	-	Response to submissions
Abercrombie	Vestas	348	2500MW (2.5GW) + 2000MWH Battery)	Wind and BESS	-		Prepare EIS

* Final turbine numbers will be determined during Detailed Design

Orana Central West REZ Study Tour

Staff organised representatives from the Regional Renewable Energy Response Committee (RRERC), including participating South West REZ councils, to undertake a study tour to Central West Orana REZ, including a site visit to Uungula Wind Farm, which is currently under construction. The visit provided an opportunity to gain direct insight into renewable energy development under construction, associated infrastructure requirements and the practical challenges and opportunities experienced by a regional council managing large-scale energy transition projects.
A key component of the visit was engagement with Dubbo Regional Council staff. Dubbo Regional Council shared practical experience relating to planning agreements, conditions of consent, road management, waste, workforce accommodation and delivery of major infrastructure projects associated with renewable energy development. The visit also highlighted the innovative work being undertaken by Dubbo Regional Council through the REACT Centre and the Advanced Wastewater Treatment Plant project, demonstrating how councils can leverage renewable energy transition to deliver long-term economic, environmental and community outcomes.

The tour included a site visit to the Uungula Wind Farm where attendees inspected construction activities and associated infrastructure. The visit provided valuable firsthand insight into project scale, construction logistics, oversized over mass (OSOM) transport requirements and workforce accommodation models, including inspection of the Bellhaven worker accommodation facility in Wellington. The opportunity to

observe active construction and supporting infrastructure reinforced the importance of early planning and coordinated regional responses to cumulative impacts associated with renewable energy development.

The study tour also demonstrated the value of a collaborative regional approach to the South West REZ through the RRERC partnership. The ability for councils to jointly engage with experienced councils such as Dubbo Regional Council provided significant value in sharing lessons learned, identifying emerging risks and strengthening regional capability.

Active Regional Communities Package

Staff submitted an application under the Active Regional Communities Package requesting $460,286.77. The Hay Futures – Strengthening Community Foundations project will deliver a coordinated four-year program designed to strengthen community participation, leadership capability and collaboration across the Hay community. The program is in direct response to the actions identified by the community in the Hay Economic Transition Roadmap.

Hay Economic Transition Roadmap

The Hay Economic Transition Roadmap community briefing took place on 29 April 2026. The Roadmap outlines a long-term vision and practical actions to guide Hay's economic transition over the next decade, with a focus on strengthening economic resilience, building local capacity and ensuring the community benefits from opportunities associated with the South West Renewable Energy Zone and broader economic change.

The next phase of work will focus on strategic engagement and development of an implementation action plan (playbook) to progress priority actions identified in the Roadmap. Council staff are already working with community organisations, businesses and local groups who have indicated an interest in progressing specific initiatives and identifying opportunities for collaboration and delivery partnerships.

A stakeholder briefing involving key government agencies, industry representatives and regional stakeholders will also be undertaken to support coordinated implementation, strengthen partnerships and identify opportunities to align investment, programs and funding with the Roadmap priorities.

Youth

Connectivity

Foundation for Rural and Regional Renewal (FRRR) Next Gen Blueprint Program

On 11 May 2026, 24 Youth Taskforce members met with FRRR representatives for a youth only workshop about their thoughts and ideas on young people getting involved in the Hay community.

Following the youth workshop, 20 community group representatives and 19 young people participated in a positive, collaborative workshop to develop Hay's vision for intergenerational leadership and community priorities for project funding.

The workshop discussions will inform the development of a blueprint for Hay to test ideas for encouraging generations leading side by side in the community. Participating community groups will then have the opportunity to apply for funding for individual and collaborative project ideas.

Community

Community Participation

During April the Youth Taskforce volunteered at five different community activities including Father Paul's Community Gathering and running games for the Maude War Memorial Hall Centenary.

Youth Week

Fourteen young people attended a youth music workshop with the Benny Mayhem band. Young people had the opportunity to try instruments, and learn how to start a band and have a career as a touring musician. This was followed by an outdoor evening community concert at Hay park. Both youth week activities were jointly funded by the NSW Government and Hay Shire Council.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.1 Our community is skilled and supported 1.1.1 Our community has access to a range of employment opportunities 1.1.2 Increase housing options within the community 1.1.3 Improve access to health services 1.1.4 Support local health initiatives and programs 1.4 Our youth and aged are supported 1.4.1 Advocate for greater capacity for local based child care services 1.4.2 Support youth and aged services and initiatives 1.5 Our community is inclusive and sustainable 1.5.1 Residents of all abilities and cultures have access to public facilities 1.5.2 Inclusive and Empowered Communities 1.5.3 Enhance educational pathways and opportunities 1.5.4 Promote inclusion and education of all abilities workers in community and business sector 1.5.5 Facilitate access public spaces for cultural and community events 1.5.6 Support cultural programs and initiatives, including First Nations **Environmental** 2.2 Our Community is resilient and adaptive 2.2.1 Support business with climate risk adaptation and best practice **Economic** 3.1 Our community welcomes new and innovative industry to support our future 3.1.1 Future Ready Businesses 3.1.2 Strengthen Business Support Services 3.1.3 Business Attraction and Investment Growth 3.1.4 Facilitate growth industries including workforce development and skills 3.1.5 Identify opportunities to grow the agricultural sector 3.1.6 Identify opportunities to grow the renewable energy sector 3.2 Our community values its history and tourism 3.2.1 Increase tourism and visitor spend 3.2.2 Promote events and activities 3.2.3 Actively identify, promote and enhance tourism initiatives 3.2.4 Showcase our open space, recreation and cultural facilities 3.3 Our community is resilient and adaptive 3.3.1 To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy 3.3.2 Coordinated action for Climate Resilient Economic Development 3.3.3 Reimagined Care Economy
FINANCIAL IMPLICATION	Low

LEGISLATIVE IMPLICATION	Nil
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Nil
RISK IMPLICATION	Low

RECOMMENDATION

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

C10 – Corporate Performance & Community Monthly Report: May

REPORTING OFFICER	Executive Manager Corporate Performance and Community
ATTACHMENTS	- Draft Recruitment and Probation Policy, dated April 2026

INTRODUCTION

This report provides Council with information on the operations of the Corporate Performance and Community sector of Council.

COMMENTARY

Corporate Performance

Compliance Activities

Corporate Performance staff continued to progress a range of governance, compliance and strategic planning initiatives during the reporting period. Key activities undertaken included:

- Integrated Planning and Reporting (IP&R) documentation for 2026/27, including the draft Revenue Policy and draft Operational Plan, has been prepared and placed on public exhibition for community feedback.
- Expansion of Council's Policy Register to incorporate Plans and Strategies, Charters, Agreements and Procedures, improving organisational oversight and document management.
- Distribution of the updated Council Smoking Policy, which now incorporates provisions relating to vaping, to all staff across the organisation.
- Development of a draft Waste Services Policy to provide greater clarity regarding the delivery of waste services and the management of waste streams across the Shire.

There were no reportable compliance breaches or other significant compliance matters identified during the reporting period.

Audit, Risk and Improvement Committee (ARIC) / Internal Audit

Council's next Audit, Risk and Improvement Committee (ARIC) meeting is scheduled for late June 2026. At this meeting, Council's external auditors will present the Interim Management Letter. The Committee will also receive a report from the Internal Auditor regarding the recently completed internal audit of Legislative Compliance, Policies and Codes.

The next internal audit is scheduled for late May 2026 and will focus on Traffic Control Compliance.

Policies

The attached draft Recruitment and Probation Policy has been developed to establish a consistent, transparent and merit-based framework for recruitment and selection practices across Council. The policy formalises Council's commitment to equitable employment practices, compliance with relevant legislation and Award provisions, and the effective management of probationary arrangements for new employees and employees appointed to new roles within the organisation.

The policy has been prepared in accordance with the requirements of Hay Shire Council and aligns with the Local Government Act 1993 (NSW), the Local Government (State) Award and associated employment legislation.

The policy also introduces a structured six-month probationary process to support employee onboarding, performance development and role suitability assessments. Implementation of the policy will provide greater clarity for managers and employees regarding recruitment responsibilities, delegation requirements, performance expectations and review processes. Adoption of the policy will further strengthen Council's governance framework, support workforce capability and ensure recruitment practices remain transparent, accountable and consistent across the organisation.

This policy is presented to Council with a recommendation for adoption.

Risk Management

Risk management activities continued throughout the reporting period, with a focus on insurance renewals, workplace controls and improvements to incident management processes. Key activities included:

- Completion and submission of all Statewide Mutual insurance questionnaires for the 2026/27 insurance renewal process. Council is currently awaiting receipt of the Workers Compensation questionnaire.
- Implementation of updated external incident report forms for public liability matters to improve consistency, record keeping and claims management processes.

Work Health and Safety (WHS)

Routine WHS activities continued across Council operations during the reporting period, including incident monitoring, hazard reporting, consultation and workplace safety support. Additional activities undertaken included:

- Completion of staff flu vaccinations as part of Council's voluntary employee wellbeing and preventative health program.
- Ongoing review and update of Safe Work Method Statements (SWMS), with revised documents to be progressively issued to staff over coming months.
- Commencement of safety signage inspections across Council facilities and assets to assess condition, visibility, compliance and ongoing suitability.
- Continued implementation of the "Take 5 – Stop, Think, Do" risk assessment process, supported by practical toolbox talks delivered by the WHS Officer to strengthen hazard awareness and safe decision-making practices.
- Finalisation of a Hazardous Noise Policy to strengthen Council's workplace safety framework and address identified risk exposures arising from the 2025 WHS Audit conducted by StateCover.
- Review and implementation of updated fire emergency procedures at the Works Depot, with the Library Complex and Visitor Information Centre scheduled for review next.
- Review and update of the electrical test and tag register to support delivery of the 2026/27 testing program.
- Scheduling of workplace skin checks for 9–11 September 2026 as part of Council's Health and Wellbeing initiative. Council has partnered with The Gardens Skin Cancer Centre, Albury, to undertake the assessments and provide individual reports where required. The initiative is funded through Council's annual StateCover incentive payment.

Training and Human Resources Activities

Human Resources continues to provide a central support function within the Corporate Performance and Community Directorate, delivering day-to-day workforce management services across the organisation. Current activities include:

- Preparation for implementation of the new NSW Local Government (State) Award, expected to commence from 1 July 2026, with staff familiarising themselves with the proposed changes and operational impacts.
- Continued implementation of Council's mandatory online training platform (SALT), including review of onboarding communications and ongoing consultation with GRC Solutions. Initial mandatory training modules will include Code of Conduct, Fraud Awareness, Anti-Bribery and Corruption, Public Interest Disclosures, Workplace Behaviours and Psychosocial Hazards. Organisation-wide rollout is anticipated within the next three to four months.
- Review and update of Workers Compensation and Return to Work resources to reflect legislative amendments, with further review to occur following release of updated State Insurance Regulatory Authority guidelines.
- Attendance by two staff members at the StateCover Mutual 2026 Regional Workshop held at Charles Sturt University, Wagga Wagga, on 19 May 2026. Topics included return to work culture, legislative reform impacts on Local Government, hazardous manual task risk identification and the Local Government (State) Award 2026.
- External recruitment activities currently underway for the following positions:
    1. Team Leader Parks & Gardens
    2. Parks & Gardens Labourer
    3. Waste Operator
    4. HMSO Community Care Worker
- Continued testing of online timesheets through a pilot group, with feedback from the trial phase to inform broader implementation across the organisation.

Staff Training and Development

Council continues to support workforce capability and professional development through targeted training and development initiatives. Activities completed or scheduled include:

- Successful completion by a Utilities Operator of Part 1 Chemical Dosing Systems training, with Part 2 scheduled in Nowra from 23–27 November 2026.
- Rollout of Stage 2 Child Safety in Councils training for indoor staff, with approximately 45% compliance achieved to date. Outdoor staff training is planned for later in the year.
- Completion of Traffic Controller Combination Skill Set training on 11–12 May 2026, resulting in 14 staff obtaining Traffic Controller (TC) and Implement Traffic Control Plans (ITCP) certifications. One staff member also completed Preparing Works Zone Traffic Management Plans (PWZTMP).
- Registration of the Utilities Coordinator for Part 1 Basic Wastewater Treatment Operations training in Inverell from 15–19 June 2026, followed by Part 2 Advanced Wastewater Treatment Operations training in Dubbo from 14–18 September 2026.
- Enrolment of one staff member in the Rachael Robertson Leadership Training Program consisting of 12 self-paced online sessions.

- Registration of one staff member in the Local Government Professionals Aspiring Leaders Program, including six in-class learning days and two online sessions commencing in Wagga Wagga on 27–28 May 2026.
- Submission of an expression of interest for the Compliance and Biosecurity Officer to attend Weeds Induction Training for Biosecurity Officers at Tocal College, Wagga Wagga, from 20–23 July 2026.
- Registration of Council's Ranger to attend the Australian Institute of Local Government Rangers Conference from 27–30 July 2026.
- Engagement of a training provider to deliver the following courses in August 2026:
    1. Chainsaw Operations training for approximately nine staff members.
    2. Emergency Warden training for approximately 10 staff members.
    3. Provide First Aid training for approximately 28 staff members.
- Registration of one staff member to attend the LGNSW Finance for Non-Finance Managers webcast on 24 August 2026.
- Planning for future training programs, including Confined Spaces, Working Safely at Heights and Asbestos Awareness.

Other Activities

Additional Corporate Performance activities undertaken during the reporting period included:

- Continued promotion of the Snap Send Solve platform to improve community reporting, while preparing for implementation of the staff application component upon release.
- Confirmation from Corrective Services that Council has completed all required documentation for participation in the Community Service Work Program, with allocation of community service hours currently pending.
- Provision of governance and compliance documentation to support the 2025/26 Interim Audit process.
- Ongoing transition of Snippets to a new digital newsletter format to enhance community engagement and accessibility.
- Coordination and preparation activities for an upcoming citizenship ceremony for four conferees.

Community Services

LIBRARY STATISTICS – MEMBERSHIPS, LIBRARY USE AND LOANS

Membership

Six new members were welcomed to the Hay Shire Library and 17 members were re-registered in the month of April. As of 30th April 2026, the library has 1,799 registered members.

Total Library Visitors

During April, the library recorded a total of 1,509. 27,377 people have utilised the library in the 12-month period from April 2025 – April 2026.

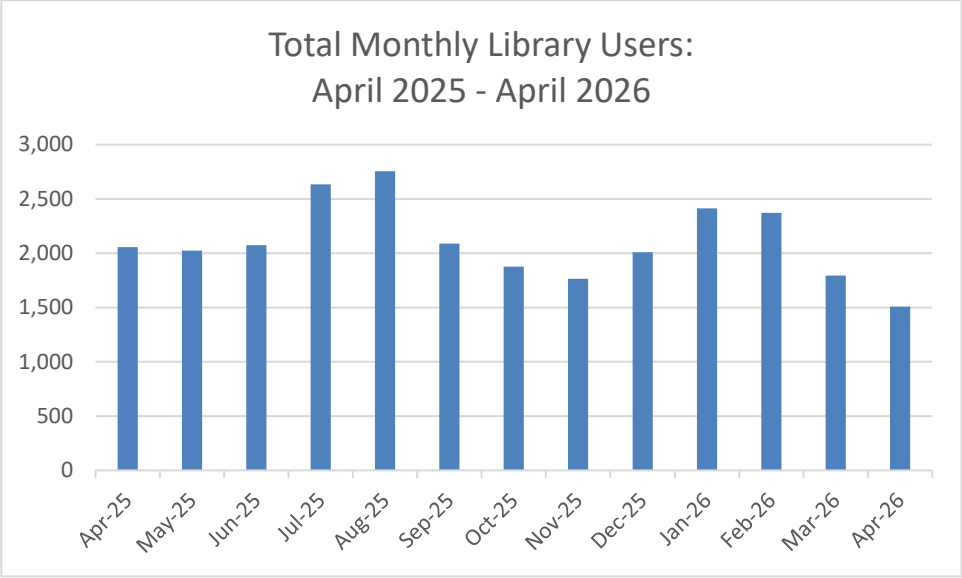


Figure 1: Total Library Users data (April 2025 - April 2026)

Breakdown of Library Use

During the April reporting period, the Library recorded strong participation across regular programs and school holiday activities. Early childhood programs, including Story Time and literacy activities delivered through Hay Children's Services visits, recorded 97 participants.

School holiday activities attracted 130 children and carers across the program period, representing the strongest attendance recorded to date for Library school holiday activities.

Adult programs, including Knitting and Scrabble and the monthly Cuppa and a Chat session, also recorded 97 participants, reflecting continued consistent community engagement across regular Library programming.

In addition to program attendance figures, the Library recorded 853 other users during the reporting period, bringing total monthly visitation to 1,059. These users included borrowers, patrons utilising personal devices within the Library, customers accessing printing and research services, local and

family history enquiries, and individuals and groups informally using the Library as a safe and welcoming space for connection, meetings and access to community facilities.

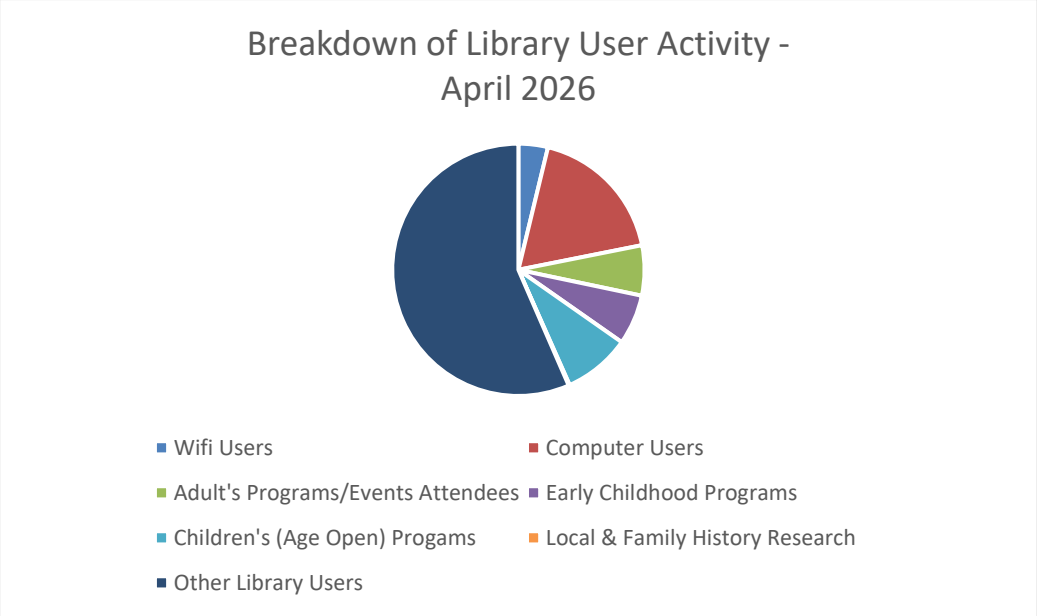


Figure 2: Breakdown of Library Users (April 2026)

Loans

A total of 1,019 items were loaned during the month of April, including renewals. Members returned 899 items, while 81 items were reserved and 64 items were allocated from the collection to both local patrons and members across the Western Riverina Libraries region.

As reflected in the graphs below, children's collections continue to demonstrate strong borrowing trends, with Easy Children's Books recording the highest circulation figures at 239 loans, followed by Junior Fiction with 139 loans. Adult Fiction also remained highly utilised, recording 288 loans for the period, indicating continued strong demand for recreational reading materials across both adult and children's collections. Large Print materials continued to perform consistently with 96 loans, reflecting ongoing use of accessible formats across the community. Steady borrowing across Junior Fiction continues to demonstrate strong engagement with younger readers. In contrast, lower borrowing within Junior Non-Fiction has identified gaps within the collection that are currently being addressed through targeted collection development. Updating and refreshing this area of the catalogue remains a priority, with parts of the collection not having undergone a significant overhaul for many years. A key focus moving forward is supplementing information readily available online with visually appealing, engaging and contemporary resources that support diverse interests, school programming, community relevance and general lifelong learning outcomes.

Borrowing trends by age group indicate particularly strong engagement from children aged 5–9 years, who recorded the highest loan activity with 131 loans, followed by patrons aged 75–79 years with 111 loans. Consistent engagement was also recorded across the 10–14, 40–44 and 65–69 age groups, demonstrating broad community utilisation of Library collections and services. Lower circulation figures across the 15–29 age brackets continue to identify an opportunity to strengthen engagement with teenagers and younger adults through targeted programming, promotion and contemporary collection development aligned with the interests and reading habits of these demographics.

Patrons aged 70 years and over continue to represent a strong and highly engaged borrowing demographic, with consistent circulation across both fiction and large print collections. Continued engagement from older readers highlights the ongoing importance of the library as a welcoming and accessible community space that supports lifelong reading, learning, social connection and independent access to information and recreational resources.

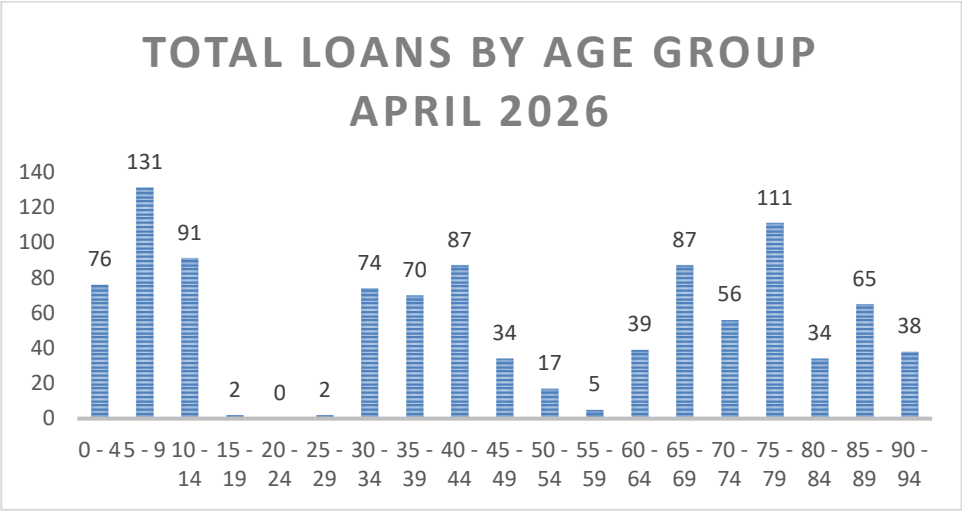


Figure 3: Loan Analysis by Age (April 2026)

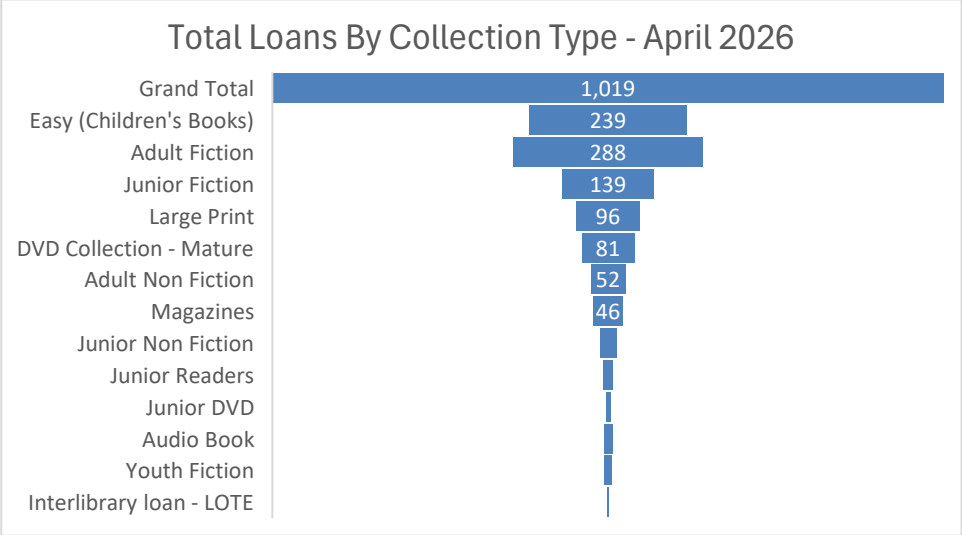


Figure 4: Loan Analysis by Collection Type (April 2026)

Total Items Count – Library Collection

- 144 new items were added based on library user interest and popularity; 32 outdated, lost or damaged items were discarded as per the Western Riverina Collection Development Policy.
- Total collection size as of April 30, 2026: 21,262 physical items.

MONTHLY EVENT OF NOTE – School Holiday Programming

The April school holiday Nature Nook program recorded exceptionally strong engagement, attracting 130 children and carers across the program period and representing the highest attendance recorded to date for Library school holiday activities. Community feedback throughout the sessions was overwhelmingly positive, with strong participation, repeat attendance across activities and increased visitation to the Library from both local families and visitors returning to Hay during the holiday period to spend time with relatives and friends.

The Nature Nook program was developed to provide low-cost, high-engagement, nature-based learning experiences that support creativity, literacy, social development and lifelong learning outcomes in an informal and accessible environment. Activities incorporated outdoor and sensory play, literacy puzzles, building and construction activities, water play, sand and fine motor activities, environmental learning and collaborative problem-solving opportunities. Staff observed high levels of engagement, teamwork, persistence, creativity and peer interaction throughout the sessions, with children actively participating in imaginative play, experimentation and cooperative learning.

The program also supports the Library's broader role as a community learning and literacy hub beyond traditional collection-based services. By delivering interactive and hands-on experiences, the Library continues to encourage curiosity, confidence, communication skills, early literacy development and positive engagement with learning environments, while also strengthening pathways into ongoing library membership and service utilisation. The program resulted in new library registrations and increased visitation from families accessing the Library for the first time or returning to Hay for school holidays to visit family and friends.

A strong focus was also placed on environmental sustainability and responsible resource use. Wherever practicable, activities utilised donated recyclable materials and reusable resources rather than single-use or non-recyclable items. This approach not only supports environmentally responsible programming, but also assists with long-term financial sustainability by reducing consumable costs and allowing resources to be reused across future activities and programs. Purchased materials, including building resources, ball run equipment, literacy games, sand play equipment and sensory resources, were intentionally selected for durability and ongoing reuse to support future community programming.

The success of the program further highlighted the importance of accessible, low-cost community activities within rural communities and reinforced the library's role as a safe and welcoming space that supports social connection, intergenerational engagement, creativity and community wellbeing.

BADEN POWELL
HALL

EASY DAYS

matchbox
twenty
RADIATOR
SPRINGS

Figures 5-16: Photos from "Nature Nook" School Holiday Programs (April 2026)

HAY MULTI SERVICE OUTLET (HMSO) – SERVICE OVERVIEW

As a registered aged care provider under the Aged Care Act 2024, Hay Shire Council is required to maintain governance, oversight and compliance systems appropriate to the services delivered under the Commonwealth Home Support Programme (CHSP). The introduction of Responsible Person obligations is a new requirement under the Act and forms part of the strengthened aged care regulatory framework focused on governance, accountability and oversight.

This information has been included within the Council report to provide a high-level overview of Council's responsibilities as a registered provider under the Aged Care Act 2024 and the strengthened aged care regulatory framework. The information below outlines the role, responsibilities and obligations of Responsible Persons for Hay Shire Council's registered aged care provider services, together with the governance, oversight and reporting arrangements supporting service delivery. The information is particularly relevant as Council approaches upcoming registration renewal and ongoing compliance requirements under the new aged care framework.

Responsible Persons

Responsible Persons are individuals who hold executive, governance or operational oversight responsibilities relating to the delivery of aged care services. Depending on the role, this may include Councillors, Executive Management, managers or other persons involved in decision-making, governance or service oversight.

Key Responsibilities of Responsible Persons

Responsible Persons are expected to:

- support safe, quality and rights-based service delivery
- maintain oversight of governance, risk and compliance matters
- understand the services delivered under Council's registration categories
- support incident, complaints and risk management processes
- support continuous improvement and accountability processes
- comply with the Aged Care Code of Conduct and related obligations
- notify Council of any change in suitability circumstances where required.
- Council Responsibilities as a Registered Provider

Hay Shire Council is responsible for:

- maintaining compliance with the Aged Care Act 2024 and associated obligations
- ensuring appropriate governance, reporting and oversight systems are in place
- supporting Responsible Persons through training, guidance and governance information
- monitoring ongoing suitability and compliance requirements
- maintaining required reporting and notification obligations with regulators and funding bodies.
- Reporting and Escalation

Operational reporting obligations are managed administratively through established governance and management processes. Relevant compliance, incident, risk and reporting matters will be escalated to Executive Management, the General Manager and Councillors where required, appropriate or where formal oversight is necessary. Routine operational reporting is not required to be individually presented to Council each month unless escalation, governance oversight or formal endorsement is required.

HMSO continues to deliver CHSP services in line with funding agreements, operational requirements and community needs, including Community Transport, Home Maintenance, Meals on Wheels, Social Support and Respite services. Service delivery, governance and compliance activities continue to align with the strengthened aged care framework, with ongoing focus on governance oversight, continuous improvement and registration renewal preparedness.

During April, the Community Services Manager and relevant staff participated in sector training and professional development relating to complaints and feedback management, meeting legislative and compliance obligations, digital transformation in aged care for providers, and updated reporting requirements under the strengthened aged care framework. Training, education and governance support will continue to be provided to staff and Responsible Persons as required or identified to support compliance with the Aged Care Act 2024 and associated obligations.

Overall, HMSO operations remain stable, with no significant service disruptions, governance concerns or operational risks identified during the reporting period.

CENTRELINK AGENCY – SERVICE OVERVIEW

Centrelink Agency services continue to be delivered in accordance with the current Agent Service arrangements and contractual requirements with Services Australia, including the provision of access to government services, customer assistance, information and referral support. The current agreement is due to expire on 30 June 2026 and Council has received notification of continuation of the Agent Service contract for the 2026/2027 financial year to support ongoing local access to essential government services within the community.

Discussions held during April between Service NSW representatives and the local Centrelink Agent also identified the potential for increased outreach and face-to-face service delivery within Hay in response to identified community demand and service accessibility needs. This may include the future delivery of additional support and outreach services associated with the broader Services NSW and Services Australia portfolios, subject to agency planning, operational approvals and service availability.

Council will continue to work collaboratively with relevant agencies to support ongoing local service access opportunities and maintain service continuity for the community.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve 4.3 Our Council is inclusive and sustainable

	4.3.1 Enable an engaged workforce with suitable skills, available in the right place at the right time 4.3.2 Build a strong, collaborative, and supportive team culture 4.3.3 Ensure a financially sound Council that is responsible and sustainable
FINANCIAL IMPLICATION	Nil
LEGISLATIVE IMPLICATION	N/A
POLICY IMPLICATION	N/A
ASSET IMPLICATION	N/A
RISK IMPLICATION	N/A

RECOMMENDATION

That Council:

(a) Adopts the draft Recruitment and Probation Policy, dated April 2026, as presented; and
(b) Notes the information provided in the report.

Hay Shire Council Policy

Title of Policy	**Recruitment and Probation Policy**		
This applies to	All staff		
Author	Kirstyn Thronder	**Date Approved:**	
Position of Author	EM-Corporate Performance & Community	**Authorised by:**	Council
Legislation, Australian Standards, Code of Practice.	• Local Government Act 1993 (NSW) • Local Government (General) Regulation 2021 (NSW) • Local Government (State) Award • Anti-Discrimination Act 1977 (NSW) • Work Health and Safety Act 2011 (NSW)		
Related Policies/Procedures	Code of Conduct		
Attachments			
Aim	To ensure that Hay Shire Council undertakes recruitment in a fair, transparent and merit-based manner, and that all new employees or employees appointed to new roles are effectively supported and assessed through a structured six-month probation period, in accordance with the Local Government Act 1993 (NSW) and the Local Government (State) Award.		

Version	**Details**	**Date**
Version 1	Initial Issue	April 2026
To be reviewed	May 2030	
Superseded Policies		

The Policy

Purpose

To establish a consistent, transparent and merit-based framework for recruitment and selection, and to outline the management of probationary periods for employees of Council.

This policy ensures compliance with the Local Government Act 1993 (NSW), the Local Government (State) Award, and other relevant legislation.

Scope

This policy applies to:

- All recruitment activities undertaken by Council
- Councillors and staff involved in recruitment and selection
- All newly appointed employees (permanent and temporary)

- Existing employees appointed to different roles within Council

Policy Statement

Council is committed to:

- Recruiting employees based on merit, equity and transparency
- Ensuring compliance with legislative and Award requirements
- Supporting diversity and equal employment opportunity
- Providing structured onboarding and probation processes to support employee success

Delegations and Responsibilities

Council

- Appoints the General Manager in line with the Guidelines for the Appointment and Oversight of General Managers

General Manager

In accordance with s335 of the Local Government Act 1993 (NSW):

- In consultation with the Council, determines the organisational structure (under s332 of the Act)
- Is responsible for the appointment, direction and dismissal of staff
- May delegate recruitment functions to Executive Managers
- Ensures recruitment aligns with Council's adopted structure and budget

Executive Managers

- Exercise delegated authority to recruit (where applicable)
- Ensure recruitment processes comply with this policy
- Manage probation and performance of employees

Human Resources

- Provide guidance on recruitment and compliance
- Ensure adherence to Award and legislative requirements
- Maintain recruitment and probation records

Recruitment Principles

All recruitment must:

- Be based on merit (skills, qualifications, experience and capability)
- Be consistent with equal employment opportunity principles
- Be transparent, accountable and defensible
- Comply with Council's Code of Conduct and relevant legislation
- Avoid conflicts of interest

Recruitment Process

Approval to Recruit

- Positions must be approved in accordance with Council's budget and delegations
- Recruitment must align with Council's workforce plan and organisational structure
- General Manager approval is required before recruitment begins

Position Description
Each role must include:

- Position title and classification (in accordance with the Award)
- Key accountabilities
- Essential and desirable criteria
- WHS responsibilities

Advertising

- Positions will generally be advertised externally unless a legitimate internal recruitment process is approved
- Advertising must be accessible and non-discriminatory
- Internal applicants must be given fair opportunity where applicable

Selection Process
Selection must include:

- Shortlisting against documented criteria
- Structured interviews treating all candidates equally by asking them identical questions
- Each panel member must record interview scores and comments.
- A minimum of two reference checks when recruiting externally

Selection Panels

- Minimum of three panel members appointed by the General Manager
- Gender and diversity considerations where practicable
- Panel members must declare conflicts of interest

Appointment Process

Appointment

- The preferred candidate is selected on merit
- Offers must be approved under delegation
- A written letter of offer must include:
    - Employment status and classification
    - Salary (in accordance with the Award)
    - Probation conditions
    - Other relevant terms

Pre-Employment Requirements

- The successful applicant is required to provide verified copies of their qualifications and relevant licences.
- All successful candidates must complete a pre-employment medical assessment, which includes drug and alcohol screening, as well as audiometry testing.
- Police or Working with Children Checks are mandatory for staff appointed to certain roles, including in the following sectors of Council:
    - Library
    - HMSO
    - Swimming Pool
    - Youth

This requirement also applies to any staff member who is required to work with individuals deemed ‘vulnerable’.
- Undertake a new staff induction

Probation Period

Application
A probation period of up to **six (6) months** applies to:
- All new employees appointed to Council
- Existing employees appointed to a new position within Council

This is consistent with the provisions of the Local Government (State) Award.

Purpose
The probation period is intended to:
- Assess the employee’s suitability for the role
- Ensure performance meets required standards
- Provide structured support, training and feedback

8.3 Induction and Performance Management
Executive Managers must:
- Provide a formal induction to the working area
- Clearly communicate performance expectations
- Conduct regular review meetings
- Document performance discussions

Probation Review
A formal review must occur prior to the end of the six-month probation period assessing:
- Work performance
- Conduct and behaviour (including Code of Conduct compliance)
- Attendance and reliability
- Ability to meet role requirements

Outcomes of Probation
a) Confirmation of Employment
- Employee meets required standards
- Written confirmation is provided

b) Extension of Probation
- May be extended (generally up to 3 months) where:
    - Performance improvement is required, or
    - Further assessment is necessary

c) Termination of Employment
- Where performance or conduct is unsatisfactory
- Must be managed in accordance with:
    - Procedural fairness
    - The Local Government (State) Award
    - Relevant employment legislation

Equal Employment Opportunity and Merit

Council is committed to:

- Providing equal access to employment opportunities
- Eliminating unlawful discrimination
- Promoting diversity and inclusion in the workforce

Records Management

All recruitment and probation records must be:

- Maintained in accordance with the State Records Act 1998 (NSW)
- Stored securely and confidentially
- Available for audit and review if required

Related Policies and Documents

- Code of Conduct
- Equal Employment Opportunity Policy
- Workforce Management Strategy
- Delegations of Authority

12. Review

This policy will be reviewed every four (4) years, or earlier if legislative or Award changes occur.

C11 – Finances Report– May 2026

REPORTING OFFICER	Manager Finance and Council Business
ATTACHMENTS	1. Income and Expenditure Report 2. Balance Sheet

INTRODUCTION

This report provides Council with information on the operations of the Corporate Services Department

COMMENTARY

MONTHLY FINANCIAL REPORT

In accordance with the new Quarterly Budget Review Statement Guidelines a Monthly report must be presented to Council which as a minimum include an income statement for the month, and year to date, a balance sheet, Councils cash position and investment report and highlight material budget variances.

1. Monthly income statement by Function – annexure 1

A consolidated Income and Expenditure Statement by function is attached which included budget to actual year to dates as well as the monthly figures.

2. Balance Sheet – Annexure 2

A consolidated Balance sheet as at 30/4/2026 is provided for Council information.

3. Cash and Investment Report

STATEMENT OF BANK RECONCILIATION

I hereby certify that the various funds of Council have been reconciled with the respective Bank Statements as at 30th April 2026 and the Reconciliation Statement has been entered in the Cash Book.

STATEMENT OF CASH BOOK BALANCES

Listed hereunder is the Statement of Cash Book Balances for all funds and accounts for the period ending 30th April 2026.

Fund	January	February	March	April
General	3,358,454.17	3,408,316.98	2,377,469.44	1,269,533.77
Water	2,054,645.96	2,114,525.97	2,508,103.36	2,400,708.65
Sewer	1,092,217.99	1,391,353.62	1,340,134.11	1,292,846.12
Total	**6,505,318.12**	**6,914,196.57**	**6,225,706.91**	**4,963,088.54**

RESERVES

Council's Reserve funds are listed below: -

	30/04/2026
GENERAL FUND	
Computer Replacement Reserve	31,919.75
Leave Reserve	670,474.44
Aerodrome Reserve	52,274.20
HACC	459,188.23
Financial Assistance Grant	2,402,202.00
Swimming Pool	6,000.00
Carry over Works	-
Capital Works	1,113,352.58
Land Development Reserve	61,168.49
Waste Services	100,000.00
Youth Services	3,014.29
Levee Bank Reserve	624,931.85
Library reserve	13,927.28
LEP reserve	3,677.22
Plant Reserve	284,147.07
Hay Gaol Museum	93,475.91
Bishops Lodge Museum	98,177.70
Dunera Museum	57,275.51
Long Paddock	7,260.00
Duval Scholarship	20,266.20
Development Contributions Section 7.12	108,331.14
Total General Fund	6,211,063.86
WATER FUND	
Renewals Reserve	837,661.26
Total Water Fund	837,661.26
SEWER FUND	
Renewals Reserve	219,158.19
Future Requirements Reserve	1,669,877.37
Total Sewer Fund	1,889,035.56
TOTAL RESERVES	8,937,760.68
Funds Invested other than Reserves	
General Working Funds	1,679,936.76
TOTAL FUNDS INVESTED	10,617,697.44

RECORD OF INVESTMENTS

Council's Current Investments are listed below:-

Financial Institution	Date Invested	Date Due	Interest Rate per Annum	No. of Days	Amount of Interest $	Amount Invested $
CBA	02-02-2026	18-05-2026	4.43	105	23,209.89	1,821,263.88
CBA	23-02-2026	25-05-2026	4.46	91	31,804.24	2,860,234.07
NAB - 164525911	27-02-2026	28-05-2026	4.40	90	9,612.09	885,962.28
NAB - 171325926	27-02-2026	28-05-2026	4.40	90	3,774.13	347,867.05
NAB - 808501318	03-03-2026	01-06-2026	4.40	90	28,859.75	2,660,052.08
I.M.B. - 48169	10-04-2026	13-07-2026	4.10	94	8,502.38	805,233.43
Bendigo - 2619308	11-03-2026	11-06-2026	4.40	92	4,279.57	385,880.24
Westpac - 146449	13-03-2026	13-06-2026	4.74	92	10,169.68	851,204.41
Total Investments						10,617,697.44

CERTIFICATION

I hereby certify that all investments as of 30th April 2026 have been made in accordance with the Local Government Act 1993, the Local Government Regulations and Council's Investment Policy.
Liz Fourie
Manager Finance & Council Business

4. Material Budget Changes

During the month of March, no material Budget Changes have been identified for Council consideration and information.

INFORMATION SERVICES REPORT

During the month the following activities were recorded

1. Records registered 1,182
2. Website hits 4,061
3. Facebook Visits 1,960
4. Facebooks Views 30,000
5. Cyber incidents 0

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance 4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve

FINANCIAL IMPLICATION	High Importance
LEGISLATIVE IMPLICATION	Local Government General Regulation 2005 Local Government Act 1993
POLICY IMPLICATION	Investment Policy, Asset Management Policy, Cyber security and Incident response Policy
ASSET IMPLICATION	The level of cash reserves needs to be considered in Councils asset management activities
RISK IMPLICATION	The risk is significant in relation to budget Control, information Management, Cash and Investment Management and service Delivery.

RECOMMENDATION

That Council receives and notes the report provided and approves the Material Budget Variances outlined in the report.

Hay Shire Council*
Council Total
Resources Details
For Period April

Resources	Original Budget	Revised Budget	April Monthly Actuals	YTD Actuals	YTD Variance
Income	**(22,848,834)**	**(22,469,165)**	**(392,907)**	**(17,457,904)**	**(5,011,261)**
General Manager	**(305,000)**	**(906,948)**	**(211,289)**	**(608,722)**	**(298,225)**
General Manager`s Office	**0**	**0**	**0**	**(890)**	**890**
01000. General Managers Office Revenue	**0**	**0**	**0**	**(890)**	**890**
0130. Other Income	0	0	0	(890)	890
0220. Other Sundry Income	0	0	0	(890)	890
Elected Members	**0**	**0**	**0**	**(1,025)**	**1,025**
01020. Elected Members Revenue	**0**	**0**	**0**	**(1,025)**	**1,025**
0130. Other Income	0	0	0	(1,025)	1,025
0220. Other Sundry Income	0	0	0	(1,025)	1,025
Tourism and Events	**(55,000)**	**(85,000)**	**(2,857)**	**(50,967)**	**(34,033)**
01910. Events Promotion Revenue	**(20,000)**	**(30,000)**	**0**	**(8,000)**	**(22,000)**
0110. User Fees & Charges	(20,000)	(20,000)	0	0	(20,000)
0146. Sales - Other General	(20,000)	(20,000)	0	0	(20,000)
0115. Grants & Subsidies Recurrent	0	(10,000)	0	(8,000)	(2,000)
0172. Other Grants & Subsidies	0	(10,000)	0	(8,000)	(2,000)
01920. Tourism Revenue	**(35,000)**	**(55,000)**	**(2,857)**	**(42,967)**	**(12,033)**
0110. User Fees & Charges	(35,000)	(55,000)	(3,337)	(42,547)	(12,453)
0145. Tourism Sales	(35,000)	(55,000)	(3,337)	(42,547)	(12,453)
0125. Reimbursements	0	0	500	0	0
0200. Reimbursements Other	0	0	500	0	0
0130. Other Income	0	0	(20)	(420)	420
0220. Other Sundry Income	0	0	(20)	(420)	420

*Report Contains Filters

Business and Economic Development	**(250,000)**	**(821,948)**	**(208,432)**	**(555,841)**	**(266,107)**
02170. Economic Development Revenue	**(250,000)**	**(800,000)**	**(208,432)**	**(501,873)**	**(298,127)**
0115. Grants & Subsidies Recurrent	(250,000)	(800,000)	(208,432)	(501,873)	(298,127)
0171. State Grants & Subsidies	(250,000)	(800,000)	(208,432)	(501,873)	(298,127)
02171. Youth Programs	**0**	**(21,948)**	**0**	**(53,968)**	**32,020**
0115. Grants & Subsidies Recurrent	0	(21,948)	0	(53,968)	32,020
0171. State Grants & Subsidies	0	(21,948)	0	(53,968)	32,020
Corporate Services	**(8,959,821)**	**(6,605,486)**	**(98,971)**	**(5,732,214)**	**(873,273)**
Manager Corporate Service Office	**(44,500)**	**(61,500)**	**(22,038)**	**(70,602)**	**9,102**
01100. Corporate Services Revenue	**(44,500)**	**(61,500)**	**(22,038)**	**(70,602)**	**9,102**
0110. User Fees & Charges	(7,500)	(7,500)	(1,918)	(7,777)	277
0127. Forfeiture of Bonds/Deposits	(500)	(500)	(250)	(1,090)	590
0143. Other User Charges (Sundry)	(7,000)	(7,000)	(1,668)	(6,687)	(313)
0125. Reimbursements	(25,000)	(42,000)	(20,040)	(61,959)	19,959
0200. Reimbursements Other	(25,000)	(42,000)	(20,040)	(61,959)	19,959
0130. Other Income	(12,000)	(12,000)	(80)	(866)	(11,134)
0220. Other Sundry Income	(12,000)	(12,000)	(80)	(866)	(11,134)
Rates	**(2,919,321)**	**(2,919,321)**	**(6,851)**	**(2,916,847)**	**(2,475)**
01110. Rates Revenue	**(2,919,321)**	**(2,919,321)**	**(6,851)**	**(2,916,847)**	**(2,475)**
0100. Rates & Charges	(2,401,295)	(2,401,295)	(6,078)	(2,398,769)	(2,527)
0010. Rates - Residential	(456,402)	(456,402)	(611)	(459,772)	3,370
0011. Rates - Commercial	(292,529)	(292,529)	0	(292,661)	132
0012. Rates - Rural	(1,662,364)	(1,662,364)	(17)	(1,660,513)	(1,851)
0030. Rates Council Pensioner Concession	35,000	35,000	59	34,167	833
0034. Rates Interest Penalty	(25,000)	(25,000)	(5,509)	(19,991)	(5,009)
0035. Rates Interest Written Off	0	0	0	2	(2)
0101. Base Charge Income	(489,426)	(489,426)	(473)	(491,525)	2,099
0001. Base Charge Income	(489,426)	(489,426)	(473)	(491,525)	2,099
0105. Statutory Fees & Charges	(9,000)	(9,000)	(300)	(7,800)	(1,200)
0060. Rates Search/Certificate Fee	(9,000)	(9,000)	(300)	(7,800)	(1,200)
0115. Grants & Subsidies Recurrent	(19,600)	(19,600)	0	(18,753)	(847)

0171. State Grants & Subsidies	(19,600)	(19,600)	0	0	(19,600)
0173. Contributions Received Other	0	0	0	(18,753)	18,753
Finance	**(5,209,624)**	**(2,775,776)**	**0**	**(2,079,796)**	**(695,980)**
01120. Financial Control Revenue	**(5,209,624)**	**(2,775,776)**	**0**	**(2,079,796)**	**(695,980)**
0115. Grants & Subsidies Recurrent	(4,799,624)	(2,425,776)	0	(1,819,332)	(606,444)
0170. Comm'th Grants & Subsidies	(4,799,624)	(2,425,776)	0	(1,819,332)	(606,444)
0121. Interest on Direct Investments	(410,000)	(350,000)	0	(240,751)	(109,249)
0190. Interest Received Banks & Other	(410,000)	(350,000)	0	(240,751)	(109,249)
0950. Proceeds on Sales of Assets	0	0	0	(19,713)	19,713
0950. Proceeds from Sale of Land & Buildings	0	0	0	(19,713)	19,713
Libraries	**(77,000)**	**(77,375)**	**(184)**	**(78,130)**	**754**
01710. Libraries	**(77,000)**	**(77,375)**	**(184)**	**(78,130)**	**754**
0110. User Fees & Charges	(2,000)	(2,000)	(184)	(2,695)	694
0130. Library Fees / Fines on overdue books	0	0	(17)	(292)	292
0133. Sale Of Library Goods	0	0	0	(405)	405
0134. Photocopy Charges	(2,000)	(2,000)	(167)	(1,954)	(46)
0143. Other User Charges (Sundry)	0	0	0	(43)	43
0115. Grants & Subsidies Recurrent	(75,000)	(72,711)	0	(72,771)	60
0171. State Grants & Subsidies	(75,000)	(72,711)	0	(72,771)	60
0130. Other Income	0	(2,664)	0	(2,664)	0
0220. Other Sundry Income	0	(2,664)	0	(2,664)	0
Children Youth and Family Services	**(43,000)**	**(43,000)**	**(3,537)**	**(35,289)**	**(7,711)**
01780. Children and Family Revenue	**(43,000)**	**(43,000)**	**(3,537)**	**(35,209)**	**(7,791)**
0115. Grants & Subsidies Recurrent	(43,000)	(43,000)	(3,537)	(35,209)	(7,791)
0170. Comm'th Grants & Subsidies	(43,000)	(43,000)	(3,537)	(35,209)	(7,791)
01800. Other Education Revenue	**0**	**0**	**0**	**(80)**	**80**
0125. Reimbursements	0	0	0	(80)	80
0200. Reimbursements Other	0	0	0	(80)	80
Aged and Disability Care Services	**(457,376)**	**(561,630)**	**(43,950)**	**(407,397)**	**(154,233)**
01810. Aged & Disabled Revenue	**(394,376)**	**(498,630)**	**(41,740)**	**(382,470)**	**(116,159)**
0110. User Fees & Charges	(17,000)	(17,000)	(798)	(7,972)	(9,028)

0143. Other User Charges (Sundry)	(17,000)	(17,000)	(798)	(7,972)	(9,028)
0115. Grants & Subsidies Recurrent	(366,376)	(470,630)	(40,098)	(362,968)	(107,662)
0170. Comm'th Grants & Subsidies	(366,376)	(470,630)	0	(322,870)	(147,760)
0171. State Grants & Subsidies	0	0	(40,098)	(40,098)	40,098
0125. Reimbursements	(8,000)	(8,000)	(844)	(10,623)	2,623
0200. Reimbursements Other	(8,000)	(8,000)	(844)	(10,623)	2,623
0130. Other Income	(3,000)	(3,000)	0	(908)	(2,092)
0220. Other Sundry Income	(3,000)	(3,000)	0	(908)	(2,092)
01820. Health Related Transport Revenue	**(35,000)**	**(35,000)**	**(632)**	**(4,951)**	**(30,049)**
0110. User Fees & Charges	(10,000)	(10,000)	(150)	(439)	(9,561)
0143. Other User Charges (Sundry)	(10,000)	(10,000)	(150)	(439)	(9,561)
0115. Grants & Subsidies Recurrent	(25,000)	(25,000)	(482)	(4,512)	(20,488)
0171. State Grants & Subsidies	(25,000)	(25,000)	(482)	(4,512)	(20,488)
01830. Meals On Wheels Revenue	**(28,000)**	**(28,000)**	**(1,578)**	**(19,975)**	**(8,025)**
0110. User Fees & Charges	(28,000)	(28,000)	(1,578)	(19,975)	(8,025)
0143. Other User Charges (Sundry)	(28,000)	(28,000)	(1,578)	(19,975)	(8,025)
Community Transport	**(174,000)**	**(111,384)**	**(9,639)**	**(86,013)**	**(25,371)**
01860. Community Transport Revenue	**(174,000)**	**(111,384)**	**(9,639)**	**(86,013)**	**(25,371)**
0110. User Fees & Charges	(12,000)	(12,000)	(500)	(2,334)	(9,666)
0143. Other User Charges (Sundry)	(12,000)	(12,000)	(500)	(2,334)	(9,666)
0115. Grants & Subsidies Recurrent	(162,000)	(99,384)	(9,139)	(83,679)	(15,705)
0171. State Grants & Subsidies	(162,000)	(99,384)	(9,139)	(83,679)	(15,705)
Arts and Culture	**(35,000)**	**(55,500)**	**(12,772)**	**(58,141)**	**2,641**
01880. Theatres & Museums Revenue	**0**	**(12,500)**	**0**	**(12,500)**	**0**
0115. Grants & Subsidies Recurrent	0	(12,500)	0	(12,500)	0
0171. State Grants & Subsidies	0	(12,500)	0	(12,500)	0
01881. Bishops Lodge Museum	**(8,000)**	**(8,000)**	**(350)**	**(5,195)**	**(2,805)**
0110. User Fees & Charges	(8,000)	(8,000)	(350)	(5,195)	(2,805)
0110. Admission Fees	0	0	(350)	(4,740)	4,740
0124. Other Facility Hire	(8,000)	(8,000)	0	(455)	(7,545)
01882. Hay Gaol Museum	**(20,000)**	**(20,000)**	**(1,609)**	**(16,924)**	**(3,077)**

0110. User Fees & Charges	(20,000)	(20,000)	(1,609)	(16,924)	(3,077)
0100. Domestic Waste Service User Charge	0	0	0	(2,124)	2,124
0110. Admission Fees	(20,000)	(20,000)	(1,609)	(14,372)	(5,628)
0124. Other Facility Hire	0	0	0	(427)	427
01883. Dunera Museum	**(7,000)**	**(15,000)**	**(812)**	**(13,523)**	**(1,477)**
0110. User Fees & Charges	(7,000)	(15,000)	(812)	(13,523)	(1,477)
0110. Admission Fees	(7,000)	(15,000)	(812)	(13,523)	(1,477)
01890. Other Culture Revenue	**0**	**0**	**(10,000)**	**(10,000)**	**10,000**
0135. Capital Grants Received	0	0	(10,000)	(10,000)	10,000
0820. Comm'th Grants new or upgraded assets	0	0	(10,000)	(10,000)	10,000
Engineering	**(13,408,013)**	**(14,760,731)**	**(70,120)**	**(10,842,583)**	**(3,918,146)**
Manager Engineering Office	**(49,000)**	**(56,000)**	**(9,085)**	**(39,726)**	**(16,274)**
01200. Engineering Operations Revenue	**(49,000)**	**(56,000)**	**(9,085)**	**(39,726)**	**(16,274)**
0110. User Fees & Charges	(5,000)	(12,000)	(638)	(13,321)	1,321
0143. Other User Charges (Sundry)	(5,000)	(12,000)	(638)	(13,321)	1,321
0125. Reimbursements	(42,000)	(42,000)	(8,367)	(25,175)	(16,825)
0200. Reimbursements Other	(42,000)	(42,000)	(8,367)	(25,175)	(16,825)
0130. Other Income	(2,000)	(2,000)	(80)	(1,230)	(770)
0220. Other Sundry Income	(2,000)	(2,000)	(80)	(1,230)	(770)
Parks and Reserves	**(35,000)**	**(68,449)**	**0**	**(68,449)**	**0**
01210. Foreshores & Beaches Revenue	**0**	**(19,904)**	**0**	**(19,904)**	**0**
0115. Grants & Subsidies Recurrent	0	(2,006)	0	(2,006)	0
0171. State Grants & Subsidies	0	(2,006)	0	(2,006)	0
0135. Capital Grants Received	0	(17,898)	0	(17,898)	0
0821. State Grants for new or upgraded assets	0	(17,898)	0	(17,898)	0
01220. Noxious Weeds Revenue	**(35,000)**	**(48,545)**	**0**	**(48,545)**	**0**
0115. Grants & Subsidies Recurrent	(35,000)	(48,545)	0	(48,545)	0
0171. State Grants & Subsidies	(35,000)	(48,545)	0	(48,545)	0
Sport and Recreation Facilities	**(20,000)**	**(20,000)**	**1,455**	**(15,818)**	**(4,182)**
01240. Sport Grounds & Recreation Facilities Revenue	**(20,000)**	**(20,000)**	**1,455**	**(15,818)**	**(4,182)**
0110. User Fees & Charges	(20,000)	(20,000)	1,455	(15,818)	(4,182)

0124. Other Facility Hire	(2,000)	(2,000)	198	(376)	(1,624)
0143. Other User Charges (Sundry)	(18,000)	(18,000)	1,256	(15,442)	(2,558)
Roads Bridges Footpaths	**(5,059,515)**	**(4,942,167)**	**(50)**	**(1,643,469)**	**(3,298,699)**
01260. Roads & Bridges Revenue	**(3,290,515)**	**(3,232,167)**	**(50)**	**(474,321)**	**(2,757,847)**
0110. User Fees & Charges	0	0	(50)	(395)	395
0143. Other User Charges (Sundry)	0	0	(50)	(395)	395
0115. Grants & Subsidies Recurrent	(813,901)	(839,469)	0	(25,568)	(813,902)
0170. Comm'th Grants & Subsidies	(813,901)	(839,469)	0	(25,568)	(813,901)
0820. Comm'th Grants new or upgraded assets	0	0	0	1	(1)
0135. Capital Grants Received	(2,476,614)	(2,392,698)	0	(448,358)	(1,944,340)
0820. Comm'th Grants new or upgraded assets	(2,476,614)	(2,392,698)	(448,358)	(448,358)	(1,944,340)
0821. State Grants for new or upgraded assets	0	0	448,358	0	0
01280. Bridges Revenue	**(800,000)**	**(800,000)**	**0**	**0**	**(800,000)**
0135. Capital Grants Received	(800,000)	(800,000)	0	0	(800,000)
0820. Comm'th Grants new or upgraded assets	(800,000)	(800,000)	0	0	(800,000)
01300. Footpaths & Bike Track Revenue	**(110,000)**	**(40,000)**	**0**	**0**	**(40,000)**
0135. Capital Grants Received	(110,000)	(40,000)	0	0	(40,000)
0821. State Grants for new or upgraded assets	(110,000)	(40,000)	0	0	(40,000)
01340. Regional Roads Revenue	**(859,000)**	**(870,000)**	**0**	**(1,169,148)**	**299,148**
0115. Grants & Subsidies Recurrent	(859,000)	(870,000)	0	(870,000)	0
0171. State Grants & Subsidies	(859,000)	(870,000)	0	(870,000)	0
0135. Capital Grants Received	0	0	0	(299,148)	299,148
0820. Comm'th Grants new or upgraded assets	0	0	0	(299,148)	299,148
Street Lighting	**(42,000)**	**(42,000)**	**0**	**(42,000)**	**0**
01390. Street Lighting Revenue	**(42,000)**	**(42,000)**	**0**	**(42,000)**	**0**
0115. Grants & Subsidies Recurrent	(42,000)	(42,000)	0	(42,000)	0
0171. State Grants & Subsidies	(42,000)	(42,000)	0	(42,000)	0
Stormwater Drainage	**(117,000)**	**(117,000)**	**0**	**0**	**(117,000)**
01400. Stormwater Drainage Revenue	**(117,000)**	**(117,000)**	**0**	**0**	**(117,000)**
0115. Grants & Subsidies Recurrent	(117,000)	(117,000)	0	0	(117,000)
0171. State Grants & Subsidies	(117,000)	(117,000)	0	0	(117,000)

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Waste Management	**(977,246)**	**(977,246)**	**(15,569)**	**(1,001,400)**	**24,155**
01410. Waste Management Revenue	**(977,246)**	**(977,246)**	**(15,569)**	**(1,001,400)**	**24,155**
0100. Rates & Charges	(825,746)	(825,746)	(3,041)	(832,099)	6,353
0030. Rates Council Pensioner Concession	30,000	30,000	66	30,394	(394)
0034. Rates Interest Penalty	(8,000)	(8,000)	(1,898)	(7,609)	(391)
0035. Rates Interest Written Off	0	0	0	0	0
0040. Domestic Waste Annual Charge	(653,898)	(653,898)	(1,209)	(660,445)	6,547
0041. Non Domestic Waste Annual Charge	(151,088)	(151,088)	0	(152,319)	1,231
0045. Tip Access Charge	(42,760)	(42,760)	0	(42,120)	(640)
0110. User Fees & Charges	(135,000)	(135,000)	(12,527)	(152,566)	17,566
0143. Other User Charges (Sundry)	(135,000)	(135,000)	(12,527)	(152,566)	17,566
0115. Grants & Subsidies Recurrent	(16,500)	(16,500)	0	(16,736)	236
0171. State Grants & Subsidies	(16,500)	(16,500)	0	0	(16,500)
0173. Contributions Received Other	0	0	0	(16,736)	16,736
Water	**(1,461,000)**	**(1,587,930)**	**(4,230)**	**(1,188,491)**	**(399,439)**
21000. Water Revenue Fund 2	**(1,461,000)**	**(1,587,930)**	**(4,230)**	**(1,188,491)**	**(399,439)**
0100. Rates & Charges	(840,000)	(840,000)	(2)	(557,678)	(282,323)
0030. Rates Council Pensioner Concession	20,000	20,000	0	13,621	6,379
0034. Rates Interest Penalty	0	0	(2)	(8)	8
0042. Water Supply Annual Charge	(860,000)	(860,000)	0	(571,290)	(288,710)
0110. User Fees & Charges	(570,000)	(520,000)	(3,317)	(447,556)	(72,444)
0034. Rates Interest Penalty	(25,000)	(25,000)	(3,167)	(19,442)	(5,558)
0102. Water Supply Services User Charge	(525,000)	(475,000)	0	(421,797)	(53,203)
0143. Other User Charges (Sundry)	(20,000)	(20,000)	(150)	(6,317)	(13,683)
0115. Grants & Subsidies Recurrent	(11,000)	(61,772)	0	(62,264)	493
0171. State Grants & Subsidies	(11,000)	(61,772)	0	(50,772)	(11,000)
0173. Contributions Received Other	0	0	0	(11,493)	11,493
0120. Interest & Investment Income	(30,000)	(30,000)	0	(25,528)	(4,472)
0190. Interest Received Banks & Other	(30,000)	(30,000)	0	(25,528)	(4,472)
0130. Other Income	(10,000)	(98,000)	(910)	(84,017)	(13,983)
0135. Printing charges	(10,000)	0	0	0	0

0220. Other Sundry Income	0	(98,000)	(910)	(84,017)	(13,983)
0135. Capital Grants Received	0	(38,158)	0	(11,448)	(26,710)
0820. Comm'th Grants new or upgraded assets	0	(38,158)	0	(11,448)	(26,710)
Sewer	**(1,243,252)**	**(1,341,411)**	**(2,780)**	**(1,281,797)**	**(59,613)**
31000. Sewerage Services Revenue Fund 3	**(1,243,252)**	**(1,341,411)**	**(2,780)**	**(1,281,797)**	**(59,613)**
0100. Rates & Charges	(1,126,752)	(1,126,752)	(3,642)	(1,127,074)	322
0030. Rates Council Pensioner Concession	22,300	22,300	44	22,712	(412)
0034. Rates Interest Penalty	(15,000)	(15,000)	(2,825)	(11,714)	(3,286)
0043. Sewer Annual Charge	(1,132,052)	(1,132,052)	(860)	(1,138,072)	6,020
0143. Other User Charges (Sundry)	(2,000)	(2,000)	0	0	(2,000)
0110. User Fees & Charges	(45,000)	(45,000)	(611)	(44,908)	(91)
0034. Rates Interest Penalty	0	0	(60)	(389)	389
0103. Sewer Service User Charge	(40,000)	(40,000)	0	(37,729)	(2,271)
0143. Other User Charges (Sundry)	(5,000)	(5,000)	(551)	(6,791)	1,791
0115. Grants & Subsidies Recurrent	(11,500)	(11,500)	0	(10,961)	(539)
0171. State Grants & Subsidies	(11,500)	(11,500)	0	0	(11,500)
0173. Contributions Received Other	0	0	0	(10,961)	10,961
0120. Interest & Investment Income	(60,000)	(70,000)	0	(57,819)	(12,181)
0190. Interest Received Banks & Other	(60,000)	(70,000)	0	(57,819)	(12,181)
0130. Other Income	0	(50,000)	1,473	(29,587)	(20,413)
0200. Reimbursements Other	0	0	0	(4,827)	4,827
0220. Other Sundry Income	0	(50,000)	1,473	(24,760)	(25,240)
0135. Capital Grants Received	0	(38,159)	0	(11,448)	(26,711)
0820. Comm'th Grants new or upgraded assets	0	(38,159)	0	(11,448)	(26,711)
Aerodrome	**(12,000)**	**(12,000)**	**0**	**(9,547)**	**(2,453)**
01510. Aerodrome Revenue	**(12,000)**	**(12,000)**	**0**	**(9,547)**	**(2,453)**
0110. User Fees & Charges	(12,000)	(12,000)	0	(9,547)	(2,453)
0138. Rental / Lease Properties Income	(12,000)	(12,000)	0	(9,547)	(2,453)
Cemeteries	**(87,000)**	**(87,000)**	**(6,851)**	**(43,878)**	**(43,122)**
01530. Cemetery Revenue	**(87,000)**	**(87,000)**	**(6,851)**	**(43,878)**	**(43,122)**
0110. User Fees & Charges	(87,000)	(87,000)	(6,554)	(41,339)	(45,661)

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0119. Cemetery/crematoria fees	(52,000)	(52,000)	(6,543)	(28,742)	(23,258)
0143. Other User Charges (Sundry)	(35,000)	(35,000)	(10)	(12,320)	(22,680)
0146. Sales - Other General	0	0	0	(277)	277
0125. Reimbursements	0	0	(298)	(2,539)	2,539
0200. Reimbursements Other	0	0	(298)	(2,539)	2,539
Plant Operations	**(15,000)**	**(15,000)**	**(13,424)**	**(121,010)**	**106,011**
01540. Plant & Workshop Operating Revenue	**(15,000)**	**(15,000)**	**(1,934)**	**(9,944)**	**(5,056)**
0110. User Fees & Charges	(15,000)	(15,000)	(1,934)	(9,944)	(5,056)
0143. Other User Charges (Sundry)	(15,000)	(15,000)	(1,934)	(9,944)	(5,056)
01550. Plant Disposal Proceeds Revenue	**0**	**0**	**(11,491)**	**(111,067)**	**111,067**
0950. Proceeds on Sales of Assets	0	0	(11,491)	(111,067)	111,067
0955. Proceeds from Sales & Trade in of Plant	0	0	(11,491)	(111,067)	111,067
Private Works	**(140,000)**	**(140,000)**	**(19,368)**	**(164,987)**	**24,987**
01600. Private Works Revenue	**(140,000)**	**(140,000)**	**(19,368)**	**(164,987)**	**24,987**
0110. User Fees & Charges	(140,000)	(140,000)	(19,368)	(164,987)	24,987
0143. Other User Charges (Sundry)	(140,000)	(140,000)	(19,368)	(164,987)	24,987
Recreation Sport Leisure	**(4,000,000)**	**(5,211,528)**	**(218)**	**(5,113,148)**	**(98,380)**
01720. Swimming Pool(s) Revenue	**(4,000,000)**	**(5,211,528)**	**(218)**	**(5,113,148)**	**(98,380)**
0110. User Fees & Charges	0	(1,800)	(218)	(2,818)	1,018
0120. Lease/Rent Fees Received	0	(1,800)	0	(2,600)	800
0143. Other User Charges (Sundry)	0	0	(218)	(218)	218
0115. Grants & Subsidies Recurrent	0	(6,020)	0	(114,387)	108,367
0171. State Grants & Subsidies	0	0	0	(107,765)	107,765
0173. Contributions Received Other	0	(6,020)	0	(6,622)	602
0135. Capital Grants Received	(4,000,000)	(5,203,708)	0	(4,995,943)	(207,765)
0820. Comm'th Grants new or upgraded assets	(4,000,000)	(5,203,708)	0	0	(5,203,708)
0821. State Grants for new or upgraded assets	0	0	0	(4,995,943)	4,995,943
Fire Prevention and Emergency Services	**(150,000)**	**(143,000)**	**0**	**(108,864)**	**(34,137)**
02070. Fire Control Revenue	**(150,000)**	**(143,000)**	**0**	**(108,864)**	**(34,137)**
0115. Grants & Subsidies Recurrent	(150,000)	(143,000)	0	(108,756)	(34,244)
0171. State Grants & Subsidies	(150,000)	(143,000)	0	(108,756)	(34,244)

0125. Reimbursements	0	0	0	(107)	107
0200. Reimbursements Other	0	0	0	(107)	107
Development and Environmental Services	**(176,000)**	**(196,000)**	**(12,526)**	**(274,385)**	**78,383**
Buildings and Property	**(88,000)**	**(88,000)**	**(7,153)**	**(66,019)**	**(21,981)**
01490. Buildings Revenue	**(88,000)**	**(88,000)**	**(7,153)**	**(66,019)**	**(21,981)**
0105. Statutory Fees & Charges	(3,000)	(3,000)	0	(641)	(2,359)
0091. Other Statutory Charges (Sundry)	(3,000)	(3,000)	0	(641)	(2,359)
0110. User Fees & Charges	(85,000)	(85,000)	(7,153)	(64,631)	(20,369)
0124. Other Facility Hire	(41,000)	(41,000)	488	(31,522)	(9,478)
0138. Rental / Lease Properties Income	(43,000)	(43,000)	(7,641)	(33,109)	(9,891)
0143. Other User Charges (Sundry)	(1,000)	(1,000)	0	0	(1,000)
0130. Other Income	0	0	0	(747)	747
0220. Other Sundry Income	0	0	0	(747)	747
Planning	**(56,000)**	**(76,000)**	**(1,752)**	**(173,263)**	**97,262**
02010. Town Planning Office Revenue	**(56,000)**	**(76,000)**	**(1,752)**	**(173,263)**	**97,262**
0105. Statutory Fees & Charges	(48,000)	(68,000)	(1,783)	(56,173)	(11,827)
0060. Rates Search/Certificate Fee	(7,000)	(7,000)	(192)	(5,191)	(1,809)
0061. Development Act Fees	(40,000)	(60,000)	(907)	(47,991)	(12,009)
0062. Town Planning Fees	0	0	(684)	(2,816)	2,816
0091. Other Statutory Charges (Sundry)	(1,000)	(1,000)	0	(175)	(825)
0110. User Fees & Charges	0	0	0	(164)	164
0143. Other User Charges (Sundry)	0	0	0	(164)	164
0115. Grants & Subsidies Recurrent	0	0	0	(108,331)	108,331
0173. Contributions Received Other	0	0	0	(108,331)	108,331
0125. Reimbursements	(8,000)	(8,000)	31	(8,594)	594
0200. Reimbursements Other	(8,000)	(8,000)	31	(8,594)	594
Building	**(17,000)**	**(17,000)**	**(1,896)**	**(20,026)**	**3,026**
01740. Halls & Community Centres Revenue	**(5,000)**	**(5,000)**	**(556)**	**(3,129)**	**(1,871)**
0110. User Fees & Charges	(5,000)	(5,000)	(556)	(3,129)	(1,871)
0125. Hall Hire	(5,000)	(5,000)	(556)	(3,129)	(1,871)
02020. Building Control Office Revenue	**(12,000)**	**(12,000)**	**(1,340)**	**(16,897)**	**4,897**

0105. Statutory Fees & Charges	(12,000)	(12,000)	(1,340)	(16,897)	4,897
0061. Development Act Fees	(12,000)	(12,000)	(1,340)	(15,485)	3,485
0063. Lodgement Fees	0	0	0	(700)	700
0091. Other Statutory Charges (Sundry)	0	0	0	(712)	712
Regulatory Services	**(10,000)**	**(10,000)**	**(1,165)**	**(9,721)**	**(279)**
02030. Parking & Other Ranger Services Revenue	**(8,000)**	**(8,000)**	**(1,045)**	**(7,212)**	**(788)**
0105. Statutory Fees & Charges	(7,000)	(7,000)	(1,045)	(7,212)	212
0069. Court Fines & Costs Recovered	0	0	(807)	(807)	807
0077. Other Infringements Fines & Penalties	(2,000)	(2,000)	(100)	(1,145)	(855)
0083. Other Registration Fees	(5,000)	(5,000)	(138)	(5,260)	260
0110. User Fees & Charges	(1,000)	(1,000)	0	0	(1,000)
0143. Other User Charges (Sundry)	(1,000)	(1,000)	0	0	(1,000)
02050. Other Law & Order Revenue	**(2,000)**	**(2,000)**	**(120)**	**(2,509)**	**509**
0110. User Fees & Charges	(2,000)	(2,000)	(120)	(2,509)	509
0014. ESPL Levy	0	0	0	120	(120)
0143. Other User Charges (Sundry)	(2,000)	(2,000)	(120)	(2,629)	629
Public Health	**(5,000)**	**(5,000)**	**(560)**	**(5,355)**	**355**
02100. Health Administration & Inspection Revenue	**(5,000)**	**(5,000)**	**(560)**	**(5,355)**	**355**
0105. Statutory Fees & Charges	(5,000)	(5,000)	(560)	(5,355)	355
0086. Licences & Permits	0	0	0	(640)	640
0091. Other Statutory Charges (Sundry)	(5,000)	(5,000)	(560)	(4,715)	(285)
Expenditure	**28,416,370**	**32,580,656**	**1,230,424**	**20,542,161**	**12,038,493**
General Manager	**2,320,555**	**3,112,849**	**228,115**	**1,867,987**	**1,244,863**
General Manager`s Office	**507,200**	**543,200**	**38,025**	**457,199**	**86,000**
03000. General Manager's Office	**507,200**	**543,200**	**38,025**	**457,199**	**86,000**
0300. Employee Costs	404,000	440,000	35,895	364,725	75,275
0300. Salaries	404,000	440,000	35,895	364,725	75,275
0310. Staff Training	15,000	15,000	1,565	11,543	3,456
0644. Course Seminar & Conference Registration	7,000	7,000	600	6,768	232
0645. Air Travel	3,000	3,000	0	2,434	566
0646. Travel Accommodation	5,000	5,000	965	2,255	2,745

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0649. Meal Reimbursements	0	0	0	87	(87)
0350. Office Administration Expenditure	1,000	1,000	19	897	103
0603. Other Sundry Expenses	1,000	1,000	19	837	163
0620. Food & Catering Costs	0	0	0	60	(60)
0360. Professional Services	70,200	50,200	0	56,025	(5,825)
0405. Consultants Other	38,000	48,000	0	56,025	(8,025)
0420. Internal Audit	30,000	0	0	0	0
0503. Subscriptions Reference Materials	2,200	2,200	0	0	2,200
0370. Subscriptions and Memberships	2,000	22,000	0	20,184	1,816
0503. Subscriptions Reference Materials	0	20,000	0	20,184	(184)
0603. Other Sundry Expenses	2,000	2,000	0	0	2,000
0970. Plant Hire (Internal)	15,000	15,000	546	3,825	11,175
0970. Plant Hire - Internal Usage	15,000	15,000	546	3,825	11,175
Elected Members	**198,500**	**192,850**	**15,463**	**145,545**	**47,306**
03020. Elected Members Expenses	**198,500**	**188,000**	**15,463**	**140,695**	**47,306**
0310. Staff Training	10,500	5,000	313	1,203	3,797
0644. Course Seminar & Conference Registration	7,500	2,000	0	890	1,110
0646. Travel Accommodation	3,000	3,000	280	280	2,720
0649. Meal Reimbursements	0	0	33	33	(33)
0330. Mayor & Elected Member Expenses	151,000	146,000	11,746	113,479	32,522
0506. Materials Purchased	0	0	0	125	(125)
0603. Other Sundry Expenses	10,000	5,000	0	171	4,829
0615. Corporate Card Expenses	0	0	0	105	(105)
0618. Elected Members Allowances	122,000	122,000	9,408	78,583	43,417
0644. Course Seminar & Conference Registration	8,000	8,000	0	10,061	(2,061)
0646. Travel Accommodation	8,000	8,000	605	4,657	3,343
0649. Meal Reimbursements	2,000	2,000	0	839	1,161
0695. Mayoral Allowance	0	0	1,733	18,937	(18,937)
0970. Plant Hire - Internal Usage	1,000	1,000	0	0	1,000
0340. Civic Functions & Ceremonies	24,000	24,000	1,404	13,868	10,132
0507. Inventory Issued From Store	0	0	0	13	(13)

0603. Other Sundry Expenses	24,000	24,000	1,404	12,451	11,549
0605. Other Audit Services	0	0	0	395	(395)
0620. Food & Catering Costs	0	0	0	1,009	(1,009)
0405. Grants / Donations Paid	13,000	13,000	2,000	12,145	855
0622. Donations Paid	13,000	13,000	1,500	8,645	4,355
0623. Sponsorships Paid	0	0	500	3,500	(3,500)
03040. Election Expenditure	**0**	**4,850**	**0**	**4,850**	**0**
0335. Election Expenses	0	4,850	0	4,850	0
0603. Other Sundry Expenses	0	4,850	0	4,850	0
Governance	**413,355**	**419,355**	**28,413**	**294,605**	**124,750**
03050. Other Governance	**413,355**	**419,355**	**28,413**	**294,605**	**124,750**
0300. Employee Costs	335,000	335,000	27,216	243,772	91,228
0300. Salaries	335,000	335,000	26,542	238,952	96,048
0311. Other Employee Allowances	0	0	674	4,820	(4,820)
0310. Staff Training	7,355	7,355	0	871	6,484
0644. Course Seminar & Conference Registration	5,355	5,355	0	871	4,484
0646. Travel Accommodation	2,000	2,000	0	0	2,000
0350. Office Administration Expenditure	1,000	1,000	0	212	788
0502. Reference Materials	0	0	0	212	(212)
0601. Advertising Press	1,000	1,000	0	0	1,000
0360. Professional Services	40,000	40,000	1,197	13,788	26,212
0405. Consultants Other	10,000	10,000	1,197	4,788	5,212
0420. Internal Audit	30,000	30,000	0	9,000	21,000
0370. Subscriptions and Memberships	30,000	36,000	0	35,962	38
0503. Subscriptions Reference Materials	30,000	36,000	0	35,962	38
Tourism and Events	**488,500**	**513,500**	**21,180**	**294,643**	**218,857**
03900. Area Promotion	**77,000**	**92,000**	**1,977**	**71,773**	**20,228**
0350. Office Administration Expenditure	16,000	16,000	0	15,531	470
0500. Stationery & Office Consumables	1,000	1,000	0	0	1,000
0501. Printing & Photocopying Costs	0	0	0	1,677	(1,677)
0503. Subscriptions Reference Materials	0	0	0	168	(168)

0506. Materials Purchased	0	0	0	3,248	(3,248)
0601. Advertising Press	0	0	0	2,586	(2,586)
0602. Advertising Other	15,000	15,000	0	7,695	7,305
0603. Other Sundry Expenses	0	0	0	137	(137)
0620. Food & Catering Costs	0	0	0	19	(19)
0396. Merchandise	29,000	44,000	1,977	33,661	10,339
0530. Goods For Sale	25,000	40,000	1,977	33,661	6,339
0603. Other Sundry Expenses	4,000	4,000	0	0	4,000
0405. Grants / Donations Paid	30,000	30,000	0	22,500	7,500
0603. Other Sundry Expenses	0	0	0	7,500	(7,500)
0623. Sponsorships Paid	30,000	30,000	0	15,000	15,000
0460. Community Programs & Events	2,000	2,000	0	81	1,919
0603. Other Sundry Expenses	2,000	2,000	0	81	1,919
03910. Events Staging & Promotion	**148,500**	**158,500**	**5,056**	**41,287**	**117,212**
0350. Office Administration Expenditure	1,000	1,000	0	445	555
0500. Stationery & Office Consumables	1,000	1,000	0	0	1,000
0503. Subscriptions Reference Materials	0	0	0	445	(445)
0460. Community Programs & Events	147,500	157,500	5,056	40,789	116,709
0300. Salaries	10,000	10,000	0	0	10,000
0301. Wages	0	0	0	6,249	(6,249)
0302. Overtime	0	0	0	900	(900)
0311. Other Employee Allowances	0	0	0	25	(25)
0401. Contractors	90,000	100,000	0	0	100,000
0410. Other External Services	0	0	4,987	21,046	(21,046)
0501. Printing & Photocopying Costs	0	0	0	650	(650)
0506. Materials Purchased	15,000	15,000	0	9,425	5,575
0602. Advertising Other	15,000	15,000	0	1,664	13,336
0603. Other Sundry Expenses	15,000	15,000	0	0	15,000
0620. Food & Catering Costs	0	0	69	630	(630)
0970. Plant Hire - Internal Usage	2,500	2,500	0	202	2,298
0500. General Maintenance	0	0	0	52	(52)

0500. Stationery & Office Consumables	0	0	0	52	(52)
03920. Tourism Operations	**263,000**	**263,000**	**14,147**	**181,584**	**81,417**
0300. Employee Costs	209,000	209,000	13,404	152,475	56,525
0300. Salaries	209,000	209,000	13,404	152,468	56,532
0311. Other Employee Allowances	0	0	0	7	(7)
0310. Staff Training	5,000	5,000	0	134	4,866
0644. Course Seminar & Conference Registration	3,000	3,000	0	134	2,866
0646. Travel Accommodation	2,000	2,000	0	0	2,000
0350. Office Administration Expenditure	9,000	9,000	448	5,655	3,345
0500. Stationery & Office Consumables	3,000	3,000	221	1,803	1,197
0600. Postage	1,000	1,000	77	574	426
0603. Other Sundry Expenses	1,000	1,000	48	878	122
0640. Telephone Charges	4,000	4,000	102	2,340	1,660
0642. Internet & Other Communication Charges	0	0	0	60	(60)
0360. Professional Services	0	0	0	109	(109)
0500. Stationery & Office Consumables	0	0	0	109	(109)
0370. Subscriptions and Memberships	32,000	32,000	77	21,841	10,158
0410. Other External Services	0	0	77	6,520	(6,520)
0503. Subscriptions Reference Materials	32,000	32,000	0	9,459	22,541
0601. Advertising Press	0	0	0	181	(181)
0602. Advertising Other	0	0	0	5,682	(5,682)
0375. Office Equipment & Furniture	1,000	1,000	135	540	460
0527. Furniture & Equip under $xxxx - Expensed	1,000	1,000	0	0	1,000
0603. Other Sundry Expenses	0	0	135	540	(540)
0460. Community Programs & Events	5,000	5,000	73	805	4,195
0506. Materials Purchased	0	0	0	78	(78)
0603. Other Sundry Expenses	5,000	5,000	0	0	5,000
0640. Telephone Charges	0	0	73	727	(727)
0970. Plant Hire (Internal)	2,000	2,000	9	23	1,977
0970. Plant Hire - Internal Usage	2,000	2,000	9	23	1,977
Business and Economic Development	**713,000**	**1,443,944**	**125,033**	**675,994**	**767,950**

*Report Contains Filters

04160. Commercial Undertakings Operations	**10,000**	**208,996**	**3,476**	**10,427**	**198,569**
0415. Utilities	10,000	10,000	3,476	10,427	(427)
0518. Water Charges	10,000	10,000	3,476	10,427	(427)
0690. Loss on Disposal of Assets	0	198,996	0	0	198,996
0801. Loss on Sale of Asset	0	198,996	0	0	198,996
04170. Economic Development	**521,000**	**138,000**	**16,627**	**84,868**	**53,132**
0300. Employee Costs	291,000	58,000	6,635	63,731	(5,731)
0300. Salaries	291,000	58,000	6,398	62,077	(4,077)
0311. Other Employee Allowances	0	0	237	1,654	(1,654)
0310. Staff Training	5,000	5,000	0	0	5,000
0644. Course Seminar & Conference Registration	3,000	3,000	0	0	3,000
0646. Travel Accommodation	2,000	2,000	0	0	2,000
0350. Office Administration Expenditure	2,000	2,000	0	0	2,000
0603. Other Sundry Expenses	2,000	2,000	0	0	2,000
0360. Professional Services	175,000	25,000	632	632	24,368
0401. Contractors	25,000	25,000	632	632	24,368
0405. Consultants Other	150,000	0	0	0	0
0370. Subscriptions and Memberships	13,000	13,000	9,360	14,687	(1,687)
0503. Subscriptions Reference Materials	13,000	13,000	9,360	14,360	(1,360)
0603. Other Sundry Expenses	0	0	0	327	(327)
0460. Community Programs & Events	30,000	30,000	0	5,818	24,182
0401. Contractors	30,000	30,000	0	0	30,000
0410. Other External Services	0	0	0	4,982	(4,982)
0506. Materials Purchased	0	0	0	136	(136)
0620. Food & Catering Costs	0	0	0	450	(450)
0644. Course Seminar & Conference Registration	0	0	0	250	(250)
0970. Plant Hire (Internal)	5,000	5,000	0	0	5,000
0970. Plant Hire - Internal Usage	5,000	5,000	0	0	5,000
04171. Economic Development Programs	**0**	**893,000**	**74,549**	**413,184**	**479,816**
0300. Employee Costs	0	433,000	41,518	41,518	391,482
0300. Salaries	0	433,000	41,518	41,518	391,482

0360. Professional Services	0	460,000	0	0	460,000
0401. Contractors	0	460,000	0	0	460,000
0460. Community Programs & Events	0	0	33,031	371,666	(371,666)
0300. Salaries	0	0	9,019	105,112	(105,112)
0301. Wages	0	0	3,419	25,013	(25,013)
0311. Other Employee Allowances	0	0	592	2,694	(2,694)
0401. Contractors	0	0	0	101,763	(101,763)
0410. Other External Services	0	0	20,000	135,817	(135,817)
0602. Advertising Other	0	0	0	800	(800)
0620. Food & Catering Costs	0	0	0	467	(467)
04172. Youth Programs	**182,000**	**203,948**	**30,382**	**167,515**	**36,433**
0300. Employee Costs	84,000	84,000	7,918	75,440	8,561
0300. Salaries	84,000	84,000	7,918	22,515	61,485
0301. Wages	0	0	0	51,150	(51,150)
0321. Public Holidays	0	0	0	1,774	(1,774)
0310. Staff Training	2,000	2,000	0	141	1,859
0301. Wages	2,000	2,000	0	0	2,000
0646. Travel Accommodation	0	0	0	141	(141)
0350. Office Administration Expenditure	2,000	2,000	0	0	2,000
0603. Other Sundry Expenses	2,000	2,000	0	0	2,000
0360. Professional Services	40,000	40,000	8,221	14,703	25,297
0401. Contractors	40,000	40,000	0	0	40,000
0410. Other External Services	0	0	7,473	13,955	(13,955)
0620. Food & Catering Costs	0	0	748	748	(748)
0370. Subscriptions and Memberships	2,000	2,000	0	0	2,000
0603. Other Sundry Expenses	2,000	2,000	0	0	2,000
0460. Community Programs & Events	50,000	71,948	14,244	77,232	(5,284)
0401. Contractors	0	0	0	408	(408)
0410. Other External Services	50,000	71,948	13,791	72,040	(92)
0506. Materials Purchased	0	0	0	554	(554)
0620. Food & Catering Costs	0	0	453	2,286	(2,286)

0646. Travel Accommodation	0	0	0	1,944	(1,944)
0970. Plant Hire (Internal)	2,000	2,000	0	0	2,000
0970. Plant Hire - Internal Usage	2,000	2,000	0	0	2,000
Corporate Services	**2,188,583**	**2,457,421**	**269,653**	**2,288,936**	**168,486**
Manager Corporate Service Office	**227,200**	**346,400**	**111,498**	**703,689**	**(357,289)**
03100. Corporate Services Management	**227,200**	**346,400**	**111,498**	**703,689**	**(357,289)**
0300. Employee Costs	890,000	940,000	73,596	841,367	98,632
0300. Salaries	890,000	940,000	73,389	835,195	104,805
0311. Other Employee Allowances	0	0	207	6,173	(6,173)
0310. Staff Training	10,000	6,000	0	4,189	1,810
0644. Course Seminar & Conference Registration	6,000	3,000	0	3,724	(724)
0645. Air Travel	2,000	1,000	0	105	895
0646. Travel Accommodation	2,000	2,000	0	361	1,639
0350. Office Administration Expenditure	88,000	96,200	4,215	73,728	22,473
0500. Stationery & Office Consumables	30,000	30,000	1,093	18,407	11,593
0502. Reference Materials	0	0	0	212	(212)
0506. Materials Purchased	0	0	0	81	(81)
0600. Postage	12,000	16,000	612	13,065	2,935
0601. Advertising Press	20,000	22,000	136	14,809	7,191
0603. Other Sundry Expenses	2,000	4,200	316	5,853	(1,653)
0640. Telephone Charges	20,000	20,000	1,702	19,952	48
0642. Internet & Other Communication Charges	4,000	4,000	356	1,348	2,652
0360. Professional Services	148,000	148,000	0	89,114	58,886
0402. Accounting Services	68,000	68,000	0	47,360	20,640
0405. Consultants Other	25,000	25,000	0	20,450	4,550
0409. Valuation Expenses	55,000	55,000	0	21,304	33,696
0365. Legal & Debt Recovery Costs	10,000	75,000	33,389	94,351	(19,351)
0403. Solicitors Fees	10,000	75,000	33,389	94,351	(19,351)
0375. Office Equipment & Furniture	2,000	2,000	0	2,889	(889)
0527. Furniture & Equip under $xxxx - Expensed	2,000	2,000	0	2,889	(889)
0680. Depreciation	12,200	12,200	0	0	12,200

0740. Depreciation Expense	12,200	12,200	0	0	12,200
0970. Plant Hire (Internal)	4,000	4,000	298	1,550	2,450
0970. Plant Hire - Internal Usage	4,000	4,000	298	1,550	2,450
0980. Overheads / Internal Recharges	(937,000)	(937,000)	0	(403,500)	(533,500)
0980. Overheads Allocated	(937,000)	(937,000)	0	(403,500)	(533,500)
Finance	**391,207**	**391,207**	**1,693**	**297,950**	**93,258**
03120. Financial Control Operations	**227,000**	**227,000**	**1,693**	**215,846**	**11,155**
0380. Bank Charges	20,000	20,000	1,693	13,576	6,424
0614. Merchant Fees	20,000	20,000	1,693	13,576	6,424
0410. Insurance	207,000	207,000	0	202,267	4,734
0632. General Asset Insurance	65,000	60,000	0	56,257	3,743
0633. Public Liability Insurance	142,000	147,000	0	146,009	991
0450. Sundry Expenses	0	0	0	3	(3)
0691. Cashiers Rounding Adjustments	0	0	0	3	(3)
03121. Loan Repayments	**164,207**	**164,207**	**0**	**82,104**	**82,103**
0945. Loan Repayments	164,207	164,207	0	82,104	82,103
0701. Interest Payment on Other Loans	24,464	24,464	0	13,017	11,447
0945. Principal Repayments	139,743	139,743	0	69,087	70,656
Information Technology	**492,000**	**562,000**	**64,395**	**433,067**	**128,933**
03140. IT Services	**452,000**	**522,000**	**64,395**	**433,067**	**88,933**
0355. Computer / IT Costs	452,000	522,000	64,395	433,067	88,933
0401. Contractors	337,000	377,000	51,158	301,027	75,973
0404. Building Consultant Fees	0	0	0	5,372	(5,372)
0502. Reference Materials	0	0	0	2,380	(2,380)
0506. Materials Purchased	21,000	21,000	6,424	10,075	10,925
0529. Software Purchase & Upgrade - Expensed	0	0	0	10,700	(10,700)
0638. Software Licenses	94,000	124,000	6,812	103,513	20,487
07140. IT Services Capital Expenditure	**40,000**	**40,000**	**0**	**0**	**40,000**
0703. IT Capital Expenditure	40,000	40,000	0	0	40,000
0552. Computer Hardware - Assets	40,000	40,000	0	0	40,000
Libraries	**281,100**	**338,100**	**39,266**	**296,487**	**41,616**

03710. Libraries	**281,100**	**338,100**	**39,266**	**296,487**	**41,616**
0300. Employee Costs	135,000	200,000	24,623	190,905	9,095
0300. Salaries	135,000	200,000	24,623	190,905	9,095
0310. Staff Training	2,000	2,000	3,238	4,068	(2,068)
0603. Other Sundry Expenses	0	0	0	40	(40)
0644. Course Seminar & Conference Registration	2,000	2,000	3,238	4,028	(2,028)
0350. Office Administration Expenditure	10,000	10,000	521	6,735	3,266
0412. Freight Delivery	0	0	126	181	(181)
0500. Stationery & Office Consumables	7,500	7,500	216	4,590	2,910
0527. Furniture & Equip under $xxxx - Expensed	1,000	1,000	0	49	951
0640. Telephone Charges	1,500	1,500	180	1,795	(295)
0642. Internet & Other Communication Charges	0	0	0	119	(119)
0360. Professional Services	34,000	34,000	0	35,179	(1,179)
0405. Consultants Other	34,000	34,000	0	35,179	(1,179)
0370. Subscriptions and Memberships	6,000	6,000	0	2,450	3,550
0503. Subscriptions Reference Materials	6,000	6,000	0	2,450	3,550
0375. Office Equipment & Furniture	4,000	4,000	0	952	3,048
0527. Furniture & Equip under $xxxx - Expensed	4,000	4,000	0	952	3,048
0390. Library Resources	23,000	23,000	4,424	9,049	13,951
0510. Book Purchases	23,000	23,000	4,424	9,049	13,951
0410. Insurance	15,000	15,000	0	14,461	539
0632. General Asset Insurance	15,000	15,000	0	14,461	539
0415. Utilities	5,100	5,100	1,005	3,990	1,111
0518. Water Charges	600	600	0	609	(9)
0520. Electricity	4,500	4,500	1,005	3,380	1,120
0420. Security	1,000	1,000	165	660	340
0419. Security Building Surveillance	1,000	1,000	165	660	340
0425. Cleaning Costs	15,000	12,000	1,036	9,328	2,672
0401. Contractors	15,000	12,000	1,036	9,328	2,672
0450. Sundry Expenses	1,500	1,500	257	3,330	(1,830)
0506. Materials Purchased	1,500	1,500	257	3,330	(1,830)

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0460. Community Programs & Events	3,000	3,000	0	2,002	998
0603. Other Sundry Expenses	3,000	3,000	0	2,002	998
0510. Grounds Maintenance	10,000	8,000	1,391	6,101	1,899
0300. Salaries	9,000	7,000	828	4,366	2,634
0301. Wages	0	0	0	515	(515)
0311. Other Employee Allowances	0	0	5	53	(53)
0506. Materials Purchased	0	0	298	429	(429)
0507. Inventory Issued From Store	0	0	0	3	(3)
0970. Plant Hire - Internal Usage	1,000	1,000	259	735	265
0530. Building Maintenance	15,000	12,000	2,605	7,212	4,788
0301. Wages	0	0	1,270	3,391	(3,391)
0311. Other Employee Allowances	0	0	13	32	(32)
0401. Contractors	15,000	12,000	1,084	3,353	8,647
0506. Materials Purchased	0	0	0	35	(35)
0970. Plant Hire - Internal Usage	0	0	239	401	(401)
0970. Plant Hire (Internal)	1,500	1,500	0	64	1,436
0970. Plant Hire - Internal Usage	1,500	1,500	0	64	1,436
Children Youth and Family Services	**40,000**	**40,000**	**3,138**	**30,197**	**9,803**
03780. Children and Family Services	**40,000**	**40,000**	**3,138**	**30,197**	**9,803**
0300. Employee Costs	36,000	36,000	2,711	27,967	8,033
0300. Salaries	36,000	36,000	2,711	27,967	8,033
0350. Office Administration Expenditure	4,000	4,000	427	2,230	1,770
0603. Other Sundry Expenses	4,000	4,000	427	2,230	1,770
Aged and Disability Care Services	**450,376**	**554,630**	**36,917**	**353,145**	**201,483**
03810. Aged & Disabled	**422,376**	**526,630**	**36,445**	**350,094**	**176,534**
0300. Employee Costs	199,000	272,254	23,012	221,085	51,169
0300. Salaries	99,000	109,000	8,244	78,083	30,917
0301. Wages	100,000	163,254	14,025	135,080	28,174
0311. Other Employee Allowances	0	0	743	7,096	(7,096)
0321. Public Holidays	0	0	0	826	(826)
0310. Staff Training	7,000	7,000	0	0	7,000

0300. Salaries	7,000	7,000	0	0	7,000
0350. Office Administration Expenditure	48,376	53,376	305	12,985	40,390
0401. Contractors	25,000	25,000	0	1,920	23,080
0506. Materials Purchased	1,000	1,000	0	0	1,000
0603. Other Sundry Expenses	20,000	25,000	176	9,778	15,222
0640. Telephone Charges	2,376	2,376	129	1,288	1,088
0375. Office Equipment & Furniture	13,000	13,000	48	831	12,169
0401. Contractors	1,000	1,000	0	0	1,000
0500. Stationery & Office Consumables	0	0	36	73	(73)
0506. Materials Purchased	3,000	3,000	12	747	2,253
0603. Other Sundry Expenses	9,000	9,000	0	11	8,989
0400. Volunteer Support	15,000	21,000	1,510	15,338	5,662
0603. Other Sundry Expenses	15,000	21,000	1,510	15,338	5,662
0460. Community Programs & Events	140,000	160,000	11,570	99,855	60,144
0401. Contractors	40,000	60,000	2,355	23,010	36,990
0410. Other External Services	10,000	10,000	0	0	10,000
0506. Materials Purchased	10,000	10,000	0	0	10,000
0603. Other Sundry Expenses	80,000	80,000	9,215	76,846	3,154
03820. Health Related Transport	**28,000**	**28,000**	**471**	**3,051**	**24,949**
0400. Volunteer Support	10,000	10,000	300	750	9,250
0603. Other Sundry Expenses	10,000	10,000	300	750	9,250
0460. Community Programs & Events	10,000	10,000	171	2,301	7,699
0603. Other Sundry Expenses	10,000	10,000	171	2,301	7,699
0680. Depreciation	8,000	8,000	0	0	8,000
0740. Depreciation Expense	8,000	8,000	0	0	8,000
Community Transport	**174,000**	**111,384**	**7,831**	**68,506**	**42,876**
03860. Community Transport	**174,000**	**111,384**	**7,831**	**68,506**	**42,876**
0300. Employee Costs	51,500	31,500	2,920	28,844	2,656
0300. Salaries	51,500	31,500	2,749	27,096	4,404
0321. Public Holidays	0	0	171	1,748	(1,748)
0310. Staff Training	4,500	4,500	0	0	4,500

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0644. Course Seminar & Conference Registration	4,500	4,500	0	0	4,500
0350. Office Administration Expenditure	15,000	5,000	109	2,878	2,121
0500. Stationery & Office Consumables	0	0	36	73	(73)
0506. Materials Purchased	0	0	12	632	(632)
0603. Other Sundry Expenses	15,000	5,000	0	1,566	3,434
0640. Telephone Charges	0	0	61	608	(608)
0375. Office Equipment & Furniture	6,000	6,000	0	0	6,000
0506. Materials Purchased	2,000	2,000	0	0	2,000
0527. Furniture & Equip under $xxxx - Expensed	4,000	4,000	0	0	4,000
0400. Volunteer Support	12,000	7,000	285	739	6,261
0603. Other Sundry Expenses	12,000	7,000	285	739	6,261
0460. Community Programs & Events	85,000	57,384	4,517	36,045	21,338
0401. Contractors	75,000	47,384	2,914	24,824	22,560
0410. Other External Services	0	0	792	7,919	(7,919)
0603. Other Sundry Expenses	10,000	10,000	812	3,303	6,697
Arts and Culture	**132,700**	**113,700**	**4,916**	**105,895**	**7,806**
03880. Theatres & Museums	**121,700**	**102,700**	**4,916**	**102,895**	**(194)**
0410. Insurance	23,500	23,500	0	23,686	(186)
0632. General Asset Insurance	23,500	23,500	0	23,686	(186)
0415. Utilities	17,200	17,200	1,625	18,182	(983)
0410. Other External Services	0	0	45	455	(455)
0518. Water Charges	4,000	4,000	0	6,977	(2,977)
0520. Electricity	9,000	9,000	1,580	6,642	2,358
0521. Internal Rates	4,200	4,200	0	4,109	91
0425. Cleaning Costs	3,500	3,500	0	0	3,500
0401. Contractors	3,500	3,500	0	0	3,500
0460. Community Programs & Events	0	0	0	655	(655)
0506. Materials Purchased	0	0	0	395	(395)
0620. Food & Catering Costs	0	0	0	260	(260)
0510. Grounds Maintenance	54,000	35,000	1,846	33,030	1,969
0301. Wages	30,000	20,000	300	16,759	3,241

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0311. Other Employee Allowances	0	0	3	171	(171)
0401. Contractors	15,000	6,000	0	1,800	4,200
0410. Other External Services	0	0	1,440	9,440	(9,440)
0506. Materials Purchased	3,000	3,000	0	490	2,510
0507. Inventory Issued From Store	0	0	0	176	(176)
0571. Oils/Grease	0	0	0	73	(73)
0572. Miscellaneous	0	0	0	854	(854)
0573. Maintenance	0	0	0	47	(47)
0970. Plant Hire - Internal Usage	6,000	6,000	103	3,221	2,779
0530. Building Maintenance	17,000	17,000	1,445	27,261	(10,259)
0301. Wages	5,000	5,000	0	1,708	3,292
0302. Overtime	0	0	0	96	(96)
0311. Other Employee Allowances	0	0	0	16	(16)
0401. Contractors	10,000	10,000	548	10,971	(971)
0410. Other External Services	0	0	307	9,513	(9,513)
0503. Subscriptions Reference Materials	0	0	89	89	(89)
0506. Materials Purchased	0	0	501	2,568	(2,568)
0507. Inventory Issued From Store	0	0	0	78	(78)
0573. Maintenance	0	0	0	1,362	(1,362)
0620. Food & Catering Costs	0	0	0	360	(360)
0642. Internet & Other Communication Charges	0	0	0	275	(275)
0970. Plant Hire - Internal Usage	2,000	2,000	0	223	1,777
0532. Other Structures Maintenance	0	0	0	80	(80)
0410. Other External Services	0	0	0	80	(80)
0680. Depreciation	6,500	6,500	0	0	6,500
0740. Depreciation Expense	6,500	6,500	0	0	6,500
03890. Other Culture	**11,000**	**11,000**	**0**	**3,000**	**8,000**
0460. Community Programs & Events	11,000	11,000	0	3,000	8,000
0410. Other External Services	6,000	6,000	0	0	6,000
0603. Other Sundry Expenses	5,000	5,000	0	3,000	2,000
Engineering	**21,907,232**	**24,901,886**	**651,903**	**15,198,207**	**9,703,676**

Manager Engineering Office	**724,600**	**726,790**	**48,985**	**717,204**	**9,586**
03200. Engineering Operations Management	**724,600**	**726,790**	**48,985**	**717,204**	**9,586**
0300. Employee Costs	665,000	665,000	43,175	668,529	(3,529)
0300. Salaries	665,000	665,000	43,151	666,235	(1,235)
0311. Other Employee Allowances	0	0	25	2,274	(2,274)
0316. Staff Reimbursements	0	0	0	20	(20)
0310. Staff Training	17,100	10,100	0	3,758	6,343
0301. Wages	0	0	0	588	(588)
0311. Other Employee Allowances	0	0	0	13	(13)
0644. Course Seminar & Conference Registration	10,000	5,000	0	1,259	3,741
0646. Travel Accommodation	7,100	5,100	0	1,705	3,395
0649. Meal Reimbursements	0	0	0	192	(192)
0350. Office Administration Expenditure	9,000	9,000	855	7,598	1,402
0500. Stationery & Office Consumables	7,000	7,000	642	5,424	1,576
0603. Other Sundry Expenses	2,000	2,000	213	1,513	487
0646. Travel Accommodation	0	0	0	536	(536)
0649. Meal Reimbursements	0	0	0	125	(125)
0360. Professional Services	0	2,190	0	4,282	(2,092)
0405. Consultants Other	0	2,190	0	4,282	(2,092)
0370. Subscriptions and Memberships	3,000	10,000	0	9,810	190
0503. Subscriptions Reference Materials	3,000	10,000	0	9,810	190
0375. Office Equipment & Furniture	500	500	0	0	500
0500. Stationery & Office Consumables	500	500	0	0	500
0970. Plant Hire (Internal)	30,000	30,000	4,955	23,228	6,772
0970. Plant Hire - Internal Usage	30,000	30,000	4,955	23,228	6,772
Parks and Reserves	**793,500**	**803,699**	**36,828**	**448,288**	**355,411**
03220. Noxious Weeds Expenditure	**80,000**	**128,295**	**906**	**54,297**	**73,997**
0519. Pest Plant Control	80,000	128,295	906	54,297	73,997
0301. Wages	50,000	70,000	579	34,751	35,249
0311. Other Employee Allowances	0	0	7	381	(381)
0506. Materials Purchased	5,000	15,000	269	520	14,480

0507. Inventory Issued From Store	0	0	0	123	(123)
0603. Other Sundry Expenses	0	0	0	139	(139)
0640. Telephone Charges	0	0	51	509	(509)
0644. Course Seminar & Conference Registration	0	0	0	923	(923)
0646. Travel Accommodation	0	5,000	0	3,247	1,753
0970. Plant Hire - Internal Usage	25,000	38,295	0	13,705	24,590
03230. Parks Reserves & Horticulture	**681,500**	**634,500**	**24,582**	**358,830**	**275,669**
0415. Utilities	61,500	61,500	1,186	46,174	15,326
0518. Water Charges	40,000	40,000	0	27,430	12,570
0520. Electricity	20,000	20,000	1,092	17,887	2,113
0640. Telephone Charges	1,500	1,500	94	857	643
0510. Grounds Maintenance	297,000	250,000	18,639	225,006	24,994
0301. Wages	178,200	131,200	11,943	158,137	(26,937)
0302. Overtime	0	0	0	350	(350)
0311. Other Employee Allowances	0	0	127	1,644	(1,644)
0401. Contractors	14,850	14,850	0	5,819	9,031
0410. Other External Services	0	0	0	400	(400)
0506. Materials Purchased	44,550	44,550	2,615	9,752	34,798
0507. Inventory Issued From Store	14,850	14,850	9	1,256	13,594
0572. Miscellaneous	0	0	0	19,047	(19,047)
0573. Maintenance	0	0	0	2,850	(2,850)
0970. Plant Hire - Internal Usage	44,550	44,550	3,945	25,751	18,799
0512. Irrigation System Maintenance	15,500	15,500	1,290	17,367	(1,867)
0301. Wages	6,200	6,200	1,059	3,443	2,757
0302. Overtime	0	0	0	27	(27)
0311. Other Employee Allowances	0	0	10	33	(33)
0401. Contractors	775	775	0	0	775
0506. Materials Purchased	7,750	7,750	0	28	7,722
0507. Inventory Issued From Store	465	465	0	0	465
0554. Other Asset Purchases	0	0	0	3,865	(3,865)
0572. Miscellaneous	0	0	0	8,096	(8,096)

0573. Maintenance	0	0	0	1,451	(1,451)
0970. Plant Hire - Internal Usage	310	310	221	424	(114)
0513. Playground Maintenance	6,500	6,500	459	5,100	1,399
0301. Wages	3,250	3,250	370	4,478	(1,228)
0311. Other Employee Allowances	0	0	4	43	(43)
0506. Materials Purchased	2,925	2,925	0	0	2,925
0507. Inventory Issued From Store	130	130	0	18	112
0970. Plant Hire - Internal Usage	195	195	84	562	(367)
0515. Tree Maintenance/Management	20,000	20,000	612	17,991	2,009
0301. Wages	14,000	14,000	475	12,654	1,346
0302. Overtime	0	0	0	64	(64)
0311. Other Employee Allowances	0	0	5	154	(154)
0401. Contractors	4,000	4,000	0	0	4,000
0573. Maintenance	0	0	0	1,000	(1,000)
0970. Plant Hire - Internal Usage	2,000	2,000	132	4,119	(2,119)
0530. Building Maintenance	51,000	51,000	2,397	47,192	3,808
0301. Wages	6,600	6,600	947	5,337	1,263
0302. Overtime	0	0	0	228	(228)
0311. Other Employee Allowances	0	0	10	52	(52)
0401. Contractors	19,800	19,800	1,306	20,296	(496)
0410. Other External Services	18,000	18,000	0	0	18,000
0500. Stationery & Office Consumables	0	0	0	27	(27)
0506. Materials Purchased	4,950	4,950	0	0	4,950
0507. Inventory Issued From Store	0	0	0	10	(10)
0572. Miscellaneous	0	0	0	122	(122)
0573. Maintenance	0	0	0	1,251	(1,251)
0632. General Asset Insurance	0	0	0	19,227	(19,227)
0970. Plant Hire - Internal Usage	1,650	1,650	134	642	1,008
0680. Depreciation	230,000	230,000	0	0	230,000
0740. Depreciation Expense	230,000	230,000	0	0	230,000
07230. Parks Reserves & Horticulture Capital Works	**32,000**	**40,904**	**11,340**	**35,160**	**5,745**

0712. Other Improvements to Land Capital Works	27,000	35,904	11,340	35,160	745
0300. Salaries	11,200	200	0	0	200
0301. Wages	0	0	0	710	(710)
0311. Other Employee Allowances	0	0	0	2	(2)
0401. Contractors	3,200	23,104	3,261	23,731	(627)
0506. Materials Purchased	11,000	11,000	8,079	8,079	2,921
0554. Other Asset Purchases	0	0	0	2,594	(2,594)
0970. Plant Hire - Internal Usage	1,600	1,600	0	43	1,557
0713. Playground Capital Works	5,000	5,000	0	0	5,000
0401. Contractors	5,000	5,000	0	0	5,000
Sport and Recreation Facilities	**47,000**	**47,000**	**3,954**	**47,332**	**(333)**
03240. Sport Grounds & Recreation Facilities	**47,000**	**47,000**	**3,954**	**43,560**	**3,439**
0510. Grounds Maintenance	47,000	47,000	3,095	33,243	13,757
0301. Wages	14,100	14,100	256	2,501	11,599
0311. Other Employee Allowances	0	0	8	32	(32)
0401. Contractors	0	0	(1,225)	0	0
0505. Cleaning Supplies	0	0	(465)	0	0
0506. Materials Purchased	3,200	3,200	5,000	5,000	(1,800)
0507. Inventory Issued From Store	0	0	(64)	0	0
0573. Maintenance	0	0	(415)	0	0
0603. Other Sundry Expenses	25,000	25,000	0	25,000	0
0970. Plant Hire - Internal Usage	4,700	4,700	0	710	3,990
0530. Building Maintenance	0	0	859	10,317	(10,318)
0301. Wages	0	0	143	4,814	(4,814)
0311. Other Employee Allowances	0	0	2	46	(46)
0401. Contractors	0	0	1,134	4,771	(4,771)
0507. Inventory Issued From Store	0	0	(46)	0	0
0572. Miscellaneous	0	0	(21)	0	0
0573. Maintenance	0	0	(377)	0	0
0970. Plant Hire - Internal Usage	0	0	24	687	(687)
07240. Sport Grounds & Recreation Facilities Capital Work	**0**	**0**	**0**	**3,772**	**(3,772)**

0711. Sport & Recreation Capital Works	0	0	0	3,772	(3,772)
0301. Wages	0	0	0	64	(64)
0311. Other Employee Allowances	0	0	0	1	(1)
0401. Contractors	0	0	0	250	(250)
0506. Materials Purchased	0	0	0	3,445	(3,445)
0970. Plant Hire - Internal Usage	0	0	0	12	(12)
Roads Bridges Footpaths	**9,061,066**	**9,014,760**	**699,775**	**4,218,261**	**4,796,495**
03260. Roads & Bridges Maintenance	**46,124**	**46,124**	**799**	**28,388**	**17,735**
0550. Road Signs Maintenance	46,124	46,124	799	28,388	17,735
0301. Wages	29,981	29,981	98	5,084	24,897
0302. Overtime	0	0	0	481	(481)
0311. Other Employee Allowances	0	0	1	58	(58)
0401. Contractors	0	0	450	623	(623)
0506. Materials Purchased	11,531	11,531	0	1,701	9,830
0507. Inventory Issued From Store	2,306	2,306	0	57	2,249
0526. Signs & Posts	0	0	0	14,943	(14,943)
0572. Miscellaneous	0	0	0	3,057	(3,057)
0573. Maintenance	0	0	0	310	(310)
0640. Telephone Charges	0	0	188	1,735	(1,735)
0970. Plant Hire - Internal Usage	2,306	2,306	61	340	1,966
03280. Bridges Maintenance	**100,000**	**100,000**	**0**	**0**	**100,000**
0680. Depreciation	100,000	100,000	0	0	100,000
0740. Depreciation Expense	100,000	100,000	0	0	100,000
03300. Footpaths & Bike Track Maintenance	**160,000**	**160,000**	**5,739**	**21,490**	**138,510**
0560. Footpath Maintenance	30,000	30,000	5,739	21,490	8,510
0301. Wages	11,400	11,400	229	4,484	6,916
0302. Overtime	0	0	0	252	(252)
0311. Other Employee Allowances	0	0	2	44	(44)
0401. Contractors	12,000	12,000	5,400	14,978	(2,978)
0506. Materials Purchased	3,000	3,000	48	860	2,140
0507. Inventory Issued From Store	600	600	0	41	559

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0970. Plant Hire - Internal Usage	3,000	3,000	60	831	2,169
0680. Depreciation	130,000	130,000	0	0	130,000
0740. Depreciation Expense	130,000	130,000	0	0	130,000
03310. Kerb & Gutter Maintenance	**20,000**	**20,000**	**2,739**	**7,568**	**12,431**
0546. Kerb & Gutter Maintenance	20,000	20,000	2,739	7,568	12,431
0301. Wages	6,000	6,000	0	3,434	2,566
0311. Other Employee Allowances	0	0	0	37	(37)
0401. Contractors	7,000	7,000	2,739	2,739	4,261
0506. Materials Purchased	4,000	4,000	0	0	4,000
0572. Miscellaneous	0	0	0	833	(833)
0970. Plant Hire - Internal Usage	3,000	3,000	0	526	2,474
03320. Road Furniture Maintenance	**22,000**	**42,000**	**0**	**7,702**	**34,297**
0547. Road Furniture Maintenance	9,000	29,000	0	7,702	21,297
0301. Wages	2,700	2,700	0	1,703	997
0311. Other Employee Allowances	0	0	0	13	(13)
0401. Contractors	0	20,000	0	4,272	15,728
0506. Materials Purchased	5,400	5,400	0	0	5,400
0507. Inventory Issued From Store	270	270	0	0	270
0572. Miscellaneous	0	0	0	1,295	(1,295)
0573. Maintenance	0	0	0	163	(163)
0970. Plant Hire - Internal Usage	630	630	0	257	373
0680. Depreciation	13,000	13,000	0	0	13,000
0740. Depreciation Expense	13,000	13,000	0	0	13,000
03330. Urban Streets Maintenance	**534,251**	**534,251**	**8,326**	**216,290**	**317,959**
0515. Tree Maintenance/Management	51,251	51,251	0	69,747	(18,497)
0301. Wages	20,500	20,500	0	28,875	(8,375)
0302. Overtime	0	0	0	64	(64)
0311. Other Employee Allowances	0	0	0	279	(279)
0401. Contractors	20,500	20,500	0	26,550	(6,050)
0506. Materials Purchased	2,563	2,563	0	3,596	(1,033)
0507. Inventory Issued From Store	1,025	1,025	0	36	989

0572. Miscellaneous	0	0	0	1,346	(1,346)
0573. Maintenance	0	0	0	2,017	(2,017)
0970. Plant Hire - Internal Usage	6,663	6,663	0	6,985	(322)
0540. Road Maintenance	123,000	123,000	8,326	146,543	(23,544)
0301. Wages	49,200	49,200	4,791	39,810	9,390
0302. Overtime	0	0	0	674	(674)
0311. Other Employee Allowances	0	0	52	530	(530)
0401. Contractors	18,450	18,450	0	21,401	(2,951)
0506. Materials Purchased	36,900	36,900	630	14,106	22,794
0507. Inventory Issued From Store	6,150	6,150	0	22,858	(16,708)
0518. Water Charges	0	0	0	813	(813)
0526. Signs & Posts	0	0	0	1,759	(1,759)
0573. Maintenance	0	0	219	15,621	(15,621)
0970. Plant Hire - Internal Usage	12,300	12,300	2,634	28,972	(16,672)
0680. Depreciation	360,000	360,000	0	0	360,000
0740. Depreciation Expense	360,000	360,000	0	0	360,000
03340. Regional Roads Maintenance	**890,000**	**987,000**	**41,054**	**353,633**	**633,365**
0540. Road Maintenance	300,000	397,000	41,054	353,633	43,365
0301. Wages	90,000	90,000	9,866	31,829	58,171
0302. Overtime	0	0	1,239	3,881	(3,881)
0311. Other Employee Allowances	0	0	345	681	(681)
0401. Contractors	105,000	202,000	0	189,527	12,473
0506. Materials Purchased	30,000	30,000	6,632	26,632	3,368
0507. Inventory Issued From Store	30,000	30,000	0	49,734	(19,734)
0970. Plant Hire - Internal Usage	45,000	45,000	22,973	51,351	(6,351)
0680. Depreciation	590,000	590,000	0	0	590,000
0740. Depreciation Expense	590,000	590,000	0	0	590,000
03350. Sealed Rural Roads	**835,973**	**835,973**	**13,752**	**122,762**	**713,211**
0540. Road Maintenance	120,973	120,973	13,752	122,762	(1,789)
0301. Wages	54,438	54,438	3,178	22,063	32,375
0302. Overtime	0	0	511	1,055	(1,055)

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0311. Other Employee Allowances	0	0	223	456	(456)
0401. Contractors	12,097	12,097	0	16,330	(4,233)
0506. Materials Purchased	18,146	18,146	0	0	18,146
0507. Inventory Issued From Store	18,146	18,146	0	53,688	(35,542)
0573. Maintenance	0	0	0	215	(215)
0970. Plant Hire - Internal Usage	18,146	18,146	9,840	28,955	(10,809)
0680. Depreciation	715,000	715,000	0	0	715,000
0740. Depreciation Expense	715,000	715,000	0	0	715,000
03360. Unsealed Rural Roads Maintenance	**1,224,000**	**972,880**	**530,145**	**1,157,406**	**(184,525)**
0540. Road Maintenance	1,224,000	972,880	530,145	1,157,406	(184,525)
0301. Wages	574,000	322,880	19,947	227,180	95,700
0302. Overtime	0	0	3,581	35,770	(35,770)
0311. Other Employee Allowances	0	0	1,058	12,453	(12,453)
0401. Contractors	160,800	160,800	414	57,949	102,851
0506. Materials Purchased	80,200	80,200	0	5,960	74,240
0507. Inventory Issued From Store	46,000	46,000	0	7,985	38,015
0572. Miscellaneous	0	0	0	7,682	(7,682)
0573. Maintenance	0	0	0	21,440	(21,440)
0970. Plant Hire - Internal Usage	363,000	363,000	505,145	780,986	(417,986)
07280. Bridges Capital Works	**0**	**1,347,120**	**0**	**1,615,429**	**(268,310)**
0745. Bridge & Culvert Capital Works	0	1,347,120	0	1,615,429	(268,310)
0301. Wages	0	0	0	78,473	(78,473)
0302. Overtime	0	0	0	14,395	(14,395)
0311. Other Employee Allowances	0	0	0	2,476	(2,476)
0401. Contractors	0	1,347,120	0	840,524	506,596
0506. Materials Purchased	0	0	0	548,281	(548,281)
0507. Inventory Issued From Store	0	0	0	32,925	(32,925)
0554. Other Asset Purchases	0	0	0	10,146	(10,146)
0970. Plant Hire - Internal Usage	0	0	0	88,210	(88,210)
07300. Footpaths & Bike Track Capital Works	**120,151**	**50,151**	**0**	**8,146**	**42,005**
0761. Bike Track Capital Works	120,151	50,151	0	8,146	42,005

0301. Wages	12,015	12,015	0	0	12,015
0401. Contractors	63,680	23,680	0	8,146	15,534
0506. Materials Purchased	33,642	3,642	0	0	3,642
0507. Inventory Issued From Store	3,605	3,605	0	0	3,605
0970. Plant Hire - Internal Usage	7,209	7,209	0	0	7,209
07320. Road Furniture Capital Works	**17,000**	**37,000**	**0**	**12,396**	**24,604**
0749. Road Furniture Capital Works	17,000	37,000	0	12,396	24,604
0300. Salaries	3,740	3,740	0	0	3,740
0506. Materials Purchased	11,900	31,900	0	12,396	19,504
0507. Inventory Issued From Store	340	340	0	0	340
0970. Plant Hire - Internal Usage	1,020	1,020	0	0	1,020
07330. Urban Streets Capital Works	**384,747**	**190,000**	**0**	**107,497**	**82,502**
0740. Road Capital Works	384,747	190,000	0	107,497	82,502
0301. Wages	28,975	28,975	0	0	28,975
0302. Overtime	0	0	0	1,148	(1,148)
0311. Other Employee Allowances	0	0	0	8	(8)
0401. Contractors	150,100	50,100	0	106,260	(56,160)
0506. Materials Purchased	161,498	66,751	0	0	66,751
0507. Inventory Issued From Store	13,537	13,537	0	0	13,537
0970. Plant Hire - Internal Usage	30,637	30,637	0	82	30,555
07340. Regional Roads Capital Works	**1,459,000**	**200,000**	**0**	**91,163**	**108,838**
0740. Road Capital Works	1,459,000	200,000	0	91,163	108,838
0301. Wages	132,900	0	0	2,487	(2,487)
0302. Overtime	0	0	0	1,683	(1,683)
0311. Other Employee Allowances	0	0	0	38	(38)
0401. Contractors	1,117,450	200,000	0	78,554	121,446
0506. Materials Purchased	57,970	0	0	0	0
0507. Inventory Issued From Store	0	0	0	4,618	(4,618)
0554. Other Asset Purchases	28,580	0	0	0	0
0970. Plant Hire - Internal Usage	122,100	0	0	3,782	(3,782)
07350. Sealed Rural Roads Capital Works	**3,247,820**	**3,492,261**	**97,221**	**468,389**	**3,023,873**

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0740. Road Capital Works	3,247,820	3,492,261	97,221	468,389	3,023,873
0301. Wages	137,173	137,173	2,913	7,829	129,344
0302. Overtime	0	0	171	171	(171)
0311. Other Employee Allowances	0	0	39	87	(87)
0401. Contractors	2,486,301	2,730,742	6,842	280,785	2,449,957
0506. Materials Purchased	324,782	324,782	83,950	171,279	153,503
0507. Inventory Issued From Store	162,391	162,391	0	0	162,391
0554. Other Asset Purchases	0	0	0	3,380	(3,380)
0970. Plant Hire - Internal Usage	137,173	137,173	3,305	4,857	132,316
Street Lighting	**100,000**	**100,000**	**6,805**	**66,188**	**33,812**
03390. Street Lighting Operations	**100,000**	**100,000**	**6,805**	**66,188**	**33,812**
0415. Utilities	100,000	100,000	6,805	66,188	33,812
0520. Electricity	100,000	100,000	6,805	66,188	33,812
Stormwater Drainage	**486,500**	**451,500**	**792**	**58,560**	**392,939**
03400. Stormwater Drainage Maintenance	**431,500**	**406,500**	**792**	**38,284**	**368,215**
0570. Stormwater Drainage Maintenance	60,000	35,000	792	38,284	(3,285)
0301. Wages	15,000	15,000	588	23,857	(8,857)
0302. Overtime	0	0	0	653	(653)
0311. Other Employee Allowances	0	0	3	215	(215)
0401. Contractors	39,000	14,000	0	500	13,500
0506. Materials Purchased	0	0	0	746	(746)
0507. Inventory Issued From Store	0	0	0	69	(69)
0521. Internal Rates	0	0	0	2,477	(2,477)
0572. Miscellaneous	0	0	0	3,853	(3,853)
0573. Maintenance	0	0	0	122	(122)
0970. Plant Hire - Internal Usage	6,000	6,000	201	5,793	207
0572. Levy Works	136,500	136,500	0	0	136,500
0401. Contractors	136,500	136,500	0	0	136,500
0680. Depreciation	235,000	235,000	0	0	235,000
0740. Depreciation Expense	235,000	235,000	0	0	235,000
07400. Stormwater Drainage Capital Works	**55,000**	**45,000**	**0**	**20,276**	**24,724**

0770. Stormwater Drainage Capital Works	55,000	45,000	0	20,276	24,724
0301. Wages	16,500	6,500	0	0	6,500
0401. Contractors	5,500	5,500	0	20,276	(14,776)
0506. Materials Purchased	27,500	27,500	0	0	27,500
0970. Plant Hire - Internal Usage	5,500	5,500	0	0	5,500
Waste Management	**1,069,550**	**1,062,000**	**69,052**	**711,518**	**350,480**
03420. Domestic Refuse Collection	**160,000**	**125,000**	**21,969**	**127,604**	**(2,605)**
0622. Kerb Side Collections	160,000	125,000	11,460	114,004	10,995
0301. Wages	85,000	75,000	5,534	63,467	11,533
0302. Overtime	0	0	432	2,925	(2,925)
0311. Other Employee Allowances	0	0	73	1,101	(1,101)
0401. Contractors	0	0	273	1,773	(1,773)
0414. Plant Short term External Hire	0	0	3,400	10,200	(10,200)
0506. Materials Purchased	5,000	5,000	0	407	4,593
0507. Inventory Issued From Store	0	0	0	2	(2)
0570. Tyres/Tubes	0	0	0	135	(135)
0572. Miscellaneous	0	0	0	1,524	(1,524)
0640. Telephone Charges	0	0	0	379	(379)
0970. Plant Hire - Internal Usage	70,000	45,000	1,749	32,092	12,908
0623. Waste Site Maintenance	0	0	10,509	13,600	(13,600)
0414. Plant Short term External Hire	0	0	10,509	13,600	(13,600)
03430. Waste Disposal Site Operations	**865,000**	**900,000**	**39,160**	**575,041**	**324,958**
0623. Waste Site Maintenance	580,000	510,000	9,903	369,699	140,300
0300. Salaries	0	0	0	484	(484)
0301. Wages	280,000	240,000	5,693	207,979	32,021
0302. Overtime	10,000	10,000	46	6,263	3,737
0311. Other Employee Allowances	0	0	97	4,984	(4,984)
0401. Contractors	10,000	10,000	367	4,347	5,653
0410. Other External Services	130,000	130,000	0	65,000	65,000
0506. Materials Purchased	50,000	20,000	1,521	7,505	12,495
0507. Inventory Issued From Store	0	0	0	867	(867)

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0518. Water Charges	0	0	0	589	(589)
0520. Electricity	0	0	0	407	(407)
0521. Internal Rates	0	0	0	1,109	(1,109)
0526. Signs & Posts	0	0	0	835	(835)
0572. Miscellaneous	0	0	0	3,413	(3,413)
0573. Maintenance	0	0	0	640	(640)
0614. Merchant Fees	0	0	48	549	(549)
0632. General Asset Insurance	0	0	0	3,648	(3,648)
0640. Telephone Charges	0	0	409	2,081	(2,081)
0970. Plant Hire - Internal Usage	100,000	100,000	1,723	59,000	41,000
0624. Recycling Operations	105,000	210,000	29,257	205,342	4,658
0301. Wages	40,000	170,000	24,512	178,956	(8,956)
0302. Overtime	0	0	428	1,652	(1,652)
0311. Other Employee Allowances	0	0	702	4,678	(4,678)
0401. Contractors	30,000	10,000	0	510	9,490
0506. Materials Purchased	10,000	5,000	0	482	4,518
0520. Electricity	0	0	0	618	(618)
0970. Plant Hire - Internal Usage	25,000	25,000	3,615	18,446	6,554
0680. Depreciation	180,000	180,000	0	0	180,000
0740. Depreciation Expense	180,000	180,000	0	0	180,000
07410. Waste Management Capital Works	**17,550**	**10,000**	**0**	**950**	**9,050**
0821. Waste Management Capital Works	17,550	10,000	0	950	9,050
0301. Wages	16,200	8,650	0	0	8,650
0401. Contractors	0	0	0	950	(950)
0970. Plant Hire - Internal Usage	1,350	1,350	0	0	1,350
07430. Waste Disposal Site Capital Works	**27,000**	**27,000**	**7,923**	**7,923**	**19,077**
0820. Waste Disposal Capital Works	27,000	27,000	7,923	7,923	19,077
0301. Wages	16,200	16,200	0	0	16,200
0401. Contractors	9,450	9,450	4,694	4,694	4,756
0506. Materials Purchased	0	0	205	205	(205)
0554. Other Asset Purchases	0	0	3,024	3,024	(3,024)

0970. Plant Hire - Internal Usage	1,350	1,350	0	0	1,350
Sanitation	**192,000**	**180,000**	**17,567**	**165,853**	**14,147**
03450. Public Amenities Maintenance	**170,000**	**170,000**	**17,103**	**159,316**	**10,684**
0425. Cleaning Costs	170,000	170,000	17,103	158,575	11,425
0301. Wages	100,000	100,000	7,285	87,291	12,709
0302. Overtime	20,000	20,000	1,802	17,094	2,906
0311. Other Employee Allowances	0	0	236	2,010	(2,010)
0401. Contractors	10,000	10,000	1,000	8,760	1,240
0505. Cleaning Supplies	25,000	25,000	131	14,477	10,523
0506. Materials Purchased	0	0	5,676	9,563	(9,563)
0507. Inventory Issued From Store	0	0	45	513	(513)
0572. Miscellaneous	0	0	0	1,628	(1,628)
0573. Maintenance	0	0	0	349	(349)
0970. Plant Hire - Internal Usage	15,000	15,000	928	16,890	(1,890)
0531. Public Amenities Maintenance	0	0	0	741	(741)
0301. Wages	0	0	0	696	(696)
0311. Other Employee Allowances	0	0	0	9	(9)
0507. Inventory Issued From Store	0	0	0	36	(36)
03460. Other Sanitation Expenditure	**22,000**	**10,000**	**464**	**6,537**	**3,463**
0500. General Maintenance	22,000	10,000	464	6,537	3,463
0301. Wages	0	0	0	604	(604)
0311. Other Employee Allowances	0	0	0	5	(5)
0401. Contractors	6,000	6,000	0	1,153	4,847
0410. Other External Services	0	0	0	2,283	(2,283)
0506. Materials Purchased	15,000	3,000	464	1,872	1,128
0573. Maintenance	0	0	0	154	(154)
0603. Other Sundry Expenses	1,000	1,000	0	0	1,000
0970. Plant Hire - Internal Usage	0	0	0	466	(466)
Water	**1,898,000**	**2,032,842**	**131,670**	**1,096,561**	**936,283**
23000. Water Infrastructure Operations Fund 2	**961,000**	**1,013,799**	**15,428**	**363,284**	**650,515**
0310. Staff Training	10,000	10,000	554	11,323	(1,322)

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0301. Wages	5,000	5,000	0	2,803	2,197
0311. Other Employee Allowances	0	0	0	56	(56)
0644. Course Seminar & Conference Registration	3,000	3,000	0	4,760	(1,760)
0646. Travel Accommodation	2,000	2,000	554	3,703	(1,703)
0350. Office Administration Expenditure	30,000	60,026	0	60,406	(380)
0603. Other Sundry Expenses	30,000	60,026	0	9,035	50,991
0632. General Asset Insurance	0	0	0	51,371	(51,371)
0360. Professional Services	0	22,773	2,445	2,445	20,328
0401. Contractors	0	22,773	2,445	2,445	20,328
0370. Subscriptions and Memberships	1,000	1,000	0	727	273
0401. Contractors	1,000	1,000	0	727	273
0415. Utilities	148,000	148,000	12,429	104,884	43,116
0401. Contractors	0	0	0	301	(301)
0506. Materials Purchased	0	0	1,574	10,114	(10,114)
0518. Water Charges	35,000	35,000	0	18,486	16,514
0520. Electricity	110,000	110,000	10,630	66,914	43,086
0521. Internal Rates	0	0	0	6,769	(6,769)
0640. Telephone Charges	3,000	3,000	225	2,300	700
0680. Depreciation	405,000	405,000	0	0	405,000
0740. Depreciation Expense	405,000	405,000	0	0	405,000
0980. Overheads / Internal Recharges	367,000	367,000	0	183,500	183,500
0980. Overheads Allocated	367,000	367,000	0	183,500	183,500
23100. Water Infrastructure Asset Maintenance Fund 2	**500,000**	**550,000**	**47,741**	**471,192**	**78,810**
0581. Water Mains Maintenance	150,000	150,000	16,645	129,102	20,899
0301. Wages	75,000	75,000	9,165	62,689	12,311
0302. Overtime	0	0	1,945	7,788	(7,788)
0311. Other Employee Allowances	0	0	105	643	(643)
0401. Contractors	22,500	22,500	0	4,065	18,435
0506. Materials Purchased	22,500	22,500	593	5,177	17,323
0507. Inventory Issued From Store	15,000	15,000	176	775	14,225
0572. Miscellaneous	0	0	2,011	20,488	(20,488)

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0573. Maintenance	0	0	0	11,193	(11,193)
0603. Other Sundry Expenses	0	0	38	880	(880)
0604. Audit Services Financial Reports	0	0	38	202	(202)
0970. Plant Hire - Internal Usage	15,000	15,000	2,574	15,201	(201)
0582. Water Meter Maintenance	40,000	40,000	5,578	39,052	948
0300. Salaries	0	0	1,630	9,533	(9,533)
0301. Wages	24,000	24,000	2,202	31,913	(7,913)
0302. Overtime	0	0	939	1,922	(1,922)
0311. Other Employee Allowances	0	0	46	389	(389)
0401. Contractors	4,000	4,000	25	280	3,720
0506. Materials Purchased	8,000	8,000	670	670	7,330
0507. Inventory Issued From Store	0	0	0	89	(89)
0572. Miscellaneous	0	0	0	(695)	695
0573. Maintenance	0	0	0	(7,559)	7,559
0970. Plant Hire - Internal Usage	4,000	4,000	66	2,510	1,490
0583. Filtration Plant Maintenance	150,000	250,000	21,468	235,260	14,740
0301. Wages	75,000	125,000	4,974	69,485	55,515
0302. Overtime	0	0	2,790	37,801	(37,801)
0311. Other Employee Allowances	0	0	69	1,146	(1,146)
0401. Contractors	27,000	47,000	1,943	26,312	20,688
0412. Freight Delivery	0	0	0	75	(75)
0506. Materials Purchased	40,500	40,500	11,391	19,270	21,230
0507. Inventory Issued From Store	0	0	0	214	(214)
0572. Miscellaneous	0	0	0	38,542	(38,542)
0573. Maintenance	0	30,000	0	38,270	(8,270)
0970. Plant Hire - Internal Usage	7,500	7,500	301	4,145	3,355
0584. Reservoir Maintenance	40,000	40,000	1,729	29,330	10,670
0301. Wages	9,200	9,200	561	4,117	5,083
0302. Overtime	0	0	234	384	(384)
0311. Other Employee Allowances	0	0	6	38	(38)
0401. Contractors	26,800	26,800	764	16,046	10,754

0506. Materials Purchased	3,200	3,200	0	787	2,413
0573. Maintenance	0	0	0	7,107	(7,107)
0970. Plant Hire - Internal Usage	800	800	164	851	(51)
0590. Pump Station Maintenance	120,000	70,000	2,321	38,448	31,553
0301. Wages	61,200	36,200	772	8,497	27,703
0302. Overtime	0	0	279	2,208	(2,208)
0311. Other Employee Allowances	0	0	8	88	(88)
0401. Contractors	42,000	17,000	0	18,396	(1,396)
0506. Materials Purchased	10,800	10,800	0	762	10,038
0573. Maintenance	0	0	0	6,195	(6,195)
0970. Plant Hire - Internal Usage	6,000	6,000	1,262	2,301	3,699
27000. Water Infrastructure Capital Works Fund 2	**437,000**	**469,043**	**68,501**	**262,085**	**206,958**
0781. Water Mains Capital Works	120,000	120,000	0	38,854	81,146
0301. Wages	0	0	0	2,849	(2,849)
0311. Other Employee Allowances	0	0	0	49	(49)
0401. Contractors	120,000	120,000	0	0	120,000
0506. Materials Purchased	0	0	0	35,847	(35,847)
0970. Plant Hire - Internal Usage	0	0	0	109	(109)
0783. Filtration Plant Capital Works	135,000	217,043	3,307	76,755	140,288
0401. Contractors	135,000	217,043	3,307	37,644	179,399
0506. Materials Purchased	0	0	0	39,111	(39,111)
0790. Pump Station Capital Works	182,000	132,000	10,934	92,216	39,784
0401. Contractors	182,000	132,000	10,934	31,714	100,286
0506. Materials Purchased	0	0	0	60,502	(60,502)
0791. Fixed Plant & Equipment Capital Works	0	0	54,260	54,260	(54,260)
0401. Contractors	0	0	54,260	54,260	(54,260)
Sewer	**1,569,876**	**2,259,161**	**65,886**	**823,658**	**1,435,502**
33000. Sewerage Services Operations Fund 3	**976,376**	**1,629,344**	**51,896**	**628,754**	**1,000,590**
0310. Staff Training	6,000	12,000	0	11,525	475
0301. Wages	2,000	6,000	0	6,350	(350)
0311. Other Employee Allowances	0	0	0	103	(103)

0506. Materials Purchased	0	0	0	767	(767)
0644. Course Seminar & Conference Registration	3,000	5,000	0	3,329	1,671
0646. Travel Accommodation	1,000	1,000	0	940	60
0970. Plant Hire - Internal Usage	0	0	0	36	(36)
0350. Office Administration Expenditure	30,000	55,180	0	45,180	10,000
0603. Other Sundry Expenses	30,000	55,180	0	0	55,180
0632. General Asset Insurance	0	0	0	45,180	(45,180)
0360. Professional Services	0	121,788	19,141	47,893	73,895
0300. Salaries	0	101,169	0	24,342	76,827
0311. Other Employee Allowances	0	707	0	707	0
0401. Contractors	0	19,912	19,141	22,844	(2,932)
0365. Legal & Debt Recovery Costs	0	500,000	27,167	164,931	335,069
0403. Solicitors Fees	0	500,000	27,167	164,931	335,069
0370. Subscriptions and Memberships	1,000	1,000	0	0	1,000
0506. Materials Purchased	1,000	1,000	0	0	1,000
0415. Utilities	61,600	61,600	5,589	56,448	5,152
0518. Water Charges	7,000	7,000	0	6,460	540
0520. Electricity	48,000	48,000	3,993	31,862	16,138
0521. Internal Rates	3,600	3,600	0	6,995	(3,395)
0640. Telephone Charges	3,000	3,000	1,596	11,131	(8,131)
0680. Depreciation	420,000	420,000	0	0	420,000
0740. Depreciation Expense	420,000	420,000	0	0	420,000
0945. Loan Repayments	147,776	147,776	0	147,777	(1)
0701. Interest Payment on Other Loans	14,908	14,908	0	14,908	0
0945. Principal Repayments	132,868	132,868	0	132,869	(1)
0980. Overheads / Internal Recharges	310,000	310,000	0	155,000	155,000
0980. Overheads Allocated	310,000	310,000	0	155,000	155,000
33100. Sewerage Services Asset Maintenance Fund 3	**275,500**	**205,500**	**8,054**	**153,659**	**51,840**
0590. Pump Station Maintenance	70,500	50,500	2,819	34,094	16,406
0301. Wages	38,775	28,775	2,217	16,555	12,220
0302. Overtime	0	0	264	2,216	(2,216)

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0311. Other Employee Allowances	0	0	25	129	(129)
0401. Contractors	21,150	11,150	0	12,113	(963)
0506. Materials Purchased	7,050	7,050	0	690	6,360
0507. Inventory Issued From Store	0	0	0	150	(150)
0573. Maintenance	0	0	0	440	(440)
0970. Plant Hire - Internal Usage	3,525	3,525	313	1,801	1,724
0591. Fixed Plant & Equipment Maintenance	130,000	80,000	2,893	56,867	23,133
0301. Wages	78,000	48,000	1,535	22,563	25,437
0302. Overtime	0	0	167	4,140	(4,140)
0311. Other Employee Allowances	0	0	714	9,177	(9,177)
0401. Contractors	26,000	16,000	180	7,527	8,473
0506. Materials Purchased	19,500	9,500	0	2,833	6,667
0507. Inventory Issued From Store	0	0	0	301	(301)
0572. Miscellaneous	0	0	0	2,744	(2,744)
0573. Maintenance	0	0	0	2,968	(2,968)
0970. Plant Hire - Internal Usage	6,500	6,500	297	4,614	1,886
0601. Sewer Mains Maintenance	75,000	75,000	2,342	62,698	12,301
0301. Wages	41,250	41,250	1,337	21,879	19,371
0302. Overtime	0	0	465	4,509	(4,509)
0311. Other Employee Allowances	0	0	111	2,403	(2,403)
0401. Contractors	22,500	22,500	0	18,455	4,045
0506. Materials Purchased	4,500	4,500	0	82	4,418
0507. Inventory Issued From Store	3,000	3,000	0	1,387	1,613
0572. Miscellaneous	0	0	0	306	(306)
0573. Maintenance	0	0	0	3,461	(3,461)
0603. Other Sundry Expenses	0	0	0	671	(671)
0970. Plant Hire - Internal Usage	3,750	3,750	430	9,546	(5,796)
37000. Sewerage Services Infrastructure Capital Works F3	**318,000**	**424,317**	**5,935**	**41,244**	**383,072**
0790. Pump Station Capital Works	28,000	28,000	3,057	8,909	19,091
0401. Contractors	28,000	28,000	3,057	3,057	24,943
0506. Materials Purchased	0	0	0	5,852	(5,852)

0791. Fixed Plant & Equipment Capital Works	0	146,317	293	5,102	141,214
0301. Wages	0	0	239	239	(239)
0311. Other Employee Allowances	0	0	2	2	(2)
0401. Contractors	0	146,317	0	2,900	143,417
0506. Materials Purchased	0	0	0	1,909	(1,909)
0970. Plant Hire - Internal Usage	0	0	53	53	(53)
0801. Sewer Mains Capital Works	290,000	250,000	2,585	27,233	222,767
0301. Wages	0	0	0	917	(917)
0311. Other Employee Allowances	0	0	0	8	(8)
0401. Contractors	290,000	250,000	2,585	25,715	224,285
0970. Plant Hire - Internal Usage	0	0	0	593	(593)
Car Parks	**14,200**	**14,200**	**0**	**0**	**14,200**
03500. Parking Facilities	**14,200**	**14,200**	**0**	**0**	**14,200**
0680. Depreciation	14,200	14,200	0	0	14,200
0740. Depreciation Expense	14,200	14,200	0	0	14,200
Aerodrome	**163,500**	**187,208**	**3,471**	**60,549**	**126,658**
03510. Aerodrome Operations	**163,500**	**187,208**	**3,471**	**60,549**	**126,658**
0350. Office Administration Expenditure	600	2,100	41	1,878	221
0603. Other Sundry Expenses	0	1,500	0	1,473	27
0640. Telephone Charges	600	600	41	406	194
0410. Insurance	0	2,208	0	2,208	0
0632. General Asset Insurance	0	2,208	0	2,208	0
0415. Utilities	12,000	12,000	1,431	9,725	2,275
0518. Water Charges	6,000	6,000	0	2,379	3,621
0520. Electricity	6,000	6,000	1,431	4,132	1,868
0521. Internal Rates	0	0	0	3,214	(3,214)
0510. Grounds Maintenance	20,400	20,400	610	11,313	9,087
0301. Wages	14,700	14,700	452	7,979	6,721
0311. Other Employee Allowances	0	0	5	91	(91)
0401. Contractors	600	600	0	0	600
0506. Materials Purchased	200	200	0	0	200

0507. Inventory Issued From Store	0	0	0	79	(79)
0970. Plant Hire - Internal Usage	4,900	4,900	154	3,164	1,736
0530. Building Maintenance	13,000	13,000	247	5,218	7,782
0301. Wages	1,000	1,000	0	501	499
0311. Other Employee Allowances	0	0	0	5	(5)
0401. Contractors	6,000	6,000	226	2,030	3,970
0403. Solicitors Fees	0	0	0	2,309	(2,309)
0410. Other External Services	5,500	5,500	0	0	5,500
0506. Materials Purchased	0	0	0	130	(130)
0507. Inventory Issued From Store	0	0	0	24	(24)
0572. Miscellaneous	0	0	0	113	(113)
0573. Maintenance	0	0	22	22	(22)
0970. Plant Hire - Internal Usage	500	500	0	84	416
0610. Airstrip Apron & Marker Maintenance	19,500	39,500	1,141	30,207	9,293
0301. Wages	6,000	6,000	967	11,920	(5,920)
0302. Overtime	0	0	0	108	(108)
0311. Other Employee Allowances	0	0	9	100	(100)
0401. Contractors	4,350	24,350	0	17,427	6,923
0506. Materials Purchased	6,850	6,850	0	0	6,850
0507. Inventory Issued From Store	0	0	0	3	(3)
0970. Plant Hire - Internal Usage	2,300	2,300	166	649	1,651
0680. Depreciation	98,000	98,000	0	0	98,000
0740. Depreciation Expense	98,000	98,000	0	0	98,000
Quarry Operations	**18,000**	**18,000**	**0**	**5,784**	**12,216**
03520. Quarries & Pits Operations	**18,000**	**18,000**	**0**	**5,784**	**12,216**
0640. Quarry Operations	10,000	10,000	0	5,784	4,216
0300. Salaries	1,500	1,500	0	0	1,500
0301. Wages	1,000	1,000	0	0	1,000
0401. Contractors	0	0	0	3,256	(3,256)
0410. Other External Services	7,500	7,500	0	0	7,500
0521. Internal Rates	0	0	0	2,528	(2,528)

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0680. Depreciation	8,000	8,000	0	0	8,000
0740. Depreciation Expense	8,000	8,000	0	0	8,000
Cemeteries	**186,240**	**172,240**	**12,434**	**101,699**	**70,541**
03530. Cemetery Operations	**164,200**	**150,200**	**12,434**	**94,799**	**55,401**
0410. Insurance	0	0	0	254	(254)
0632. General Asset Insurance	0	0	0	254	(254)
0514. Memorial Monument & Plaque Maintenance	24,000	24,000	1,364	11,738	12,262
0506. Materials Purchased	24,000	24,000	1,364	11,738	12,262
0630. Cemetery Maintenance	134,000	120,000	11,071	82,807	37,193
0301. Wages	80,000	66,000	5,636	45,719	20,281
0302. Overtime	0	0	372	1,234	(1,234)
0311. Other Employee Allowances	0	0	71	509	(509)
0401. Contractors	10,000	10,000	2,304	19,325	(9,325)
0410. Other External Services	20,000	20,000	0	0	20,000
0506. Materials Purchased	8,000	8,000	53	1,253	6,747
0507. Inventory Issued From Store	1,000	1,000	0	153	847
0518. Water Charges	0	0	0	292	(292)
0520. Electricity	0	0	512	1,233	(1,233)
0572. Miscellaneous	0	0	0	377	(377)
0573. Maintenance	0	0	0	670	(670)
0970. Plant Hire - Internal Usage	15,000	15,000	2,122	12,042	2,958
0680. Depreciation	6,200	6,200	0	0	6,200
0740. Depreciation Expense	6,200	6,200	0	0	6,200
07530. Cemetery Capital Works	**22,040**	**22,040**	**0**	**6,900**	**15,140**
0712. Other Improvements to Land Capital Works	22,040	22,040	0	6,900	15,140
0301. Wages	19,632	19,632	0	0	19,632
0401. Contractors	2,408	2,408	0	6,900	(4,492)
Plant Operations	**404,000**	**989,145**	**(537,868)**	**299,942**	**689,204**
03550. Plant Operating Expenses	**1,175,000**	**1,345,000**	**38,122**	**595,868**	**749,133**
0505. Plant Operating Expenditure	745,000	745,000	38,122	595,868	149,133
0301. Wages	125,000	125,000	7,006	102,897	22,103

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0302. Overtime	0	0	103	1,318	(1,318)
0311. Other Employee Allowances	0	0	29	64	(64)
0401. Contractors	22,000	22,000	1,632	12,927	9,073
0410. Other External Services	0	0	0	65,366	(65,366)
0412. Freight Delivery	0	0	45	282	(282)
0413. Motor Vehicle External Repair Costs	0	0	9,986	9,986	(9,986)
0506. Materials Purchased	0	0	4,401	17,612	(17,612)
0507. Inventory Issued From Store	300,000	300,000	10,002	211,679	88,321
0524. Parts	80,000	80,000	2,301	52,365	27,635
0554. Other Asset Purchases	0	0	0	736	(736)
0555. Plant Purchases	0	0	0	2,267	(2,267)
0570. Tyres/Tubes	35,000	35,000	1,230	23,255	11,745
0571. Oils/Grease	5,000	5,000	93	2,872	2,128
0572. Miscellaneous	15,000	15,000	0	10,228	4,772
0573. Maintenance	18,000	18,000	0	11,113	6,887
0603. Other Sundry Expenses	1,000	1,000	0	10,349	(9,349)
0631. Motor Vehicle Registration Fees	46,000	46,000	0	46,052	(52)
0635. Motor Vehicle Insurance	80,000	80,000	0	0	80,000
0970. Plant Hire - Internal Usage	18,000	18,000	1,295	14,499	3,501
0680. Depreciation	430,000	600,000	0	0	600,000
0740. Depreciation Expense	430,000	600,000	0	0	600,000
03560. Plant Recovery of Operating Costs	**(1,175,000)**	**(1,345,000)**	**(575,990)**	**(1,323,175)**	**(21,825)**
0975. Plant Hire Recovery (Internal)	(1,175,000)	(1,345,000)	(575,990)	(1,323,175)	(21,825)
0975. Plant Hire Recovered	(1,175,000)	(1,345,000)	(575,990)	(1,323,175)	(21,825)
07540. Plant Purchases	**404,000**	**989,145**	**0**	**1,027,249**	**(38,104)**
0705. Plant Purchases	404,000	989,145	0	1,027,249	(38,104)
0555. Plant Purchases	404,000	989,145	0	1,027,249	(38,104)
Depot Operations	**153,000**	**153,000**	**36,664**	**76,003**	**77,001**
03570. Works Depot Operations	**153,000**	**153,000**	**14,689**	**114,036**	**38,966**
0300. Employee Costs	0	0	0	60	(60)
0507. Inventory Issued From Store	0	0	0	60	(60)

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0350. Office Administration Expenditure	0	0	0	105	(105)
0500. Stationery & Office Consumables	0	0	0	105	(105)
0415. Utilities	13,000	13,000	621	12,210	791
0518. Water Charges	3,000	3,000	0	1,287	1,713
0520. Electricity	5,000	5,000	0	4,778	222
0521. Internal Rates	0	0	0	2,739	(2,739)
0640. Telephone Charges	5,000	5,000	621	3,405	1,595
0450. Sundry Expenses	15,000	15,000	8,839	26,313	(11,313)
0508. Protective Clothing & Accessories	15,000	15,000	8,839	26,313	(11,313)
0501. Tools Replacement/Repairs	11,000	11,000	0	8,081	2,919
0401. Contractors	3,000	3,000	0	1,181	1,819
0525. Tools/Equipment Expensed (under $xxxx)	8,000	8,000	0	6,900	1,100
0530. Building Maintenance	29,000	29,000	1,781	9,209	19,791
0301. Wages	1,000	1,000	0	0	1,000
0401. Contractors	22,000	22,000	40	342	21,658
0410. Other External Services	3,000	3,000	0	0	3,000
0505. Cleaning Supplies	0	0	0	782	(782)
0506. Materials Purchased	2,500	2,500	0	529	1,971
0507. Inventory Issued From Store	0	0	1,741	3,944	(3,944)
0524. Parts	0	0	0	29	(29)
0572. Miscellaneous	0	0	0	3,583	(3,583)
0970. Plant Hire - Internal Usage	500	500	0	0	500
0591. Fixed Plant & Equipment Maintenance	85,000	85,000	3,448	58,058	26,943
0301. Wages	20,000	20,000	806	22,345	(2,345)
0302. Overtime	0	0	0	31	(31)
0311. Other Employee Allowances	0	0	20	658	(658)
0401. Contractors	37,000	37,000	0	2,693	34,307
0410. Other External Services	3,000	3,000	2,390	2,695	305
0412. Freight Delivery	0	0	0	31	(31)
0506. Materials Purchased	5,000	5,000	3	10,615	(5,615)
0507. Inventory Issued From Store	0	0	16	1,271	(1,271)

0524. Parts	0	0	0	224	(224)
0572. Miscellaneous	10,000	10,000	0	5,724	4,276
0573. Maintenance	0	0	0	6,275	(6,275)
0603. Other Sundry Expenses	0	0	0	4	(4)
0640. Telephone Charges	0	0	0	883	(883)
0970. Plant Hire - Internal Usage	10,000	10,000	213	4,608	5,392
03580. Works / Labour Overheads	**1,606,000**	**1,683,000**	**155,486**	**1,489,689**	**193,313**
0300. Employee Costs	1,560,000	1,637,000	155,486	1,438,851	198,151
0300. Salaries	0	0	1,486	100	(100)
0301. Wages	0	0	0	8,950	(8,950)
0310. Meal Allowance	0	0	0	192	(192)
0311. Other Employee Allowances	15,000	15,000	1,175	5,878	9,122
0315. Fringe Benefit Taxes	20,000	20,000	6,337	19,419	581
0321. Public Holidays	90,000	90,000	20,339	57,558	32,442
0322. Annual Leave	320,000	320,000	44,563	333,209	(13,209)
0323. Sick Leave	170,000	170,000	16,037	171,225	(1,225)
0324. Long Service Leave	150,000	150,000	6,944	40,918	109,082
0325. Study Leave	0	0	0	(58)	58
0326. Other Leave Expenses	35,000	35,000	5,092	48,870	(13,870)
0330. Superannuation - Council Contribution	580,000	640,000	50,340	540,737	99,263
0340. Other Employee Costs	50,000	67,000	2,340	91,851	(24,851)
0341. Medicals	5,000	5,000	0	5,054	(54)
0345. Workers Compensation Insurance	120,000	120,000	0	109,804	10,196
0400. Temp Staff Employed Through Agency	0	0	0	107	(107)
0506. Materials Purchased	0	0	0	795	(795)
0507. Inventory Issued From Store	0	0	23	987	(987)
0508. Protective Clothing & Accessories	5,000	5,000	532	2,413	2,587
0509. Uniforms / Clothes Purchased	0	0	280	840	(840)
0310. Staff Training	46,000	46,000	0	50,838	(4,838)
0300. Salaries	10,000	10,000	0	14,146	(4,146)
0301. Wages	10,000	10,000	0	14,476	(4,476)

0311. Other Employee Allowances	0	0	0	313	(313)
0401. Contractors	5,000	5,000	0	0	5,000
0603. Other Sundry Expenses	0	0	0	51	(51)
0644. Course Seminar & Conference Registration	15,000	15,000	0	21,715	(6,715)
0646. Travel Accommodation	6,000	6,000	0	0	6,000
0649. Meal Reimbursements	0	0	0	137	(137)
03590. Works / Labour Overhead Recovery	**(1,606,000)**	**(1,683,000)**	**(133,511)**	**(1,527,722)**	**(155,278)**
0986. Oncosts Recovered	(1,606,000)	(1,683,000)	(133,511)	(1,527,722)	(155,278)
0986. Oncosts Recovered	(1,606,000)	(1,683,000)	(133,511)	(1,527,722)	(155,278)
Private Works	**130,000**	**130,000**	**7,572**	**179,821**	**(49,820)**
03600. Private Works	**130,000**	**130,000**	**7,572**	**179,821**	**(49,820)**
0695. Private Works	130,000	130,000	7,572	179,821	(49,820)
0301. Wages	70,000	70,000	0	3,551	66,449
0311. Other Employee Allowances	0	0	396	37,509	(37,509)
0345. Workers Compensation Insurance	0	0	0	1,943	(1,943)
0401. Contractors	30,000	30,000	1,719	63,022	(33,022)
0505. Cleaning Supplies	0	0	0	516	(516)
0506. Materials Purchased	30,000	30,000	1,872	5,189	24,811
0507. Inventory Issued From Store	0	0	110	13,864	(13,864)
0518. Water Charges	0	0	0	1,009	(1,009)
0520. Electricity	0	0	3,474	20,035	(20,035)
0572. Miscellaneous	0	0	0	7,266	(7,266)
0603. Other Sundry Expenses	0	0	0	23,112	(23,112)
0646. Travel Accommodation	0	0	0	2,510	(2,510)
0970. Plant Hire - Internal Usage	0	0	0	294	(294)
Recreation Sport Leisure	**4,319,000**	**5,921,141**	**40,386**	**5,767,573**	**153,568**
03720. Swimming Pool(s) Operations	**319,000**	**389,000**	**36,622**	**386,247**	**2,754**
0410. Insurance	0	0	0	11,641	(11,641)
0632. General Asset Insurance	0	0	0	11,641	(11,641)
0415. Utilities	26,500	26,500	12,286	89,210	(62,710)
0401. Contractors	0	0	0	404	(404)

0518. Water Charges	15,000	15,000	0	49,015	(34,015)
0520. Electricity	10,000	10,000	11,691	37,662	(27,662)
0640. Telephone Charges	1,500	1,500	595	2,129	(629)
0530. Building Maintenance	0	0	2,720	2,720	(2,720)
0401. Contractors	0	0	2,720	2,720	(2,720)
0535. Swimming Pool Maintenance	192,500	262,500	21,615	282,675	(20,175)
0301. Wages	50,000	120,000	7,418	117,869	2,131
0302. Overtime	0	0	4,604	43,756	(43,756)
0311. Other Employee Allowances	0	0	163	1,516	(1,516)
0401. Contractors	80,000	80,000	8,361	70,999	9,001
0410. Other External Services	0	0	0	76	(76)
0506. Materials Purchased	40,000	40,000	265	10,103	29,897
0507. Inventory Issued From Store	0	0	0	4,069	(4,069)
0572. Miscellaneous	12,500	12,500	119	8,414	4,086
0573. Maintenance	0	0	0	15,833	(15,833)
0603. Other Sundry Expenses	0	0	0	223	(223)
0604. Audit Services Financial Reports	0	0	0	89	(89)
0640. Telephone Charges	0	0	0	1,380	(1,380)
0970. Plant Hire - Internal Usage	10,000	10,000	686	8,348	1,652
0680. Depreciation	100,000	100,000	0	0	100,000
0740. Depreciation Expense	100,000	100,000	0	0	100,000
07720. Swimming Pool(s) Capital Works	**4,000,000**	**5,532,141**	**3,764**	**5,381,326**	**150,814**
0700. Other Capital Works (new/improved asset)	0	0	0	28,000	(28,000)
0401. Contractors	0	0	0	28,000	(28,000)
0730. Building Capital Works	0	0	0	783,446	(783,447)
0301. Wages	0	0	0	55	(55)
0311. Other Employee Allowances	0	0	0	1	(1)
0401. Contractors	0	0	0	725,772	(725,772)
0506. Materials Purchased	0	0	0	49,691	(49,691)
0554. Other Asset Purchases	0	0	0	7,915	(7,915)
0970. Plant Hire - Internal Usage	0	0	0	13	(13)

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0791. Fixed Plant & Equipment Capital Works	4,000,000	5,532,141	3,764	4,569,880	962,261
0301. Wages	0	0	0	512	(512)
0311. Other Employee Allowances	0	0	0	5	(5)
0401. Contractors	4,000,000	5,532,141	3,764	4,496,844	1,035,297
0506. Materials Purchased	0	0	0	72,088	(72,088)
0970. Plant Hire - Internal Usage	0	0	0	431	(431)
Fire Prevention and Emergency Services	**577,200**	**639,200**	**7,931**	**353,414**	**285,786**
04070. Fire Control Expenses	**559,000**	**621,000**	**7,523**	**339,564**	**281,437**
0350. Office Administration Expenditure	21,500	21,500	3,328	14,150	7,349
0603. Other Sundry Expenses	20,000	20,000	3,239	13,254	6,746
0640. Telephone Charges	1,500	1,500	90	897	603
0400. Volunteer Support	3,000	3,000	0	618	2,382
0651. Volunteer Reimbursement of Expenses	3,000	3,000	0	618	2,382
0405. Grants / Donations Paid	284,000	284,000	0	0	284,000
0622. Donations Paid	245,000	245,000	0	0	245,000
0623. Sponsorships Paid	39,000	39,000	0	0	39,000
0410. Insurance	0	0	0	5,357	(5,357)
0632. General Asset Insurance	0	0	0	5,357	(5,357)
0415. Utilities	5,000	5,000	0	216,493	(211,493)
0520. Electricity	5,000	5,000	0	1,339	3,661
0625. Emergency Services Levy	0	0	0	215,154	(215,154)
0510. Grounds Maintenance	40,000	62,000	1,064	4,964	57,037
0301. Wages	0	0	1,022	1,022	(1,022)
0311. Other Employee Allowances	0	0	41	41	(41)
0401. Contractors	40,000	62,000	0	3,900	58,100
0530. Building Maintenance	14,500	14,500	0	5,699	8,801
0401. Contractors	5,000	5,000	0	5,699	(699)
0410. Other External Services	8,000	8,000	0	0	8,000
0507. Inventory Issued From Store	1,500	1,500	0	0	1,500
0591. Fixed Plant & Equipment Maintenance	66,000	106,000	3,131	92,283	13,718
0401. Contractors	46,000	86,000	3,131	69,622	16,378

0506. Materials Purchased	6,000	6,000	0	5,178	822
0522. Fuel	14,000	14,000	0	9,335	4,665
0603. Other Sundry Expenses	0	0	0	8,147	(8,147)
0680. Depreciation	125,000	125,000	0	0	125,000
0740. Depreciation Expense	125,000	125,000	0	0	125,000
04080. State Emergency Service Expenses	**18,200**	**18,200**	**408**	**13,850**	**4,349**
0310. Staff Training	0	0	341	341	(341)
0401. Contractors	0	0	341	341	(341)
0350. Office Administration Expenditure	7,200	7,200	67	7,028	172
0603. Other Sundry Expenses	6,000	6,000	0	6,309	(309)
0640. Telephone Charges	1,000	1,000	67	672	328
0642. Internet & Other Communication Charges	200	200	0	47	153
0375. Office Equipment & Furniture	500	500	0	0	500
0401. Contractors	500	500	0	0	500
0405. Grants / Donations Paid	10,500	10,500	0	0	10,500
0622. Donations Paid	10,500	10,500	0	0	10,500
0415. Utilities	0	0	0	6,482	(6,482)
0625. Emergency Services Levy	0	0	0	6,482	(6,482)
Development and Environmental Services	**2,000,000**	**2,108,500**	**80,753**	**1,187,032**	**921,468**
Buildings and Property	**1,278,100**	**1,358,100**	**36,465**	**643,853**	**714,249**
03490. Buildings Maintenance & Operations	**918,100**	**918,100**	**22,665**	**295,881**	**622,221**
0410. Insurance	49,000	49,000	0	48,768	232
0632. General Asset Insurance	49,000	49,000	0	48,768	232
0415. Utilities	94,500	94,500	9,535	104,065	(9,565)
0401. Contractors	0	0	586	2,723	(2,723)
0518. Water Charges	10,000	10,000	0	7,461	2,539
0520. Electricity	27,000	27,000	3,824	17,985	9,015
0521. Internal Rates	42,000	42,000	0	50,074	(8,074)
0603. Other Sundry Expenses	10,500	10,500	4,900	23,588	(13,088)
0640. Telephone Charges	5,000	5,000	225	2,234	2,766
0425. Cleaning Costs	46,000	46,000	4,434	38,370	7,630

0401. Contractors	46,000	46,000	4,434	38,325	7,675
0507. Inventory Issued From Store	0	0	0	45	(45)
0510. Grounds Maintenance	32,000	32,000	1,348	27,990	4,011
0301. Wages	25,000	25,000	1,006	21,963	3,037
0311. Other Employee Allowances	0	0	11	237	(237)
0401. Contractors	2,000	2,000	0	0	2,000
0507. Inventory Issued From Store	0	0	0	29	(29)
0572. Miscellaneous	0	0	0	1,175	(1,175)
0573. Maintenance	0	0	0	1,084	(1,084)
0970. Plant Hire - Internal Usage	5,000	5,000	331	3,501	1,499
0530. Building Maintenance	146,600	146,600	7,349	73,984	72,616
0301. Wages	35,000	35,000	1,703	11,397	23,603
0302. Overtime	0	0	54	86	(86)
0311. Other Employee Allowances	0	0	20	250	(250)
0401. Contractors	94,000	94,000	4,020	52,792	41,208
0500. Stationery & Office Consumables	0	0	108	496	(496)
0506. Materials Purchased	3,520	3,520	33	4,064	(544)
0507. Inventory Issued From Store	7,040	7,040	0	118	6,922
0572. Miscellaneous	0	0	0	38	(38)
0573. Maintenance	0	0	0	2,106	(2,106)
0603. Other Sundry Expenses	0	0	1,054	785	(785)
0632. General Asset Insurance	0	0	0	212	(212)
0970. Plant Hire - Internal Usage	7,040	7,040	357	1,640	5,400
0591. Fixed Plant & Equipment Maintenance	0	0	0	2,704	(2,703)
0401. Contractors	0	0	0	8	(8)
0506. Materials Purchased	0	0	0	2,695	(2,695)
0680. Depreciation	550,000	550,000	0	0	550,000
0740. Depreciation Expense	550,000	550,000	0	0	550,000
07490. Buildings Capital Works	**360,000**	**440,000**	**13,800**	**347,971**	**92,028**
0730. Building Capital Works	360,000	440,000	13,800	347,971	92,028
0301. Wages	40,000	40,000	916	14,088	25,912

*Report Contains Filters

0302. Overtime	0	0	0	1,210	(1,210)
0311. Other Employee Allowances	0	0	10	206	(206)
0401. Contractors	304,500	384,500	9,678	321,491	63,009
0410. Other External Services	0	0	1,694	1,694	(1,694)
0506. Materials Purchased	3,100	3,100	1,288	7,077	(3,977)
0507. Inventory Issued From Store	6,200	6,200	0	23	6,177
0970. Plant Hire - Internal Usage	6,200	6,200	213	2,183	4,017
Planning	**393,000**	**427,500**	**23,232**	**286,598**	**140,901**
04010. Town Planning Office	**393,000**	**427,500**	**23,232**	**286,598**	**140,901**
0300. Employee Costs	309,000	339,000	22,445	251,149	87,850
0300. Salaries	309,000	339,000	22,445	251,133	87,867
0311. Other Employee Allowances	0	0	0	17	(17)
0310. Staff Training	43,000	35,000	0	28,008	6,992
0506. Materials Purchased	5,000	5,000	0	18,961	(13,961)
0644. Course Seminar & Conference Registration	35,000	27,000	0	7,387	19,613
0646. Travel Accommodation	3,000	3,000	0	1,660	1,340
0350. Office Administration Expenditure	1,000	1,000	414	2,084	(1,084)
0601. Advertising Press	1,000	1,000	200	900	100
0603. Other Sundry Expenses	0	0	214	1,184	(1,184)
0360. Professional Services	30,000	42,500	0	2,025	40,475
0401. Contractors	30,000	42,500	0	2,025	40,475
0970. Plant Hire (Internal)	10,000	10,000	372	3,332	6,668
0970. Plant Hire - Internal Usage	10,000	10,000	372	3,332	6,668
Building	**134,400**	**128,400**	**11,078**	**124,831**	**3,570**
03740. Halls & Community Centres	**59,400**	**59,400**	**4,456**	**57,583**	**1,818**
0410. Insurance	20,000	20,000	0	17,979	2,021
0632. General Asset Insurance	20,000	20,000	0	17,979	2,021
0415. Utilities	16,400	16,400	2,291	15,123	1,277
0518. Water Charges	0	0	0	168	(168)
0520. Electricity	13,000	13,000	2,291	11,530	1,470
0521. Internal Rates	3,400	3,400	0	3,425	(25)

0425. Cleaning Costs	8,000	8,000	722	6,703	1,297
0401. Contractors	8,000	8,000	722	6,703	1,297
0510. Grounds Maintenance	2,000	2,000	313	1,287	714
0301. Wages	2,000	2,000	235	1,044	956
0311. Other Employee Allowances	0	0	3	12	(12)
0970. Plant Hire - Internal Usage	0	0	75	230	(230)
0530. Building Maintenance	13,000	13,000	1,130	16,492	(3,491)
0301. Wages	2,000	2,000	428	4,954	(2,954)
0311. Other Employee Allowances	0	0	4	47	(47)
0401. Contractors	11,000	11,000	598	9,590	1,410
0507. Inventory Issued From Store	0	0	0	27	(27)
0573. Maintenance	0	0	0	1,159	(1,159)
0970. Plant Hire - Internal Usage	0	0	100	714	(714)
04020. Building Control Office	**75,000**	**69,000**	**6,622**	**67,248**	**1,752**
0300. Employee Costs	66,000	60,000	5,859	53,075	6,925
0300. Salaries	66,000	60,000	5,772	52,848	7,152
0311. Other Employee Allowances	0	0	19	159	(159)
0970. Plant Hire - Internal Usage	0	0	68	68	(68)
0399. Agency Fees	8,000	8,000	527	12,587	(4,587)
0603. Other Sundry Expenses	8,000	8,000	527	12,587	(4,587)
0970. Plant Hire (Internal)	1,000	1,000	236	1,586	(586)
0970. Plant Hire - Internal Usage	1,000	1,000	236	1,586	(586)
Regulatory Services	**184,500**	**184,500**	**9,684**	**129,215**	**55,283**
04030. Parking & Other Ranger Services	**183,500**	**183,500**	**9,684**	**128,404**	**55,095**
0300. Employee Costs	135,000	135,000	7,965	106,336	28,663
0300. Salaries	135,000	135,000	7,946	105,600	29,400
0311. Other Employee Allowances	0	0	18	497	(497)
0340. Other Employee Costs	0	0	0	240	(240)
0310. Staff Training	3,500	3,500	0	(947)	4,447
0644. Course Seminar & Conference Registration	3,500	3,500	0	(238)	3,738
0646. Travel Accommodation	0	0	0	(709)	709

*Report Contains Filters

0350. Office Administration Expenditure	3,000	3,000	435	3,904	(904)
0506. Materials Purchased	0	0	0	1,559	(1,559)
0603. Other Sundry Expenses	3,000	3,000	366	1,654	1,346
0640. Telephone Charges	0	0	69	691	(691)
0351. Animal Control	10,000	10,000	362	4,921	5,079
0401. Contractors	2,000	2,000	0	91	1,909
0506. Materials Purchased	6,000	6,000	362	3,695	2,305
0521. Internal Rates	0	0	0	742	(742)
0603. Other Sundry Expenses	2,000	2,000	0	393	1,607
0370. Subscriptions and Memberships	0	0	0	20	(20)
0503. Subscriptions Reference Materials	0	0	0	20	(20)
0970. Plant Hire (Internal)	32,000	32,000	923	14,170	17,830
0970. Plant Hire - Internal Usage	32,000	32,000	923	14,170	17,830
04050. Other Law & Order Expenditure	**1,000**	**1,000**	**0**	**812**	**188**
0352. Abandoned Vehicles	1,000	1,000	0	812	188
0401. Contractors	1,000	1,000	0	812	188
Public Health	**10,000**	**10,000**	**294**	**2,535**	**7,465**
04100. Health Administration & Inspection	**10,000**	**10,000**	**294**	**2,535**	**7,465**
0300. Employee Costs	9,500	9,500	258	2,376	7,124
0300. Salaries	9,000	9,000	256	2,356	6,644
0311. Other Employee Allowances	0	0	2	20	(20)
0970. Plant Hire - Internal Usage	500	500	0	0	500
0350. Office Administration Expenditure	500	500	0	0	500
0603. Other Sundry Expenses	500	500	0	0	500
0970. Plant Hire (Internal)	0	0	36	159	(159)
0970. Plant Hire - Internal Usage	0	0	36	159	(159)
Grand Total	**5,567,536**	**10,111,491**	**837,516**	**3,084,257**	**7,027,232**

*Report Contains Filters

Hay Shire Council
Master Account Details
For Period April

Master Account	YTD Actuals
General Manager	**1,259,264**
General Manager`s Office	**456,309**
01000. General Managers Office Revenue	(890)
03000. General Manager's Office	457,199
Elected Members	**144,520**
01020. Elected Members Revenue	(1,025)
03020. Elected Members Expenses	140,695
03040. Election Expenditure	4,850
Governance	**294,605**
03050. Other Governance	294,605
Tourism and Events	**243,676**
01910. Events Promotion Revenue	(8,000)
01920. Tourism Revenue	(42,967)
03900. Area Promotion	71,773
03910. Events Staging & Promotion	41,287
03920. Tourism Operations	181,584
Business and Economic Development	**120,154**
02170. Economic Development Revenue	(501,873)
02171. Youth Programs	(53,968)
04160. Commercial Undertakings Operations	10,427
04170. Economic Development	84,868
04171. Economic Development Programs	413,184
04172. Youth Programs	167,515
Corporate Services	**(3,443,278)**
Manager Corporate Service Office	**633,087**
01100. Corporate Services Revenue	(70,602)
03100. Corporate Services Management	703,689
Rates	**(2,916,847)**
01110. Rates Revenue	(2,916,847)
Finance	**(1,781,846)**
01120. Financial Control Revenue	(2,079,796)
03120. Financial Control Operations	215,846
03121. Loan Repayments	82,104
Information Technology	**433,067**
03140. IT Services	433,067
Libraries	**218,357**
01710. Libraries	(78,130)
03710. Libraries	296,487
Children Youth and Family Services	**(5,092)**
01780. Children and Family Revenue	(35,209)
01800. Other Education Revenue	(80)
03780. Children and Family Services	30,197
Aged and Disability Care Services	**(54,252)**

01810. Aged & Disabled Revenue	(382,470)
01820. Health Related Transport Revenue	(4,951)
01830. Meals On Wheels Revenue	(19,975)
03810. Aged & Disabled	350,094
03820. Health Related Transport	3,051
Community Transport	**(17,507)**
01860. Community Transport Revenue	(86,013)
03860. Community Transport	68,506
Arts and Culture	**47,754**
01880. Theatres & Museums Revenue	(12,500)
01881. Bishops Lodge Museum	(5,195)
01882. Hay Gaol Museum	(16,924)
01883. Dunera Museum	(13,523)
01890. Other Culture Revenue	(10,000)
03880. Theatres & Museums	102,895
03890. Other Culture	3,000
Engineering	**4,355,624**
Manager Engineering Office	**677,478**
01200. Engineering Operations Revenue	(39,726)
03200. Engineering Operations Management	717,204
Parks and Reserves	**379,839**
01210. Foreshores & Beaches Revenue	(19,904)
01220. Noxious Weeds Revenue	(48,545)
03220. Noxious Weeds Expenditure	54,297
03230. Parks Reserves & Horticulture	358,830
07230. Parks Reserves & Horticulture Capital Works	35,160
Sport and Recreation Facilities	**31,514**
01240. Sport Grounds & Recreation Facilities Revenue	(15,818)
03240. Sport Grounds & Recreation Facilities	43,560
07240. Sport Grounds & Recreation Facilities Capital Wo	3,772
Roads Bridges Footpaths	**2,574,791**
01260. Roads & Bridges Revenue	(474,321)
01340. Regional Roads Revenue	(1,169,148)
03260. Roads & Bridges Maintenance	28,388
03300. Footpaths & Bike Track Maintenance	21,490
03310. Kerb & Gutter Maintenance	7,568
03320. Road Furniture Maintenance	7,702
03330. Urban Streets Maintenance	216,290
03340. Regional Roads Maintenance	353,633
03350. Sealed Rural Roads	122,762
03360. Unsealed Rural Roads Maintenance	1,157,406
07280. Bridges Capital Works	1,615,429
07300. Footpaths & Bike Track Capital Works	8,146
07320. Road Furniture Capital Works	12,396
07330. Urban Streets Capital Works	107,497
07340. Regional Roads Capital Works	91,163
07350. Sealed Rural Roads Capital Works	468,389
Street Lighting	**24,188**

01390. Street Lighting Revenue	(42,000)
03390. Street Lighting Operations	66,188
Stormwater Drainage	**58,560**
03400. Stormwater Drainage Maintenance	38,284
07400. Stormwater Drainage Capital Works	20,276
Waste Management	**(289,883)**
01410. Waste Management Revenue	(1,001,400)
03420. Domestic Refuse Collection	127,604
03430. Waste Disposal Site Operations	575,041
07410. Waste Management Capital Works	950
07430. Waste Disposal Site Capital Works	7,923
Sanitation	**165,853**
03450. Public Amenities Maintenance	159,316
03460. Other Sanitation Expenditure	6,537
Water	**(91,929)**
21000. Water Revenue Fund 2	(1,188,491)
23000. Water Infrastructure Operations Fund 2	363,284
23100. Water Infrastructure Asset Maintenance Fund 2	471,192
27000. Water Infrastructure Capital Works Fund 2	262,085
Sewer	**(458,139)**
31000. Sewerage Services Revenue Fund 3	(1,281,797)
33000. Sewerage Services Operations Fund 3	628,754
33100. Sewerage Services Asset Maintenance Fund 3	153,659
37000. Sewerage Services Infrastructure Capital Works F	41,244
Aerodrome	**51,003**
01510. Aerodrome Revenue	(9,547)
03510. Aerodrome Operations	60,549
Quarry Operations	**5,784**
03520. Quarries & Pits Operations	5,784
Cemeteries	**57,821**
01530. Cemetery Revenue	(43,878)
03530. Cemetery Operations	94,799
07530. Cemetery Capital Works	6,900
Plant Operations	**178,932**
01540. Plant & Workshop Operating Revenue	(9,944)
01550. Plant Disposal Proceeds Revenue	(111,067)
03550. Plant Operating Expenses	595,868
03560. Plant Recovery of Operating Costs	(1,323,175)
07540. Plant Purchases	1,027,249
Depot Operations	**76,003**
03570. Works Depot Operations	114,036
03580. Works / Labour Overheads	1,489,689
03590. Works / Labour Overhead Recovery	(1,527,722)
Private Works	**14,834**
01600. Private Works Revenue	(164,987)
03600. Private Works	179,821
Recreation Sport Leisure	**654,425**
01720. Swimming Pool(s) Revenue	(5,113,148)

03720. Swimming Pool(s) Operations	386,247
07720. Swimming Pool(s) Capital Works	5,381,326
Fire Prevention and Emergency Services	**244,551**
02070. Fire Control Revenue	(108,864)
04070. Fire Control Expenses	339,564
04080. State Emergency Service Expenses	13,850
Development and Environmental Services	**912,647**
Buildings and Property	**577,834**
01490. Buildings Revenue	(66,019)
03490. Buildings Maintenance & Operations	295,881
07490. Buildings Capital Works	347,971
Planning	**113,335**
02010. Town Planning Office Revenue	(173,263)
04010. Town Planning Office	286,598
Building	**104,805**
01740. Halls & Community Centres Revenue	(3,129)
02020. Building Control Office Revenue	(16,897)
03740. Halls & Community Centres	57,583
04020. Building Control Office	67,248
Regulatory Services	**119,494**
02030. Parking & Other Ranger Services Revenue	(7,212)
02050. Other Law & Order Revenue	(2,509)
04030. Parking & Other Ranger Services	128,404
04050. Other Law & Order Expenditure	812
Public Health	**(2,821)**
02100. Health Administration & Inspection Revenue	(5,355)
04100. Health Administration & Inspection	2,535
Assets	**268,245,944**
Current Assets	**18,334,599**
19000. Cash	1,630
19001. Municipal Bank Account	4,963,124
19002. Interfund Fund 1	(3,690,848)
19010. Bank Investments	7,884,751
19017. Waste Debtors	232,186
19020. Rate Debtors	816,739
19021. Debtors	827,307
19025. Other Current Accrued Assets	90,621
19035. Stock/Inventory On Hand	147,823
29002. Fund 2 Interfund Fund 2	2,400,587
29010. Fund 2 Bank Investments	836,998
29020. Fund 2 Water Debtors	292,891
29025. Fund 2 Other Current Accrued Assets	4,480
39002. Fund 3 Interfund Fund 3	1,290,261
39010. Fund 3 Bank Investments	1,887,539
39020. Fund 3 Sewer Debtors	339,398
39025. Fund 3 Other Current Accrued Assets	9,113
Non Current Assets	**249,911,344**
19150. Land	2,240,500

19151. Land For Future sale	198,997
19152. Land Improvements	229,303
19153. Land - Community	3,281,672
19154. Buildings Specialised	27,160,256
19155. Works in Progress	2,184,980
19156. Plant & Equipment	4,684,538
19157. Office Equipment	53,851
19158. Furniture & Fittings	254,225
19159. Buildings - Non Specialised	2,020,663
19160. Roads	118,145,866
19166. Bridges	13,080,546
19168. Stormwater Drainage	13,818,951
19169. Other Structures	10,902,456
19170. Other Assets	6,184,443
19171. Asset Reinstatement - waste	238,785
19172. Asset Reinstatement - quarries	100,721
29150. Land - Water Fund	190,000
29154. Buildings & Other Structure - Water Fund	331,624
29174. Water Infrastructure - Water Fund	20,538,961
39150. Land - Sewer Fund	335,000
39154. Buildings & Other Structure - Sewer Fund	678,695
39156. Plant & Equipment - Sewer Fund	7,096
39176. Sewerage Infrastructure - Sewer Fund	23,049,217
Liabilities	**(4,009,737)**
Current Liabilities	**(647,075)**
19205. Creditors	(101,171)
19206. Uninvoiced Creditor Control	(41,149)
19207. GST Creditor	77,508
19208. Trust & Deposits	(189,584)
19225. Other Current Accrued Liabilities	(12,429)
19240. Short Term Provisions	(380,251)
Non Current Liabilities	**(3,362,662)**
19332. Non Current Loans	(596,846)
19340. Long Term Provisions	(2,276,015)
39325. Fund 3 Other Non Current Accrued Liabilities	(5,097)
39332. Fund 3 Non Current Loans	(484,704)
Equity	**(267,320,463)**
Retained Surplus	**(86,014,306)**
19500. Accumulated Surplus/Deficit	(64,572,858)
29500. Fund 2 Accumulated Surplus/Deficit	(7,125,404)
39500. Fund 3 Accumulated Surplus/Deficit	(14,316,044)
Asset Revaluation Reserve	**(181,306,158)**
19510. Asset Revaluation Reserve	(151,595,614)
29510. Fund 2 Asset Revaluation Reserve	(17,378,206)
39510. Fund 3 Asset Revaluation Reserve	(12,332,337)
Grand Total	**0**

C12 – Planning and Compliance Report

REPORTING OFFICER	Executive Manager– Planning and Compliance
ATTACHMENTS	Nil

DEVELOPMENT ASSESSMENT

Development Applications – 16th April 2026 to 12th May 2026

The following applications were lodged, approved, or are in process for the above period:

DA 2024-63 - Ramps Ridge Pty Ltd & R.N Harris & S.P Harris - Stock and domestic pipeline to provide secure water access to farm from Ravensworth to Murrumbidgee River – In process *(additional information requested)*
DA 2026-6 – Jack Morrison – 425 Sidonia Rd, Hay – Subdivision into 3 lots – Approved
DA 2026-11 – Dylan Lund – 379 Russell St, Hay – 2-3 units, demolition of sheds – In process
DA 2026-12 – Lance Edmonds – 264 Lachlan St, Hay – Demolition of all buildings & structures – In process
DA 2026-15 – James McLean – 394 River St, Hay – Demolition of existing dwelling & subdivision/boundary realignment – In process *(additional information requested)*
DA 2026-16 – David Kenton – 330 Lang St, Hay – Gauzed Verandah – Approved
DA 2026-17 – Hay Shire Council – 204-216 Lachlan St, Hay – Renovation of RSL/CWA Room – Approved
DA 2026-18 – Purtill Bros Nominees Pty Ltd – 326 Macauley St, Hay – Receiving of soil & replace boundary fence – In process
DA 2026-19 – Neville Purtill – Lot 111 DP 1187931 – Receiving of soil and demolition material, treatment of any contaminated material and use of material onsite for future works – In process
DA 2026-20 – Rebecca Mitchell – 442 Moppett St, Hay – Alterations & additions to existing dwelling – Approved
DA 2025-22-2 – David Kenton -185 Pine St, Hay – Modification to Subdivision (4 lots) - Approved

STRATEGIC PLANNING

Staff has commenced with a Planning Proposal for the Resource Recovery Eco Park around the Hay Waste Facility. More details will follow.

BUILDING AND PUBLIC HEALTH

Building Asset Inspections:

- Monthly high-risk inspections under way as per requirements
- Buildings-structural investigations for future upgrades (HMSO offices)
- General building assets being inspected for ongoing maintenance

Public Health Inspections:

- Round 2 food inspections have begun - 13 Completed
- Motel (water quality) pool inspections in progress
- Health inspections to begin shortly

Aerodrome:

- Air Services Australia have requested some more information re: newly installed obstacles - Completed
- Have been Certified with an ACMA Licence regarding Radio Band Frequency Usage Approval
- Repair to exclusion fence

Swimming Pool Precinct:

- Splash Park mandatory chemical 5/wk and Microbe Testing every 2/wk – No issues
- New pool has been shut down and put in Winterizing Mode
- Investigating EV station at Pool (Edward St side)

Other:

- Monthly playground inspections in progress as per usual
- Maude Hall, flooring issues are being attended to
- Servicing/Modifications of the Duress System (Library and VIC) for staff safety
- Investigating damage/repair at Madman's Bend - Footbridge and Pontoon
- Waste - Negotiated an arrangement for trade of plastic products to recyclers - Commence shortly
- Improving Lighting at Medical Centre for evening access for clients
- Hay Park - Gutter cleaning completed.
- Chambers - Continuing rearranging of the front foyer to make it more inviting.

RANGER ACTIVITIES

Commentary

The Australian K9 Rescue Group generously donated over $7,000 worth of retail Lifewise dog food, consisting of 32 bags supplied on a pallet.

Pound activities

- 8 dog/s have been placed in the pound having been picked up by the Ranger, surrendered by their owners or dumped at the pound.
- 0 Dog/s returned to their owners, after fees paid.
- 6 dogs in pound released into the re-homing program.

Callouts attended for: Stray animals, Illegal Camping, Stock, Barking Dogs, Air Ambulance, Police assistance

Abandoned Vehicles: 3

Issued Orders:
Orders: 1
Nuisance dog order/s: 0
Dangerous dog order/s: 0
Menacing dog order/s: 0
Non-Compliance Orders: 0
Fines: 0
Caution Letters: 0

Others:

1 dog destroyed over the month as dangerous.
1 injured dog humanely euthanised.
0 cats destroyed deemed to be feral animals.
0 cats currently impounded due to be destroyed no owner identified unable to rehome.
0 cat picked up.
8 cats Surrendered.
6 cats rehomed.
8 domesticated cats currently in care with foster carers waiting for rescue.
0 cats dumped in cage.
0 Sick/injured cat euthanised.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Civic Leadership** 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.1 Provide an advocacy role on behalf of the community 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	N/A
LEGISLATIVE IMPLICATION	Environmental Planning & Assessment Act 1979 Hay Local Environmental Plan 2011 Companion Animals Act 1998 (NSW) and Companion Animals Regulation 2018 (NSW) Impounding Act 1993 (NSW) and Impounding Regulation 2017 (NSW) Prevention of Cruelty to Animals Act 1979 (NSW) (POCTA) and associated Regulations Local Government Act 1993 (NSW) Biosecurity Act 2015 (NSW) and associated Regulations Public Spaces (Unattended Property) Act 2021 (NSW)
POLICY IMPLICATION	Compliance with relevant policies and legislation
ASSET IMPLICATION	N/A
RISK IMPLICATION	Potentially high risk of litigation

RECOMMENDATION

That Council notes the information provided in the report.

C13 - Major Projects Update

REPORTING OFFICER	General Manager
ATTACHMENTS	- Game on: Teaming up for climate action Round 1 Grant Opportunity Guidelines

INTRODUCTION

Council has been successful in attracting a variety of funding over the last several years.

COMMENTARY

Find below a summary of the projects, and actions currently being undertaken.

STRONGER COUNTRY COMMUNITY – ROUND 2 PROJECTS

Project	Progress
Hay Park Female & Officials Amenities	• Complete.
Lachlan Street Civic Space Project (Witcombe Place)	• Complete.
Booligal Community Project – New toilet block and installation of Public Art	• Complete.
Maude Community Projects - New toilet block, Re-stumping and re-roofing of hall and installation of Public Art	• Complete.
Upgrade and extension to the Hay Park number 1 oval canteen	• Complete.

STRONGER COUNTRY COMMUNITY – ROUND 3 PROJECTS – COMPLETION BY END OF 2022

Water Play	• Complete.

DROUGHT PROJECTS ROUND 1 – ALL PROJECTS EXTENDED TO JULY 2021

Dunera Museum	• Complete.
Hay Gaol	• Complete.
Recalibrate Hay	• Complete.
Water Tower Art	• Complete.
War Memorial Hall Upgrades	• Complete.

DROUGHT PROJECTS ROUND 2 –ALL PROJECTS EXTENDED TILL JULY 2021

Pocock Park	• Complete.
No 3 and 4 Oval Toilets	• Complete.
VIC Expansion	• Complete.
Bike Paths	• Complete.
Gaol Toilets Refurbishment	• Complete.
Shire Entrance Signs	• Complete.
Recalibrate Hay Phase 2	• Complete
Adverse Event Plan	• Complete.
Showgrounds	• Complete.

SHOWGROUNDS STIMILUS FUNDING ROUNDS 1 AND 2 – AND CROWN LANDS GRANT

Phase 1	• Complete.
Phase 2c	• Complete
Phase 3	• Complete

STATUS OF OTHER PROJECTS

Federal Government's 'Local Roads & Community Infrastructure Funding' Phase 1	• Complete
Federal Government's 'Local Roads & Community Infrastructure Funding' Phase 2	• Complete
COAG19(2) Funding	• Complete.
Regional Aerodrome funding (Round 1)	• Complete
NSW Boating Now Round 3	• Complete.
Heavy Vehicle Access Program	• Complete.
Maude Bridge	• Complete.
Community Resilience Grant	• Complete.
Integrated Water Cycle Management Plan (IWCM)	• Complete.
Developer Servicing Plan (DSP)	• Complete.
Scoping Study – Water Treatment Plant	• Complete.

RFS Shed - Booligal	• Complete.
Streetlighting Upgrade	• Complete.
Flood Risk Management Grant	• Complete.
Lachlan Street Civic Space Project (Witcombe Place) – Phase 2	• Complete.
Fixing Country Roads & Fixing Local Roads	• FLR R1 – complete. • FLR R2 - complete. • FLR R3 – complete.
Bridge Renewal Program (Round 5)	• Complete
Fixing Country Bridges Program	• Complete
NSW Heritage Grants 2021-23	• Complete.
NSW Heritage Grants 2025-27	• Council has been successful in its application for funding for the next two years. Funding agreement signed. • Next visit by the heritage advisor is scheduled for late May 2026.
Murray Darling Basin Economic Development Program – Round 3	• Complete.
NSW Regional Sports Facility Fund (Round 1)	• Complete.
Regional Airports Program (Round 2)	• Complete.
Stronger Country Communities Fund - Round 4	• Complete.
2021-22 Crown Reserves Improvement Fund	• Complete.
Local Roads and Community Infrastructure – Phase 3	• Complete.
NSW EPA – FOGO Infrastructure and Collection Grants	• Complete
NSW EPA – Remanufacture NSW Grant Round 2	• Complete
Open Spaces Program – Places to Play	• Complete.
Recreational Fishing and Camping Program	• Complete.
Murray Street Entrance Park	• Complete.
Swimming Pool Refurbishment	• Complete.

Growing Regions Program – Round 2	• Complete.
Bridges Renewal Program (Round 6)	• Complete.
Fixing Local Roads Potholes Program – Rounds 1 and 2.	• The NSW Government released a $50M & $500M programs for funding to repair potholes in each LGA. • Round 1 application successful - $323,242.97– Complete. • Round 2 application successful - $1.716M. Heavy – Complete. • Council received a further $2.4M under the Regional Roads emergency Relief Program. This one has been held over until 24-25 year and Council has three years to spend the monies. Works moved to 25/26 and 26/27 years.
Strategic Business Case Fund	• Complete.
Fixing Local Roads – R4	• Complete.
Stronger Country Communities Fund – R5	• Complete.
Regional Housing Strategic Planning Fund	• Complete
Fixing Country Roads Program	• Complete.
Saluting Their Service Commemorative Grants Program	• Complete
Integrated Water Cycle Management Plan (IWCM)	• Completed.
Heavy Vehicle Safety & Productivity Program	• Cobb Highway intersection into aerodrome - $1.4M, with 80% ($1.120M) from HVSPP and 20% ($0.28M) from Council. Application successful. • Start up meeting held with the funding body. • Fully executed funding agreement received and start up meeting held. • Initial design sent to TfNSW for comment/approval. Initial comments received; design being finalised. TfNSW concurrence has been received for the final design. 'For Construction' drawings now finalised and REF completed. Fencing have been completed and watermain protection works have also been completed. • Finalising WAD with TfNSW. Some redesign work required, plus start up documentation for TfNSW. • Tenders have been awarded. • Survey set out completed. • It is anticipated that main construction works will commence in late May 2026.

Local Government Recovery Grant	• Completed.
Heavy Vehicle Safety & Productivity Program	• The mix of funding able to be 80% BRP and 20% Council, as there is no planned next round of Fixing Country Roads at this stage. • HVRA application for truck stop in Hay - $3.389M, with grant funding request of $2.711M. • Grant successful and funding agreement signed. • Part 5 Environmental Assessment (REF) has been completed. • Design finalised 'For Construction'. Received s138 Approval from TfNSW. Fencing works completed, and services protection completed. • Plan of Management (POM) has been updated and adopted by Council. • The main construction works have commenced and are progressing well. • Tenders have been awarded.
Local Roads Community Infrastructure (LRCI) – Phase 4	• Complete.
Crown Reserves Improvement Fund (CRIF) 23-24	• Complete.
Boating Now – Asset Maintenance Program	• Complete.
Community Energy Upgrades Fund Program (CEUF) – Round 2	A targeted, competitive grant program that provides co-funding for energy upgrades at existing local government facilities. An application was submitted in Round 2 to reapply for the same project and to also include solar/battery for the Leonard Street pump station as our largest energy use site. Application submitted – total project of $154,000 with funding 50/50. • Council has been successful with this grant. Funding agreement executed. • Quotes sourced and finalising scope of works as under budget.
Saluting Their Service – War Memorials Grant	• Application submitted for interpretative displays and memorial works at the Showground, as per draft Master Plan. • Total project cost $20,000, with $10,000 received in grant funding. • Council was successful with grant application. Executed finding agreement.

	• Project in planning phase with Heritage Advisor.

OTHER FUNDING APPLIED FOR AND PENDING

Floodplain Management Program 2025/26	• Staff are working on application as reported to the March meeting for: - North and South Hay Levee Upgrade Feasibility Study - The total cost is $160K (ex GST) which requires a Council contribution of $22,857; and - Hay and Maude Flood Warning System Review - The total cost is $110K (ex GST) which requires a Council contribution of $15,714. Applications close 28th May 2025. Application has been submitted. It is expected Council will hear an official announcement shortly.
Crown Reserves Improvement Fund (CRIF) - 2025-26 Round	• To financially support projects that will have a high community impact. • Minimum grant is $50,000 to maximum $1M • Staff recommend an applicable to renew the existing facilities at Lions Park, as these are outdated and no longer fit for purpose. Estimated cost is $200,000 with a suggested council co-contribution of $25,000. • Application has been submitted.
2026-27 Floodplain Management Program	• The next round of the Floodplain Management Program is open. Staff are in discussions with the Department to submit the following application: 1. Detailed design for the Maude Flood Levee 2. Booligal Flood Study and FRMS&P • Funding is at 6:1 ratio • Both projects are estimate to cost $180,000 each, meaning Council's contribution is approximately $25,715 per project • Applications submitted.
Game on: Teaming up for climate action Round 1	• The Game on: Teaming up for climate action (the program) will deliver $35.262 million over 2 funding rounds and will run over 3 years from 2026–27 to 2028–29. • The program will provide support for up to 500 community sports clubs, helping them upgrade their facilities to be more climate resilient and energy efficient.

	• Opening Date: Thursday, 11 June 2026. • Closing Date: 8 July 2026 (Note: It is an "open non-competitive" grant, so applications are processed as they arrive and may close early if the $17.6 million pool is exhausted). • Funding Range: Individual clubs can apply for between $25,000 and $100,000. • Consortium Option: Council can act as a "Lead Organisation" to bundle these projects together, applying for up to $100,000 per consortium member. • No co-contribution required. For best chance of success, it is suggested that a small co-contribution is provided from Council and the sporting groups. • Priority Sports: AFL, Rugby League, Netball, and Soccer are all listed as Priority Sporting Codes. • Suggested project for an application: (i) No. 1 Oval Lights: Upgrading field lighting to LED (ii) Kiosk & Lions Clubrooms: Installing solar PV systems and battery storage (iii) Solar lighting between facilities, and entrance lighting to the park. (iv) Solar lighting around soccer and at the soccer change rooms (v) Solar CCTV • Anticipated project cost is approximately $300,000 and with a suggested co-contribution of 10-20%.

Other projects that are in the project formulation phase or that staff are looking for funding include:

Project	Shovel Ready	Estimated Cost	Comment
Lions Park upgrade	Yes	$750,000	Create interactive and high visitor experience, tying into Hay's history
Halse Park upgrade	No	$50,000	Low priority
Dal Wright Park	Yes	$100,000	• The concept of redevelopment of the park was a result of the Murrumbidgee River Master Plan, where the redevelopment of the park was included as a "Arboretum / botanical garden which showcases local vegetation communities and associations. Includes plant identification and interpretive signage, public art and installations, gathering spaces and connections to existing path networks." • The proposed park reflects the natural areas in the LGA, with

			suitable artworks, seating and viewing platforms.
Gaol frontage and surrounds – landscaping and heritage walking trail	Yes	$252,000	Includes gravel footpaths, landscaping, irrigation, signage, disabled access, another exhibition shed.
Refurbishment of Hay Grandstand	Yes	$80,000	Received Heritage Advice, will need to go on quote to get estimate
Refurbishment of Hay Park Water Tower	No		Received Heritage Advice, will need to go on quote to get estimate
Lachlan Street Upgrade	Yes	$4M	Upgrade of Lachlan Streetscape as determined in the Lachlan Street Masterplan.
Marking of un-marked graves at Hay Cemetery.	No	$450,000	The Marking of the un-marked graves, including Servicemen at the Hay Cemetery.
Community Building	No	$4M	The community building is in need of a facelift. As part of the Youth Funding, the building upgrade is currently being designed and consulted.
Museums	Yes	Unlimited	The museums will need continued expenditure to keep up with required maintenance and renewal.
Hay War Memorial Hall	Yes	$200,000 (phase 3&4) $150,000 (phase 5)	Phases 3&4 of the refurbishment of the Hall including supper room, storage areas and stage area. Phase 5 – stage area including sound, lighting & curtains.
Refurbishment of RSL/CWA Room – Kay Hull Centre	No	$400,000	Design plans endorsed by Council.

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.1 Enhance public recreation areas and facilities 1.2.2 Placemaking with purpose 1.2.3 Deliver infrastructure that are responsive to the community's needs 1.2.4 Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive 1.5 Our community is inclusive and sustainable 1.5.1 Residents of all abilities and cultures have access to public facilities 1.5.5 Facilitate access public spaces for cultural and community events 1.5.6 Support cultural programs and initiatives, including First Nations **Environmental** 2.3 Celebrate and Promote our unique natural environment

	2.2.2 Support local community groups, first nations groups, and other agencies working with the natural environment 2.4 Enhance the built environment 2.4.1 Maintain and beautify urban areas. 2.4.2 Support and promote public art initiatives 2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels. 2.5 Our community is inclusive and sustainable 2.5.1 People of all abilities have access to natural environments, cycleways and passive areas. 2.5.2 Support cultural environmental initiatives 2.5.3 Advocate for water security and practices 2.5.4 Develop and implement a sustainable waste management strategy 2.5.5 Facilitate and support sustainable practices across our community **Economic** 3.2 Our community values its history and tourism 3.2.4 Showcase our open space, recreation and cultural facilities **Civic Leadership** 4.2 Our community is supported by a strong and resilient Council that is responsive to its needs 4.2.2 Inform and empower community input into decision making 4.2.3 Our community has access to Council information, services and facilities
FINANCIAL IMPLICATION	Minimal. Some grant programs require co-contribution, which would be funded through current budget or other grant funded programs.
LEGISLATIVE IMPLICATION	Nil
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Any new assets must be operated and maintained by Council into the future.
RISK IMPLICATION	Minimal.

RECOMMENDATION

That Council:

(a) Notes the information provided in the report and the actions being undertaken;
(b) Endorses the submission of a funding application under the Game on: Teaming up for climate action Round 1 to upgrade facilities at Hay Park to be more climate resilient and energy efficient as outlined in the report;
(c) Provides co-contribution of up to 20%, subject to the successful receipt of grant funding; and
(d) Authorise the General Manager to finalise and submit the grant application and, if successful, execute all necessary documentation associated with the funding agreement.

Game on: Teaming up for climate action
Round 1
Grant Opportunity Guidelines

Opening date:	11 June 2026
Closing date and time:	9:00 pm AEST on 8 July 2026 Applications may close earlier than this date if funding capacity has been exceeded.
Commonwealth policy entity:	Department of Climate Change, Energy, the Environment and Water
Administering entity:	Community Grants Hub
Enquiries:	If you have any questions, contact Community Grants Hub[1] Email: support@communitygrants.gov.au Questions should be sent no later than 5:00 pm AEST on 1 July 2026
Date guidelines released:	11 June 2026
Type of grant opportunity:	Open non-competitive

[1] https://www.communitygrants.gov.au/contact-us

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1. Game on: Teaming up for climate action: Round 1 processes

The Game on: Teaming up for climate action program is designed to achieve Australian Government objectives

This grant opportunity is part of the above grant program which contributes to the Department of Climate Change, Energy, the Environment and Waters' Outcome 1, Program 1.2: Support reliable, secure and affordable energy. The Department of Climate Change, Energy, the Environment and Water works with stakeholders to plan and design the grant program according to the *Commonwealth Grants Rules and Principles 2024*[2] (CGRPs).

↓

The grant opportunity opens

We publish the Grant Opportunity Guidelines on GrantConnect[3].

↓

You complete and submit a grant application

You complete the application form and address all of the eligibility and assessment criteria to be considered for a grant.

↓

We assess all grant applications

We assess the applications against the eligibility criteria and notify you if you are not eligible. If you are eligible, we then assess your eligible application against the assessment criteria including an overall consideration of value with money. A Selection Advisory Panel will be convened to contribute to the review of applications.

↓

We make grant recommendations

We provide advice, through the Selection Advisory Panel, to the decision maker on the merits of each application.

↓

Grant decisions are made

The decision maker, Head of Division, Energy Performance Branch, decides which applications are successful.

↓

We notify you of the outcome

We advise you of the outcome of your application. We may not notify unsuccessful applicants until grant agreements have been executed with successful applicants.

↓

We enter into a grant agreement

We enter into a grant agreement with you if successful. The type of grant agreement is based on the nature or complexity of the grant and is proportional to the risks involved.

↓

[2] https://www.legislation.gov.au/F2024L00854/latest/text

[3] https://www.grants.gov.au/

Delivery of grant

You undertake the grant activity as set out in your grant agreement. We manage the grant by working with you, monitoring your progress and making payments.

Evaluation of the Game on: Teaming up for climate action program

We evaluate your specific grant activity and the Game on: Teaming up for climate action Round 1 as a whole. We base this on information you provide us and that we collect from various sources.

1.1 Introduction

These guidelines contain information for the Game on: Teaming up for climate action Round 1 grants (Round 1 grants).

You must read these guidelines before filling out an application.

This document sets out:

- the purpose of the grant program/grant opportunity
- the eligibility and assessment criteria and how to apply
- how grant applications are considered and selected
- how grantees are notified and receive grant payments
- how grantees will be monitored and evaluated
- responsibilities and expectations in relation to the opportunity.

This grant opportunity and process will be administered by the Community Grants Hub on behalf of the Department of Climate Change, Energy, the Environment and Water (the department).

2. About the grant program

The Game on: Teaming up for climate action (the program) will deliver $35.262 million over 2 funding rounds and will run over 3 years from 2026–27 to 2028–29. The program was announced as part of the Support for the Net Zero Plan[4].

The program will provide support for up to 500 community sports clubs, helping them upgrade their facilities to be more climate resilient and energy efficient.

The objectives of the program are:

- support up to 500 community sports clubs to decarbonise their operations and reduce energy bills through energy efficiency, electrification and climate resilience upgrades
- increase awareness and understanding of energy efficiency, electrification and climate adaptation activities among sports club members and their communities
- support emissions abatement to contribute to Australia's target to reduce emissions to 62-70% below 2005 levels by 2035.

The intended outcomes of the program are:

- reduced energy bills and emissions for community sports club facilities

[4] https://minister.dcceew.gov.au/bowen/media-releases/joint-media-release-setting-australias-2035-climate-change-target

- costs savings to assist investment in club resources and increased participation
- climate adaptation and resilience improvements delivered to community sport club facilities
- inspire positive participation in the energy transition and practical climate resilience solutions by sports clubs and their communities.

The Community Grants Hub administers the program according to the *Commonwealth Grants Rules and Principles 2024*[5] (CGRPs).

3. Grant amount and grant period

3.1 Grants available

A total of up to $35.262 million GST exclusive over 3 years from 2026–27 to 2028–29 is available for the Game on: Teaming up for climate action program.

For this grant opportunity (Round 1 grants), up to $17.631 million GST exclusive is available over 2 years from 2026–27 ($15.868 million) to 2027–28 ($1.763 million).

The Round 1 grant opportunity will be open for applications from 11 June 2026 to 9:00 pm AEST on 8 July 2026.

Applicants may be an individual community sports club; or may be a lead organisation of a small or large consortium arrangement (see section 7.2 for more details).

- The minimum grant amount is $25,000.00 GST exclusive.
- The maximum grant amount is $100,000.00 GST exclusive.

Each individual community sports club can apply for grant funding for a minimum $25,000.00 to a maximum $100,000.00 of eligible expenditure. Each lead organisation of a consortium arrangement can apply for grant funding for a minimum $25,000.00 to a maximum $100,000.00 of eligible expenditure per consortium member.

No wage cost indices are linked to grant funding therefore no indexation will be passed through to grantees.

The grant amount will be up to 100% of eligible expenditure.

You are responsible for any remaining eligible expenditure and ineligible project costs.

When assessing grant applications, the Selection Advisory Panel will consider regions, jurisdictions, sporting codes and priority sports. The aim is to prevent overconcentration of funding, supporting fair geographic and sport sector representation. Principles supporting distribution are outlined in **Appendix A**.

Where maximum allocations are exceeded or demand has exceeded funding capacity for the round, applications will be considered in the order of application receipt.

Applications may be submitted at any time between the open date and the closing date and time of the grant opportunity. Should there be a high level of interest for this grant opportunity, and a determination made that available funding has likely been exceeded, the department may close the grant opportunity before the scheduled closing date and time. If this occurs, an addendum will be released on GrantConnect[6].

[5] https://www.legislation.gov.au/F2024L00854/latest/text

[6] https://www.grants.gov.au/

You can only receive one Game on: Teaming up for climate action Round 1 or Round 2 grant. If you submit more than one individual application, or are included as part of a consortium application, only the first eligible application would be funded. If your individual application is successful in Round 1 you will not be eligible for Round 2. If a consortium application is successful in Round 1, all parties of the consortium will be considered ineligible for Round 2.

We cannot fund your project if it receives grant funding for the same activities from another Commonwealth program. Co-funding for projects is not mandatory but is encouraged. Co-funding may include, but is not limited to, other state or territory grants, rebates, private sponsorship, contributions, certification and certificates that have a monetary value and any other form of financial assistance.

3.2 Grant period

The maximum grant period is 16 months.

You must complete your grant project by 30 March 2028.

4. Eligibility criteria

The decision maker can choose to waive the eligibility criteria; however, they must be made aware of the risks. The waiver may be used to ensure that applicants are not excluded solely on the basis of entity type, particularly if there are applicants that may otherwise be considered suitable. Clear evidence will be provided to the decision maker to enable a decision on whether eligibility criteria should be waived.

You can apply for grants under any Commonwealth program, but if your applications are successful, you must choose either the Game on: Teaming up for climate action Round 1 grant or the other Commonwealth grant.

Further information on entity types is available on the Community Grants Hub webpage[7].

4.1 Who is eligible to apply for a grant?

4.1.1 Individual applicant

To be eligible to apply as an individual sports club, you must:

- have an Australian Business Number (ABN)
- have an account with a financial institution

and be one of the following entity types:

- Company
- Cooperative
- Incorporated Association
- Indigenous Corporation
- School or tertiary education institution, but only if the project meets the additional eligibility requirements for this entity type in section 4.2.

[7] https://www.communitygrants.gov.au/information/information-applicants/legal-entity-status

If you are applying as a Trustee on behalf of a Trust[8], the Trustee must be one of the eligible entity types as listed above.

4.1.2 Lead organisation of a small consortium

To be eligible to apply as a lead organisation of a small consortium, you must:

- have an Australian Business Number (ABN)
- have an account with an Australian financial institution

and be one of the following entity types:

- Company
- Cooperative
- Corporate State or Territory Entity
- Statutory Entity
- Incorporated Association
- Indigenous Corporation
- Local government
- Non-corporate State or Territory Entity (ONLY for Australian Capital Territory)
- School or tertiary educational institution, but only if the project meets the additional eligibility requirements for this entity type in section 4.2.

If you are applying as a Trustee on behalf of a Trust[9], the Trustee must be one of the eligible entity types as listed above.

4.1.3 Lead organisation of a large consortium

To be eligible to apply as a lead organisation of a large consortium, you must:

- have an Australian Business Number (ABN)
- have an account with an Australian financial institution

and be one of the following entity types:

- Company
- Cooperative
- Corporate State or Territory Entity (but not if you are a Local Government)
- Statutory Entity
- Incorporated Association
- Indigenous Corporation

[8] Trusts are not legal entities in their own right. To be eligible, only the Trustee for the Trust can apply by providing the signed Trust Deed and any subsequent variations with the application form. Trustees must be an eligible entity type listed in section 4.1. Both the Trust's and Trustee's details will be collected in the application form.

[9] Trusts are not legal entities in their own right. To be eligible, only the Trustee for the Trust can apply by providing the signed Trust Deed and any subsequent variations with the application form. Trustees must be an eligible entity type listed in section 4.1. Both the Trust's and Trustee's details will be collected in the application form.

- Non-corporate State or Territory Entity (ONLY for Australian Capital Territory)
- School or tertiary educational institution, but only if the project meets the additional eligibility requirements for this entity type in section 4.2.

If you are applying as a Trustee on behalf of a Trust[10], the Trustee must be one of the eligible entity types as listed above.

4.2 Additional eligibility requirements

4.2.1 Individual applicant

We can only accept applications from eligible entities under the 'individual applicant' requirements listed at section 4.1.1 that:

- provide all of the mandatory attachments listed at section 7.1

and also:

- are affiliated with the recognised state sporting association/organisation (SSO) or state sporting organisation for people with disability (SSOD) and/or the national sporting organisation (NSO) or national sporting organisations for people with disability (NSOD)[11]

and either:

- are community-focused, not-for-profit, and are directly involved in the delivery of sport at community sports clubs or facilities or the management of community sport facilities

OR

- are school or tertiary educational institutions, but ONLY if the project location is in an outer regional, remote or very remote area (according to Australian Bureau of Statistics Remoteness Areas) AND provides community access to sports facilities.

4.2.2 Lead organisation of any consortium

We can only accept applications from eligible entities as the lead of a consortium where all other members of the consortium (project partners) are eligible entities under the 'individual applicant' requirements listed at section 4.1.1 and section 4.2.1.

4.3 Who is not eligible to apply for a grant?

4.3.1 Who is not eligible to apply as an Individual applicant

You are not eligible to apply if you are a/an:

- Corporate Commonwealth Entity
- Corporate State or Territory Entity
- Local government
- Non-corporate Commonwealth Statutory Authority

[10] Trusts are not legal entities in their own right. To be eligible, only the Trustee for the Trust can apply by providing the signed Trust Deed and any subsequent variations with the application form. Trustees must be an eligible entity type listed in section 4.1. Both the Trust's and Trustee's details will be collected in the application form.

[11] https://www.ausport.gov.au/australian_sports_directory

- Non-corporate State or Territory Entity – except where expressly identified as being an eligible entity in section 4.1
- Non-corporate State or Territory Statutory Entity
- Partnership
- Person
- Sole Trader
- unincorporated association
- organisation engaged by the department in relation to service delivery support for sports clubs energy and climate upgrades grant program (AusTender Reference ATM_2026_6047)
- organisation with non-compliance or unresolved acquittal issues from previous Commonwealth government grants
- organisation, or your project partner is an organisation, that is included on the National Redress Scheme's website[12] on the list of 'Institutions that have not joined or signified their intent to join the Scheme'
- organisation, or your project partner is an organisation, that is included on the Workplace Gender Equality Agency website[13] on the non-compliant list.

4.3.2 Who is not eligible to apply as a Lead Organisation of a small consortium arrangement

You are not eligible to apply as a Lead Organisation of a small consortium if you are a/an:

- Corporate Commonwealth Entity
- Non-corporate Commonwealth Statutory Authority
- Partnership
- Person
- Sole Trader
- unincorporated association
- Non-corporate Commonwealth Entity
- Non-corporate State or Territory Entity (except in the ACT or where expressly identified as being an eligible entity in section 4.1)
- organisation engaged by the department in relation to program support provider for sports clubs energy and climate upgrades grant program (AusTender Reference ATM_2026_6047)
- organisation with non compliance or unresolved acquittal issues from previous Commonwealth government grants
- organisation, or your project partner is an organisation, that is included on the National Redress Scheme's website[14] on the list of 'Institutions that have not joined or signified their intent to join the Scheme'

[12] https://www.nationalredress.gov.au/

[13] https://www.wgea.gov.au/what-we-do/compliance-reporting/non-compliant-list

[14] https://www.nationalredress.gov.au/

- organisation, or your project partner is an organisation, that is included on the Workplace Gender Equality Agency website[15] on the non-compliant list.

4.3.3 Who is not eligible to apply as a Lead Organisation of a large consortium arrangement

You are not eligible to apply as a Lead Organisation of a large consortium if you are a/an:

- Corporate Commonwealth Entity
- Non-corporate Commonwealth Statutory Authority
- Local government
- Partnership
- Person
- Sole Trader
- Unincorporated Association
- Non-corporate Commonwealth Entity
- Non-corporate State or Territory Entity (except in the ACT or where expressly identified as being an eligible entity in section 4.1)
- organisation engaged by the department in relation to program support provider for sports clubs energy and climate upgrades grant program (AusTender Reference ATM_2026_6047)
- organisation with non-compliance or unresolved acquittal issues from previous Commonwealth government grants
- organisation, or your project partner is an organisation, that is included on the National Redress Scheme's website[16] on the list of 'Institutions that have not joined or signified their intent to join the Scheme'
- organisation, or your project partner is an organisation, that is included on the Workplace Gender Equality Agency website[17] on the non-compliant list.

4.4 What qualifications, skills or checks are required?

If you are successful, relevant personnel working on the grant project must maintain the following:

- Working with vulnerable people registration
- Working with children check
- Ensure appropriately qualified personnel are engaged to undertake agreed activities where applicable, for example:
  - hold the correct electrical license for your jurisdiction
  - hold the correct form of licence/registration to perform plumbing, draining, or gas fitting work for your jurisdiction.

[15] https://www.wgea.gov.au/what-we-do/compliance-reporting/non-compliant-list

[16] https://www.nationalredress.gov.au/

[17] https://www.wgea.gov.au/what-we-do/compliance-reporting/non-compliant-list

5. What the grant money can be used for

5.1 Eligible grant activities

To be eligible, your grant project must meet all of the following:

- be aimed at improving the energy efficiency and/or climate resilience of a community sports club facility in Australia, can demonstrate how it can help people get involved in the shift to clean energy and show communities how climate change affects their everyday lives
- have at least $25,000.00 in eligible expenditure (to a maximum funding amount of $100,000.00 except for consortium in accordance with section 7.2)
- cooperate with all reasonable requests from any third-party service delivery partner/s engaged by the department to communicate project messages and outcomes.

Eligible grant activities must directly relate to the grant project and can include:

- activities that improve energy efficiency across facilities, equipment, and buildings, including upgrading systems and installing renewable or efficient technologies. For example:
  - conducting an energy audit and installing solar PV with battery storage
  - upgrading LED lighting and improving HVAC systems
- activities that strengthen climate resilience across facilities and operations, including risk assessment, water and energy management, resilient infrastructure, and sustainable transport and materials practices. For example:
  - developing a climate action plan and upgrading drainage to prevent flooding
  - installing disaster resilient infrastructure and adding bike parking facilities
- activities that support related communication and education through media and promotional materials. For example:
  - creating educational signage to promote key messages.

5.2 Eligible expenditure

You can only spend the grant on eligible expenditure you have incurred on agreed project activities.

Eligible expenditure items can include but are not limited to:

- improving energy efficiency:
  - energy audits/sustainability plans
  - solar PV systems and battery storage including installations
    - switchboard upgrades
    - roof strengthening to support PV installation
    - virtual Power Plan (VPP) integration
  - LED Lighting upgrades for courts/fields and clubhouses
    - replace non-LEDS with LEDS, in accordance with guidance on appropriate sports lighting in Standards Australia publication AS 2560.2:2021
  - heat pumps

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    - pool heaters
    - clubhouse hot water systems
  - heating, ventilation and cooling (HVAC)
    - upgrade/replacement of low efficiency equipment
  - appliances
    - Refrigerators, freezers, chillers
  - building envelope improvements
    - high efficiency glazing
    - window shading
    - ceiling and wall insulation
    - draught sealing
  - cooking equipment
    - electrification of gas appliances
- improving climate resilience
  - sustainability/climate action plan development
  - climate risk assessments
  - shading of playing/training/spectator areas
    - solid roofing, awning and/or shade sails
  - drainage upgrades to prevent flooding of courts/fields and facilities
    - storm water management, smart irrigation systems and leak detection
  - sustainable ground surface coverings and turf, permeable surfaces
  - water-saving/management activities, for example rainwater harvesting for toilets and landscaping
  - disaster readiness infrastructure for extreme weather protection – reinforced roofing and structures to withstand high winds/heavy rain. Install backup power systems during outages
  - bike parking facilities
  - circular economy practices
    - waste reduction
    - recycling stations
    - food waste composting
  - electric vehicle (EV) charging infrastructure
- communication/Media
  - educational promotion products, for example signage.

We may update the guidelines on eligible and ineligible expenditure from time to time. If your application is successful, the version in place when you submitted your application applies to your grant project.

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If your application is successful, we may ask you to verify project costs that you provided in your application. You may need to provide evidence such as quotes for major costs.

Not all expenditure on your grant project may be eligible for grant funding. The decision maker makes the final decision on what is eligible expenditure.

You must incur the expenditure on your grant project between the start date and end or completion date for your grant activity for it to be eligible.

5.3 What the grant money cannot be used for

You cannot use the grant for the following activities:

- purchase of land
- wages
- the covering of retrospective costs
- costs incurred in the preparation of a grant application or related documentation
- subsidy of general ongoing administration of an organisation such as electricity, phone and rent
- overseas travel
- activities for which other Commonwealth, state, territory or local government bodies have primary responsibility.

Expenditure items that are not eligible are:

- activities that don't support the program objectives
- activities where the project location is owned by an individual, or trust/trustee (except where the trust/trustee is an eligible applicant)
- activities where the project location is owned by a school or university, except in outer regional, remote or very remote areas
- projects and activities that commence before approvals are announced and a funding agreement is signed
- purchase, or leasing of land, carparks and access roads
- bikeways or pathways (unless directly related to the project)
- projects that do not meet Australian Standards and National Construction Code
- projects in facilities used for commercial operations, licensed bar areas and/or gaming machines. In general, areas designated as licensed areas within a proposed facility will not be eligible for funding
- gas-to-gas or electric-to-gas conversions
- diesel generators
- works already commenced or completed
- activities, equipment, or supplies that are already being funded through other sources (except through eligible co-funding)
- cosmetic renovations (for example new floors, signage that is not directly related to the project, furniture)
- purchase of televisions, entertainment systems, laptops, computers and associated equipment

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- costs involved in the purchase or upgrade/hire of software (including user licences) and ICT hardware (unless it directly relates to the project)
- internal salaries, wages or labour costs for employees of the community sports organisation.
- the cost of 'business as usual' activities, including annual maintenance, rent, water, rates, postage, legal and accounting fees, bank charges and consumables such as paper, printer cartridges, office supplies, brochures and other marketing materials, kitchen supplies including food
- routine maintenance/repair costs
- purchase of vehicles or fuel
- operational costs
- events and marketing costs
- non-climate-adaptation landscaping, for example decorative gardens or turf replacement without water efficiency or resilience benefits
- projects already funded by other programs (except where this is eligible co-funding)
- non-compliant or unapproved technologies
- activities for personal or commercial benefit such as upgrades for private residences or businesses not directly tied to the community sports facility
- sporting apparel, equipment and scoreboards
- costs associated with compliance with white certificates - Victorian Energy Efficiency Certificates (VEECs) and NSW Energy Savings Certificates (ESCs)
- costs associated with compliance with small scale technology certificates (STCs)
- costs related to preparing the grant application, preparing any project reports (except costs of independent audit reports we require) and preparing any project variation requests.

6. The assessment criteria

You must address all of the following assessment criteria in the application.

All the assessment criteria are equally weighted.

The application form includes character limits – up to 6,000 characters (approximately 900 words) per criterion.

The application form will not accept characters beyond this limit. Please note spaces are included in the character limit.

The amount of detail and supporting evidence you provide in your application should be relative to the size, complexity and grant amount requested. Please note there is a 2 MB limit for each attachment.

In addition, the responses you provide in the application form "Project Plan" and "Risk Assessment" will be assessed as part of your application.

In assessing your responses to each of the criteria below, we will rate the response using Table 1 below.

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Table 1: Assessment criteria rating scale

_____	Rating of Good	Rating of Satisfactory	Rating of Poor	Rating of Very Poor
The applicant has provided a strong response to the criteria.	The applicant has provided a good response to the criteria with a further level of thought and detail.	The applicant has provided a satisfactory response to the criteria.	The applicant has provided a weak response to the criteria.	The applicant has provided a very weak response to the criteria.
Exceeds requirements in all ways.	Meets requirements in all ways, exceeds them in some.	Meets requirements and is workable.	Nearly meets requirements, workable but may be deficient or limited in some areas.	Applicant has either stated or demonstrated non-compliance, poorly addressed criteria or there is insufficient information to assess.
All criteria have been addressed with the majority addressed to a high standard.	The applicant has addressed all criteria.	The majority of criteria have been addressed.	A minority of criteria have been addressed.	No analysis has been provided all the sub-criteria are largely repeated.
A strong case has been made by the applicant through clear and convincing arguments that are supported by evidence.	A clear and relevant case has been made.	An acceptable case has been made by the applicant through information that is generally relevant. While some information is ambiguous, overall a clear picture emerges.	A poor case has been made through claims that are at times ambiguous or irrelevant.	A very poor case has been made with limited information supplied. Any claims made may be inadequate, ambiguous or poorly explained.
No areas of weakness have been identified.	Limited areas of relevant weakness may have been identified.	Some areas of relevant weakness may have been identified.	Significant areas of weakness have been identified.	Critical areas of weakness have been identified.

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Criterion 1: Energy Efficiency and/or Climate Resilience Impact

Describe how effectively the project improves energy efficiency and/or climate resilience for the community sport club facility.

When addressing the criterion, strong applicants will indicate:

- the expected reduction in energy use or energy bills and/or greenhouse gas emissions for the community sport club facility
- the contribution to climate resilience, for example heat mitigation, water efficiency, weather-resistant infrastructure for the community sport club facility
- measures that future-proof the community sport club facility against emerging climate risks
- the use of demonstrated technologies and materials.

Criterion 2: Community Benefit

Describe how the project will strengthen the community sport club's role in community sport.

When addressing the criterion, strong applicants will identify:

- how the upgrade will increase access, safety or participation for grassroots and community users
- how cost savings will be reinvested into programs, equipment or participation initiatives in the broader community.

Criterion 3: Project design and Sustainability (for consortium applications that include over $100,000 for a single project or activity).

Describe whether any design work has been undertaken and what level of design has been completed.

When addressing the criterion, strong applicants will identify:

- the details of engagement with any consultants, for example:
  - an architect, engineer or builder/Install estimate
- the project proposal, including any architectural drawings / plans and a cost benefit analysis
- how the resources your activity will develop will be maintained and put to use beyond the grant period including responsibilities for ongoing maintenance costs.

7. How to apply

Before applying, you must read and understand these Grant Opportunity Guidelines, sample application form and questions and answers.

These documents are found on the GrantConnect[18] website. Any changes to grant documentation and addenda[19] will be published on GrantConnect. By registering on this website, you will be automatically notified of any changes. GrantConnect is the authoritative source for grants information.

[18] https://www.grants.gov.au/

[19] Addenda can include changes to existing grant opportunity documentation and/or publishing additional documents. Changes include but are not limited to corrections to currently published documents, changes to close times for applications and system outage notices.

An example of Commonwealth grant agreement terms and conditions are available of the Department of Finance[20] website.

You can only submit one application for this grant opportunity, whether you are applying individually, or as part of a consortium application. The lead organisation of a consortium application will submit the application on behalf of all members of the consortium application. If more than one application is submitted, only the earliest accepted application will progress.

If more than one application is submitted for the same grant project at the same location, or for the same individual community sports club, the earliest accepted application will progress.

To apply, you must:

- complete the online application form on GrantConnect[21]
- provide all the information requested
- address all eligibility criteria and assessment criteria
- include all necessary attachments
- submit your application to the Community Grants Hub by 9:00 pm AEST on 8 July 2026.

We will not provide application forms or accept applications for this grant opportunity by fax or mail.

The application form includes help information. You are responsible for making sure your application is complete and accurate. Giving false or misleading information is a serious offence under the *Criminal Code Act 1995*[22] and we will investigate any false or misleading information and may exclude your application from further consideration.

If you need more help about the application process, submitting an application online, have any technical difficulties or find an error in your application after submission, but before the closing date and time, you should contact the Community Grants Hub immediately by email support@communitygrants.gov.au or by visiting the Community Grants Hub's Contact Us[23] page.

The Community Grants Hub does not have to accept any additional information, or requests from you to correct your application after the closing date and time.

You cannot change your application after the closing date and time.

If we find an error or something missing, we may ask you for clarification or additional information.

This will not change the nature of your application. However, we can refuse to accept any additional information from you that would change your application after the closing date and time.

You should keep a copy of your application and any supporting documents.

You will receive an automated notification acknowledging the receipt of your application.

[20] https://www.finance.gov.au/government/commonwealth-grants/grants-toolkit

[21] https://www.grants.gov.au/

[22] http://www8.austlii.edu.au/cgi-bin/viewdoc/au/legis/cth/consol_act/cca1995115/sch1.html

[23] https://www.communitygrants.gov.au/contact-us

7.1 Attachments to the application

All of the following documents must be attached to your application for it to be considered compliant and for it to proceed to assessment. Templates are provided for your use with the grant opportunity documents as specified.

Individual applicants

- evidence of the project site/facility owner's authority to conduct the project at the nominated site if applicable – Mandatory template provided on GrantConnect.
- evidence of costs for project items and/or activities (for example quote/s)
- evidence of your affiliation with a SSO, SSOD, NSO or NSOD, for example your club's latest affiliation confirmation from the relevant body, a direct web link to your SSO/SSOD/NSO/NSOD where affiliated clubs and associations are listed, or a letter from the SSO/SSOD/NSO/NSOD confirming that you are a recognised or affiliated club.
- Trust deed and any subsequent variations, if applying as a Trustee on behalf of a Trust.

Consortium applicants

- evidence of the project site/facility owner's authority to conduct the project at the nominated site if applicable **for each site/location within your application**– Mandatory template provided on GrantConnect.
- evidence of costs for project items and/or activities (for example quote/s) – uploaded in the application as one attachment.
- evidence of your affiliation with a SSO, SSOD, NSO or NSOD, for example your club's latest affiliation confirmation from the relevant body, a direct web link to your SSO/SSOD/NSO/NSOD where affiliated clubs and associations are listed, or a letter from the SSO/SSOD/NSO/NSOD confirming that you are a recognised or affiliated club **for each consortium member**
- letter of declaration indicating support from each individual community sports club/s that are members of the consortium – Mandatory template provided on GrantConnect
- Trust deed and any subsequent variations, if applying as a Trustee on behalf of a Trust.

Your application will be considered non-compliant and will not proceed to assessment if the required attachments are not provided and/or the mandatory templates are not used.

You must attach supporting documentation according to the instructions provided within the application form. You should only attach requested documents. We will not consider information in attachments we have not asked for.

Please note: There is a limit for each attachment which is specified in the application form.

7.2 Joint (Consortia) applications

We recognise that some organisations may want to join together as a consortium to deliver a grant project or projects.

In these circumstances, you must appoint a 'lead organisation'. Only the lead organisation can submit the application form and enter into a grant agreement with the Commonwealth. The lead organisation must meet the eligibility criteria outlined in section 4.1.2 and 4.2.2. The lead organisation must apply on behalf of the other consortium members (project partners) benefitting from the funded activities. Note that under section 4.2.2, all other members of the consortium are required to be eligible entities under the 'individual applicant' requirements listed at section 4.1.1 and section 4.2.1.

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Applicants must have formal arrangements in place with all parties of the proposed consortium prior to execution of the grant agreement.

If you are part of a consortium arrangement (either as a lead organisation or project partner) and are eligible to apply, you cannot submit a separate application in the same round. If a consortium is successful in Round 1, all parties will be considered ineligible for Round 2.

Organisations will not be eligible to be members of a consortium arrangement if they are included on the:

- on the list of 'Institutions that have not joined or signified their intent to join the Scheme'
- on the non-compliant list.

7.2.1 Small Consortia applications

A minimum of one and a maximum of 10 individual sports clubs can apply under a small consortium application. Each individual sports club can apply for grant funding for a minimum $25,000.00 to a maximum $100,000.00. That is, the maximum amount of funding a small consortium with 10 individual sports clubs can apply for, is $1,000,000.00.

The application must identify all other members of the consortium (project partner/s) and include a letter of declaration which is signed by each of the partner/s on the mandatory template provided.

7.2.2 Large Consortia applications

A minimum of 11 and a maximum of 20 individual sports clubs can apply under a large consortium application.

The minimum and maximum grant funding available per individual applicant as stated in section 3.1 applies to the number of consortium members within a consortia application. The maximum amount of funding a large consortium with 20 individual sports clubs can apply for, is $2,000,000.00.

7.3 Expected timing for this grant opportunity

You must submit an application between the published opening date and closing date and time.

Late applications

Late applications will not be accepted.

If you are successful, you will be expected to start your grant project around November 2026.

Table 2: Expected timing for this grant opportunity

Activity	Timeframe
Assessment of applications	August 2026
Approval of outcomes of selection process	September 2026
Notification to applicants	Late September 2026
Negotiations and award of grant agreements	November 2026
Earliest start date of grant activity	November 2026
End date of grant activity	30 March 2028

7.4 Questions during the application process

If you have any questions during the application period, please contact the Community Grants Hub by email support@communitygrants.gov.au or by visiting the Community Grants Hub's Contact Us[24] page.

The Community Grants Hub will respond to emailed questions within 5 working days. The Questions and Answers document will be updated to include answers to questions and addenda will be published on GrantConnect[25].

The question period will close at 5:00 pm AEST on 8 July 2026. Following this time, only questions about using and/or submitting the application form will be answered.

7.4.1 Additional support services and general advice

If you require support for the following services, please contact any program support providers that the department may engage on [insert email] or by visiting [insert website]. These services may include:

- communicating with project location or premises owners, for example local government authority (LGA) staff
- identifying potential third-party co-funders or external financial and capital providers to support your project (for example capital investors, philanthropic organisations, renewable energy solution providers).

The service delivery support provider can provide general advice only and will not be able to provide specific advice on your grant application. There is no requirement to engage with a service delivery support provider in order to submit an application and you do so at your own initiative.

8. The grant selection process

8.1 Assessment of grant applications

Applications will be assessed based on the eligibility and assessment criteria as set out in these Grant Opportunity Guidelines.

The Community Grant Hub will first review all applications for eligibility and compliance against the requirements of the application process. Applicants will be rated as eligible or ineligible, compliant or not compliant. The Grant Opportunity Delegate will provide a final determination on eligibility and/or compliance. Only eligible applications will move to the next stage (assessment).

If eligible and compliant, the Community Grants Hub will then assess your application through an open non-competitive grant process against the assessment criteria (see section 6). We consider your application on its merits, based on:

- how well it meets the assessment criteria
- whether it provides value with relevant money[26].

[24] https://www.communitygrants.gov.au/contact-us

[25] https://www.grants.gov.au/

[26] See glossary for an explanation of 'value with relevant money'.

A Selection Advisory Panel convened by the department will review applications and assessment outcomes and make final recommendations to the decision maker as part of the non-competitive selection process.

When assessing the extent to which the application represents value with relevant money, the Selection Advisory Panel will have regard to:

- the initial preliminary rating against the assessment criteria
- the extent to which the evidence in the application demonstrates that it will contribute to meeting the outcomes/objectives of the Game on: Teaming up for climate action Round 1 grant opportunity
- the extent to which the sporting code and geographic location of the application matches identified priorities, in accordance with **Appendix A**.
- the overall objective/s to be achieved in providing the grant
- the needs of the Game on: Teaming up for climate action – Round 1 priority cohorts for the grant opportunity
- the relative value of the grant sought
- how the grant activities will target groups or individuals
- the risks, financial, fraud and other, that the applicant or project poses for the department
- the risks that the applicant or project poses for the Commonwealth.

8.2 Financial viability

Consortium applicants applying for $1 million or more in total funding will be asked in their application to provide financial data from the last 2 full years' profit and loss statements and balance sheets (where available) in order to determine the organisation's financial risk. Based on the risk level, applicants may then be subject to a more in-depth financial viability assessment. You may be requested to provide further information or documentation to support this assessment.

The financial viability assessment can include:

- assessing the financial health of your organisation
- establishing whether you or relevant persons in your organisation (as applicable) have any adverse business history (for example, current or past bankruptcy).

The outcome of the financial viability assessment will be considered when assessing and/or selecting applications.

8.3 Who will assess and select applications?

The Community Grants Hub will use trained assessors to undertake a preliminary assessment of eligible applications against the assessment criteria on behalf of the department. The department may also be involved in undertaking this preliminary assessment. The preliminary assessment will consider applications on their merits and provide a preliminary rating of applications to inform the deliberations of the Selection Advisory Panel. The Selection Advisory Panel will review applications and assessment outcomes and make final recommendations to the decision maker on which applications to approve for a grant.

The Selection Advisory Panel will be established by the department and may include a mix of employees of the department, experts from the sector, and other Commonwealth officers with relevant specialist expertise.

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The department may ask external experts/advisors to inform the assessment process. Any expert/advisor who is not a Commonwealth official will be required to perform their duties in accordance with the CGRPs.

The Community Grants Hub may provide secretariat support to the Selection Advisory Panel, but will not participate in deliberations or decision-making. The Community Grants Hub's independent probity advisor will attend all Selection Advisory Panel meetings.

A strategy for any potential conflict of interest that could be identified between the department or external officials and applicants will be in place. If any actual or perceived conflict of interest is identified, the staff member is required to immediately disclose the conflict to the department and take appropriate action. All staff and experts/advisors involved in the assessment process will be required to complete a Conflict of Interest form.

The Selection Advisory Panel may seek clarification from the applicant to assist in making its final recommendations.

8.4 Who will approve grants?

Based on the value of the grant opportunity, and in line with the department Financial Delegations, the Head of Division, Energy Performance Branch will be the decision maker for this grant opportunity. The decision maker decides which grants to approve based on the recommendations of the Selection Advisory Panel, taking into consideration the application priorities to ensure the diversity of communities and sporting codes represented, and any further information that may become known, including the availability of grant funds for the purposes of the grant program.

The decision maker's decision is final in all matters, including the:

- approval of the grant
- grant funding amount to be awarded
- terms and conditions of the grant.

There is no appeal mechanism for decisions to approve or not approve a grant.

9. Notification of application outcomes

We will write to you about the outcome of your application. If you are successful, you will be advised of any specific conditions attached to the grant.

You can submit a new application for the same grant (or a similar grant) in any future grant opportunities under the program, however if you were awarded funding in Round 1 you will not be considered eligible for Round 2 (this includes all parties involved in a consortium if you are a consortium applicant). If unsuccessful, you should include new or more information in any future application to address any weaknesses that may have prevented your previous application from being successful.

9.1 Feedback on your application

A general feedback summary will be published on the Community Grants Hub website to provide all organisations with easy access to information about the grant selection process and the main strengths and areas for improving applications.

Individual feedback will not be provided for this grant opportunity.

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10. Successful grant applications

10.1 The grant agreement

You must enter into a legally binding grant agreement with the Commonwealth.

Your grant will be based on the Commonwealth Standard Grant Agreement.

Each grant agreement has general terms and conditions that cannot be changed. The type of grant agreement used and its specific conditions may also be determined by the assessment process or other considerations made by the decision maker. We will identify these in the grant agreement.

Whole-of-government grant agreement templates are available on the Department of Finance[27] website.

We must execute a grant agreement with you before we can make any payments. We are not responsible for any of your expenditure until a grant agreement is executed. You must not start any Game on: Teaming up for climate action Round 1 grant project activities prior to the Activity Start Date.

Your grant agreement may have specific conditions determined by the assessment process or other considerations made by the decision maker. These are identified in the grant agreement.

We may manage the grant agreement through our Grant Recipient Portal[28]. Accepting the agreement through the Grant Recipient Portal is the equivalent of signing a grant agreement. After you have accepted it, we will execute the agreement. Execute means both you and the Commonwealth have entered into the grant agreement. We will notify you when this happens and a copy of the executed agreement will be available through the portal. The agreement will not become binding until it is executed.

The Commonwealth may recover grant funds if there is a breach of the grant agreement.

Commonwealth Standard Grant Agreement

We will use a Commonwealth Standard Grant Agreement.

You will have 20 business days from the date of a written offer to sign and return this grant agreement. The grant agreement is not considered to be executed until both you and the Commonwealth have signed the agreement. During this time, we will work with you to finalise details.

The offer may lapse if both parties do not sign the grant agreement within this time. Under certain circumstances, we may extend this period. We base the approval of your grant on the information you provide in your application.

You may request changes to the grant agreement. However, we will review any changes to make sure they do not affect the grant as approved by the decision maker.

10.2 *Workplace Gender Equality Act 2012*

The Australian Government has a commitment to effectively support cultural change in Australian workplaces and drive improved gender equality outcomes. Requirements have been implemented for fairer and more consistent measures to ensure the Government deals with organisations who comply with the *Workplace Gender Equality Act 2012* (the WGE Act).

[27] https://www.finance.gov.au/government/commonwealth-grants/grants-toolkit

[28] https://www.communitygrants.gov.au/grant-recipient-portal

Applicants may need to satisfy a requirement to be compliant with the WGE Act.

- Applicants with 100 or more employees who are registered with the Workplace Gender Equality Agency (WGEA) and have been issued with a compliance letter are eligible to apply for a grant.
- Applicants with 100 or more employees who are **not** registered with WGEA will need to register to be issued with a compliance letter prior to applying for a grant.
- Applicants with less than 100 employees across their entire structure are not required to submit a report to WGEA; however, you are required to complete the registration form on the login page of the WGEA Portal[29]. WGEA will use the details provided in the registration form to issue your organisation with a tender letter, which must be attained prior to applying for a grant.

For your grant application to be deemed compliant:

- your organisation must not be included on the WGEA website on the non-compliant list or
- you must be able to provide your compliance or tender letter to the Community Grants Hub when requested.

If you are unable to provide your compliance or tender letter and appear on the non-compliant list, you will be deemed non-compliant and withdrawn from the grant process.

More information regarding reporting requirements can be found at the Workplace Gender Equality Agency website[30].

10.3 Commonwealth Child Safe Framework

The Royal Commission into Institutional Responses to Child Sexual Abuse highlighted the need for organisations to adopt child safe practices including appropriate screening of staff, mandatory reporting and adoption of the National Principles for Child Safe Organisations. The Australian Government committed to a new Commonwealth-wide framework to protect children and young people it is responsible for – the Commonwealth Child Safe Framework (CCSF).

The Australian Government has put in place ways to apply certain child safety requirements of the CCSF to grant recipients. A child safety clause will be included in a grant agreement where the Commonwealth considers the grant is for:

- services directly to children
- activities that involve contact with children that is a usual part of, and more than incidental to, the grant activity
- activities that involve possible contact with children that is irregular or unplanned.

The successful applicant will be required to comply with all child safety obligations included in the grant agreement prior to execution of the grant agreement. Irrespective of the child safety obligations in the grant agreement, you must always comply with state and territory legislative requirements for working with children and mandatory reporting.

10.4 Indigenous organisation type classifications

All Australian governments are working with Aboriginal and Torres Strait Islander people, their communities, organisations and businesses to implement the National Agreement on Closing the Gap (National Agreement) at the national, state and territory, and local levels. The National

[29] https://client-portal.wgea.gov.au/s/

[30] https://www.wgea.gov.au/home/reporting-guide

Agreement identifies 4 priority areas for reform within government. One of these is Priority Reform 2, building the Aboriginal and Torres Strait Islander community-controlled sector to deliver services to Aboriginal and Torres Strait Islander communities.

To assist government with improving and reporting on the level of community grant funding going to Aboriginal and Torres Strait Islander organisations, changes have been made to the way organisation data is collected. Aboriginal and Torres Strait Islander organisations will now be classified into 3 groups and asked to self-identify which group they fall under. The 3 groups and their definitions are:

Table 3: Aboriginal and Torres Strait Islander organisation classifications

Organisation	Definition
Group 1: Aboriginal and Torres Strait Islander Community Controlled organisation	These are organisations that are incorporated, not for profit, at least 51% Aboriginal and Torres Strait Islander owned and at least 51% Aboriginal and Torres Strait Islander controlled (Board members or equivalent).
Group 2: Aboriginal and Torres Strait Islander Operated and Controlled organisation	These are organisations that are at least 51% Aboriginal and Torres Strait Islander owned and at least 51% Aboriginal and Torres Strait Islander controlled (Board members or equivalent).
Group 3: Other Aboriginal and Torres Strait Islander organisation	These are organisations that are at least 50% Aboriginal and Torres Strait Islander owned OR at least 50% Aboriginal and Torres Strait Islander controlled (Board members or equivalent).

10.5 Specific legislation, policies and industry standards

You must comply with all relevant laws, regulations and Government Sanctions in undertaking your grant activity. You must also comply with the specific legislation, policies and industry standards that apply to you and your grant activity, including:

- Workplace Gender Equality Act 2012[31] reporting requirements[32]
- Public Governance, Performance and Accountability Act 2013 (PGPA Act)
- Commonwealth Grants Rules and Principles 2024 (CGRPs)
- Privacy Act 1988
- Corporations Act 2001
- Archives Act 1083
- A New Tax System (Goods and Services Tax) Act 1999
- Freedom of Information Act 1982 (FOI Act)
- Grant-Connected Policies; and
- Commonwealth Child Safe Framework.

[31] https://www.legislation.gov.au/C2004A03332/latest/text

[32] https://www.wgea.gov.au/reporting-guide

10.6 How we pay the grant

The grant agreement will state the:

- maximum grant amount to be paid
- proportion of eligible expenditure covered by the grant (grant percentage)

We will not exceed the maximum grant amount under any circumstances. If you incur extra costs, you must meet them yourself.

We will make an initial payment at the commencement of the grant agreement (90% of grant funding). We will make a subsequent payment (the remaining 10%) when you submit a satisfactory end of project report and acquittal report. Payments are subject to satisfactory progress.

10.7 Grant payments and GST

GST will be paid for this grant. If you are registered for the Goods and Services Tax (GST)[33], where applicable, we will add GST to your grant payment and issue you with a Recipient Created Tax Invoice[34]. If a government related entity is deemed successful, GST will not apply.

Grants are assessable income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek assistance from the Australian Taxation Office[35]. We do not provide advice on your particular taxation circumstances.

11. Announcement of grants

If successful, your grant will be listed on the GrantConnect website no later than 21 calendar days after the date of effect as required by section 5.4 of the CGRPs[36].

12. How we monitor your grant activity

12.1 Keeping us informed

You should let us know if anything is likely to affect your grant project or organisation.

We need to know of any changes to your organisation or its activities, particularly if they affect your ability to complete your grant, carry on business and pay debts due because of these changes.

You must also inform your Funding Arrangement Manager at the Community Grants Hub of any changes to your:

- organisation name
- ABN
- addresses
- contact person/s
- nominated contact details

[33] https://www.ato.gov.au/businesses-and-organisations/gst-excise-and-indirect-taxes/gst/registering-for-gst

[34] https://www.ato.gov.au/forms-and-instructions/recipient-created-tax-invoices

[35] https://www.ato.gov.au/

[36] https://www.legislation.gov.au/F2024L00854/latest/text

- bank account details.

The details of your Funding Arrangement Manager will be included in your grant agreement.

If you become aware of a breach of the terms and conditions under the grant agreement, you must contact us immediately.

You must notify us of events relating to your grant including at a minimum project commencement and official project opening events and must provide an opportunity for the Minister or their representative to attend.

12.2 Reporting

You must submit reports in line with the grant agreement. We will provide sample templates for these reports. We will remind you of your reporting obligations before a report is due. We will expect you to report on:

- progress towards achievement of outcomes
- contributions of participants directly related to the grant project (including any co-funding from other sources), if relevant
- expenditure of the grant

The amount of detail you provide in your reports should be relative to the size and complexity of the grant and the grant amount.

We will monitor progress by assessing reports you submit and may conduct site visits or request records to confirm details of your reports if necessary. Occasionally we may need to re-examine claims, ask for more information or request an independent audit of claims and payments.

Activity Work Plan

You must submit a completed Activity Work Plan on the template provided by us after execution of the grant agreement. An Activity Work Plan will be used to outline the specific grant requirements. The Activity Work Plan documents planned deliverables, milestones and outputs for the funded project as well as risk management and community engagement relevant to the funded project.

Successful applicants' progress and outcomes against the Activity Work Plan including any compliance requirements will be monitored throughout the grant through 6-monthly Activity Work Plan Reports.

Annual Child Safety Statement of Compliance

You will be required to submit an annual Child Safety Statement of Compliance. This will be a statutory declaration on a form provided by the Hub affirming that that you are compliant with the Child Safe Supplementary Term in your grant agreement.

Ad-hoc reports

We may ask you for ad-hoc reports on your grant. This may be to provide an update on progress, or any significant delays or difficulties in completing the grant project.

Final report

When you complete the grant project, you must submit a final report.

Final reports must:

- identify if and how outcomes have been achieved
- include the agreed evidence as specified in the grant agreement

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- be submitted by the due date and in the format provided in the grant agreement.

12.3 Acquitting your grant

Financial declaration

If you applied as an individual applicant, or as a lead organisation for a consortium with each project valued at or below $100,000.00, we will ask you to provide a financial declaration. A financial declaration is a certification from the grant recipient stating that funds were spent for the purpose provided as outlined in the grant agreement and in-which the grant recipient is required to declare unspent funds. The financial declaration must be certified by the Board, the Chief Executive Officer or an officer with authority to do so, verifying that the funding has been spent in accordance with the grant agreement.

Underspent funding must be returned to the department.

Non-audited financial acquittal report

If you applied as a lead organisation for a small consortium with a single project valued at over $100,000.00, we will ask you to provide a non-audited financial acquittal report. A financial acquittal report will verify that you spent the grant in accordance with the grant agreement and declare unspent funds. A non-audited financial acquittal report is an income and expenditure statement from grant recipient stating that grant funding was spent to perform the activity(ies) as set out in the grant agreement. If relevant, the grant recipient must include in the statement the details of any unspent funds. Non-audited financial acquittals must be certified by the Board, Chief Executive Officer or an authorised officer of the organisation.

Underspent funding must be returned to the department.

Audited financial acquittal report

If you applied as a lead organisation for a large consortium application, we will ask you to provide an independently audited financial acquittal report. A financial acquittal report will verify that you spent the grant in accordance with the grant agreement and declare unspent funds.

An independently audited financial acquittal report is a report prepared independent to the grant recipient by a:

- Registered Company Auditor under the Corporations Act 2001
- certified Practising Accountant
- member of the National Institute of Accountants
- member of the Institute of Chartered Accountants
- who is not a principal member, shareholder, officer or employee of the Grantee or a related body corporate.

The report includes an income and expenditure statement, verifying that grant funding was spent to perform the activity(ies) as set out in the grant agreement. It must include details on spending against line item expenditure and, if relevant, detail reasons for any unspent funds. The report is to be accompanied by the audit opinion.

Underspent funding must be returned to the department.

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12.4 Grant agreement variations

We recognise that unexpected events may affect your progress. In these circumstances, you can request a variation to your grant agreement. You can request a variation by contacting your Funding Arrangement Manager, Community Grants Hub.

You should not assume that a variation request will be successful. We will consider your request based on provisions in the grant agreement and the likely impact on achieving outcomes.

12.5 Compliance visits

We may visit you during or at the completion of your grant activity to review your compliance with the grant agreement. We will provide you with reasonable notice of any compliance visit.

12.6 Record keeping

We may also inspect the records you are required to keep under the grant agreement.

12.7 Evaluation

We will evaluate the grant program to see how well the outcomes and objectives have been achieved. We may use information from your application and reports for this purpose. We, or our service delivery partners, may also ask you for more information to help us understand how the grant impacted you and to evaluate how effective the program was in achieving its outcomes.

We may contact you up to one year after you finish your grant for more information to assist with this evaluation.

12.8 Acknowledgement

If you make a public statement about a Game on: Teaming up for climate action Round 1 grant project funded under the program, we require you to acknowledge the grant by using the following:

‘This Game on: Teaming up for climate action Round 1 grant project received grant funding from the Australian Government.’

13. Probity

The Australian Government will make sure that the grant opportunity process is fair, according to the published guidelines, incorporates appropriate safeguards against fraud, unlawful activities and other inappropriate conduct and is consistent with the CGRPs.

These guidelines may be changed by the department. When this happens, the revised guidelines are published via an addendum on the GrantConnect[37] website. By registering on this website, you will be automatically notified of any changes to these guidelines.

You should be aware of your obligations under the National Anti-Corruption Commission Act 2022[38], noting that under the Act grantees will generally be considered 'contracted service providers' [see NACC fact sheets[39]].

[37] https://www.grants.gov.au/

[38] https://www.legislation.gov.au/C2022A00088/latest/text

[39] https://www.nacc.gov.au/resource-centre/nacc-fact-sheets

13.1 Enquiries and feedback

Complaints about the grant process

Complaints about this grant process or the Community Grants Hub's service/s must be made in writing using the online complaints form[40] on the Department of Social Services[41] website, or by contacting the Department of Social Services complaints line.

Phone: 1800 634 035

Email: complaints@dss.gov.au

Mail: Complaints
GPO Box 9820
Canberra ACT 2601

Complaints about the Department of Climate Change, Energy, the Environment and Water grant opportunity, selection process or grant decisions

Complaints about the grant program, selection process or grant decisions should be addressed to the department in writing by completing the client feedback form[42] or via email on GameOn@dcceew.gov.au.

This grant opportunity will be administered by the Community Grants Hub on behalf of the department. All complaints not specific to this grant opportunity or the Community Grants Hub's service/s (including the selection process and grant decisions) should be addressed to the department in writing by completing the client feedback form[43].

Complaints to the Ombudsman

If you do not agree with the way the Community Grants Hub or department has handled your complaint, you may complain to the Commonwealth Ombudsman[44]. The Ombudsman will not usually look into a complaint unless the matter has first been raised directly with the Community Grants Hub or department.

The Commonwealth Ombudsman can be contacted on:

Phone (Toll free): 1300 362 072
Email: ombudsman@ombudsman.gov.au
Website: www.ombudsman.gov.au

13.2 Conflicts of interest

Any conflicts of interest could affect the performance of the grant opportunity or program. There may be a conflict of interest, or perceived conflict of interest, if the department and Community Grants Hub staff, any member of a committee or advisor and/or you or any of your personnel has a:

[40] https://www.dss.gov.au/contact/feedback-compliments-complaints-and-enquiries/feedback-form

[41] https://www.dss.gov.au/contact/feedback-compliments-complaints-and-enquiries/complaints-page

[42] https://www.dcceew.gov.au/about/contact/client-feedback

[43] https://www.dcceew.gov.au/about/contact/client-feedback

[44] https://www.ombudsman.gov.au/

- professional, commercial or personal relationship with a party who is able to influence the application selection process, such as an Australian Government officer or member of an external panel
- relationship with or interest in, an organisation, which is likely to interfere with or restrict the applicants from carrying out the proposed activities fairly and independently
- relationship with, or interest in, an organisation from which they will receive personal gain because the organisation receives a grant under the grant program/grant opportunity.

You will be asked to declare, as part of your application, any perceived or existing conflicts of interest or that, to the best of your knowledge, there is no conflict of interest.

If you later think there is an actual, apparent, or perceived conflict of interest, you must inform the department and the Community Grants Hub in writing immediately.

Conflicts of interest for Australian Government staff will be handled as set out in the Australian Public Service Code of Conduct (section 13(7))[45] of the *Public Service Act 1999*[46]. Committee members and other officials including the decision maker must also declare any conflicts of interest.

We publish our conflict of interest policy on the Community Grants Hub website[47].

13.3 Privacy

We treat your personal information according to the *Privacy Act 1988*[48] and the Australian Privacy Principles[49]. This includes letting you know:

- what personal information we collect
- why we collect your personal information
- who we give your personal information to.

'Personal information' means information or an opinion about an identified individual, or an individual who is reasonably identifiable:

- whether the information or opinion is true or not and
- whether the information or opinion is recorded in a material form or not.

Your personal information can only be disclosed to someone else for the primary purpose for which it was collected, unless an exemption applies.

The Australian Government may also use and give out information about grant applicants and grant recipients under this grant opportunity in any other Australian Government business or function. This includes disclosing grant information on GrantConnect as required for reporting purposes and giving information to the Australian Taxation Office for compliance purposes.

We may share the information you give us with other Commonwealth entities for purposes including government administration, research or service delivery, according to Australian laws.

[45] http://www8.austlii.edu.au/cgi-bin/viewdoc/au/legis/cth/consol_act/psa1999152/s13.html

[46] https://www.legislation.gov.au/C2004A00538/latest/versions

[47] https://www.communitygrants.gov.au/conflict-intrest-policy

[48] https://www.legislation.gov.au/C2004A03712/latest/text

[49] https://www.oaic.gov.au/privacy/australian-privacy-principles

As part of your application, you declare your ability to comply with the Privacy Act and the Australian Privacy Principles and impose the same privacy obligations on officers, employees, agents and subcontractors that you engage to assist with the activity, in respect of personal information you collect, use, store, or disclose in connection with the activity. Accordingly, you must not do anything, which if done by the department would breach an Australian Privacy Principle as defined in the Privacy Act.

13.4 Confidential information

Other than information available in the public domain, you agree not to give out to any person, other than us or our contractors, any confidential information relating to the grant application and/or agreement, without our prior written approval. The obligation will not be breached where you are required by law, the Australian Parliament or a stock exchange to disclose the relevant information or where the relevant information is publicly available (other than through breach of a confidentiality or non-disclosure obligation).

We may at any time, require you to arrange for you; or your employees, agents or subcontractors to give a written undertaking relating to nondisclosure of our confidential information in a form we consider acceptable.

We will keep any information in connection with the grant agreement confidential to the extent that it meets all of the 3 conditions below.

1. You clearly identify the information as confidential and explain why we should treat it as confidential.
2. The information is commercially sensitive.
3. Revealing the information would cause unreasonable harm to you or someone else.

We will not be in breach of any confidentiality agreement if the information is disclosed to:

- Commonwealth employees and contractors to help us manage the program effectively
- employees and contractors of our department so we can research, assess, monitor and analyse our programs and activities
- employees and contractors of other Commonwealth agencies for any purposes, including government administration, research or service delivery
- other Commonwealth, state, territory or local government agencies in program reports and consultations
- the Auditor-General, Ombudsman or Privacy Commissioner
- the responsible Minister or Parliamentary Secretary
- a House or a Committee of the Australian Parliament.

The grant agreement may also include any specific requirements about special categories of information collected, created or held under the grant agreement.

13.5 Freedom of information

All documents that the Australian Government has, including those about this grant opportunity, are subject to the *Freedom of Information Act 1982*[50] (FOI Act).

[50] https://www.legislation.gov.au/C2004A02562/latest/versions

The purpose of the FOI Act gives people the ability to get information held by the Australian Government and its organisations. Under the FOI Act, people can ask for documents the Australian Government has. People may not be able to get these documents if these documents need to protect essential public interests and private and business affairs of persons who the information relates to.

All Freedom of Information requests must be referred to the Freedom of Information Coordinator in writing.

By mail: Freedom of Information Team
Government and Executive Services Branch
Department of Social Services
GPO Box 9820
Canberra ACT 2601

By email: foi@dss.gov.au

14. Consultation

The department undertook stakeholder engagement with Commonwealth, state and territory sports and infrastructure departments; national sporting organisations; the Australian Local Government Association; and non-government organisations representing smart energy, sports and environment to develop the grant program.

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15. Glossary

Term	Definition
accountable authority	see subsection 12(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)[51].
administering entity	when an entity that is not responsible for the policy, is responsible for the administration of part or all of the grant administration processes.
assessment criteria	are the specified principles or standards, against which applications will be judged. These criteria are also used to assess the merits of proposals.
commencement date	the expected start date for the grant activity.
Commonwealth entity	a department of state, or a parliamentary department, or a listed entity or a body corporate established by a law of the Commonwealth. See subsections 10(1) and (2) of the PGPA Act.
Commonwealth Grants Rules and Principles 2024[52] (CGRPs)	establish the overarching Commonwealth grants policy framework and articulate the expectations for all non-corporate Commonwealth entities in relation to grants administration. Under this overarching framework, non-corporate Commonwealth entities undertake grants administration based on the mandatory requirements and key principles of grants administration.
completion date	the expected date that the grant activity must be completed and the grant spent by.
co-sponsoring entity	when 2 or more entities are responsible for the policy and the appropriation for outcomes associated with it.
date of effect	can be the date on which a grant agreement is signed or a specified starting date. Where there is no grant agreement, entities must publish information on individual grants as soon as practicable.
decision maker	the person who makes a decision to award a grant.
eligibility criteria	refer to the mandatory criteria which must be met to qualify for a grant. Assessment criteria may apply in addition to eligibility criteria.
Funding Arrangement Manager	is the officer responsible for the ongoing management of the grantee and their compliance with the grant agreement.

[51] https://www.legislation.gov.au/C2013A00123/latest/text

[52] https://www.legislation.gov.au/F2024L00854/latest/text

Term	Definition
grant	for the purposes of the CGRPs, a 'grant' is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth: a. under which relevant money[53] or other Consolidated Revenue Fund[54] (CRF) money[55] is to be paid to a grantee other than the Commonwealth b. which is intended to help address one or more of the Australian Government's policy outcomes while assisting the grantee achieve its objectives.
grant activity/activities	refers to the project/tasks/services that the grantee is required to undertake.
grant agreement	sets out the relationship between the parties to the agreement and specifies the details of the grant.
grant opportunity	refers to the specific grant round or process where a Commonwealth grant is made available to potential grantees. Grant opportunities may be open or targeted and will reflect the relevant grant selection process.
grant program	a 'program' carries its natural meaning and is intended to cover a potentially wide range of related activities aimed at achieving government policy outcomes. A grant program is a group of one or more grant opportunities under a single Department of Climate Change, Energy, the Environment and Water Portfolio Budget Statement program.
GrantConnect[56]	is the Australian Government's whole-of-government grants information system, which centralises the publication and reporting of Commonwealth grants in accordance with the CGRPs.
grantee	the individual/organisation which has been selected to receive a grant.
National Redress legislation	means the *National Redress Scheme for Institutional Child Sexual Abuse Act 2018*[57].

[53] Relevant money is defined in the PGPA Act. See section 8, Dictionary.

[54] https://www.finance.gov.au/about-us/glossary/pgpa/term-consolidated-revenue-fund-crf

[55] Other CRF money is defined in the PGPA Act. See section 105, Rules in relation to other CRF money.

[56] https://www.grants.gov.au/

[57] https://www.legislation.gov.au/C2018A00045/latest/text

Term	Definition
Portfolio Budget Statement (PBS) program	described within the entity's Portfolio Budget Statement[58], PBS programs each link to a single outcome and provide transparency for funding decisions. These high-level PBS programs often comprise a number of lower level, more publicly recognised programs, some of which will be grant programs. A PBS program may have more than one grant program associated with it, and each of these may have one or more grant opportunities.
Selection Advisory Panel	provides strategic oversight, advice and recommendations to the decision maker on assessed applications from the program specific, service provider composition and service location perspectives.
selection criteria	comprise eligibility criteria and assessment criteria.
selection process	the method used to select potential grantees. This process involves the assessment of applications against the eligibility criteria and/or the assessment criteria.
value with money	refers to 'value with relevant money' which is a judgement based on the grant proposal representing an efficient, effective, economical and ethical use of public resources and determined from a variety of considerations. When administering a grant opportunity, an official should consider the relevant financial and non-financial costs and benefits of each proposal including, but not limited to the: ▪ quality of the project proposal and activities ▪ fit for purpose of the proposal in contributing to government objectives ▪ absence of a grant is likely to prevent the grantee and government's outcomes being achieved ▪ potential grantee's relevant experience and performance history.

[58] https://budget.gov.au/

Appendix A. Principles for Distribution by Jurisdiction, Remoteness and Sporting Code

Funding distribution across jurisdictions will take population[59]into account.

Funding distribution across regional and remote areas, as defined by the Australian Bureau of Statistics[60] will take population levels into account.

Round 1 funding will be distributed to avoid overconcentrating support within any one sporting code.

More than 50% of total funding will be allocated to priority sporting codes, which have high participation rates or strong community reach. These priority sporting codes are: athletics / track and field, Australian football (AFL), basketball, cricket, football/soccer, golf, gymnastics, netball, rugby league, surf lifesaving, tennis.

Nonpriority sporting codes remain eligible but will receive less than a 50% allocation of total Round 1 funding.

If the round is oversubscribed, applications will be considered in the order of application receipt.

[59] https://www.abs.gov.au/statistics/people/population/national-state-and-territory-population/jun-2025

[60] https://www.abs.gov.au/statistics/standards/australian-statistical-geography-standard-asgs-edition-3/jul2021-jun2026/remoteness-structure/remoteness-areas

C14 – Operations Monthly Update Report

REPORTING OFFICER	Executive Manager Engineering & Operations
ATTACHMENTS	Nil

INTRODUCTION

This report is an operations progress update.

COMMENTARY

This report outlines the operational activities of the Engineering and Operations sector over the last reporting period.

Roads

- Monthly road hazard inspections.
- Completed maintenance grading Old Thelangerin Road.
- Maintenance grading Nap Nap Road
- Pick up Healthy Harrod in Wakool.
- Sealing road shoulders in Moama and Archer Streets
- Urban street cleaning
- Slashing urban areas of Hay
- Pothole patching
- Commenced construction on the Heavy Vehicle Rest Area in South Hay.

HVRA Construction

Upcoming Roadworks

- Continuing Heavy Vehicle Rest Area in South Hay.
- Continuing Nap Nap Road maintenance grading

Plant Purchases

- 2 Husqvarna Robotic Mowers.

Plant Disposal

- Nil

Major Plant repairs/breakdowns

- Garbage truck – repairs have been undertaken and truck has passed rego
- loader

Depot

- Nil

Aerodrome

- Weekly inspections.
- Grounds maintenance.

Parks and Gardens

- Regular mowing and whipper snipping of all parks, cemetery, and aerodrome.
- Tree maintenance
- Assisting with events
- Sports field maintenance
- Garden bed maintenance.
- Irrigation maintenance
- Booligal and Maude vegetation maintenance
- Lachlan St gutter cleaning and leaves removal.

Pool

- Investigate the outside irrigation system connection to the new inside system
- Grounds maintenance.
- Monitoring pool chemicals and
- Trailing the 2 Husqvarna Robotic Mowers inside pool.

Robotic mowers

Cemetery

- Maintenance of the Lawn and traditional cemeteries.
- Grave digging lawn and general cemetery.

Waste

- EPA inspection of the FOGO site
- Normal operating duties at Hay Waster Transfer Station.
- Separation of the recycleables for bailing
- Baging soil enhancer
- Transfer of waste from Waste Transfer Station site to tip site.
- Pressing cardboard and plastic.
- FOGO processing
- Drum Muster
- Disposal of truck collision waste.

FOGO site

CRC Shed

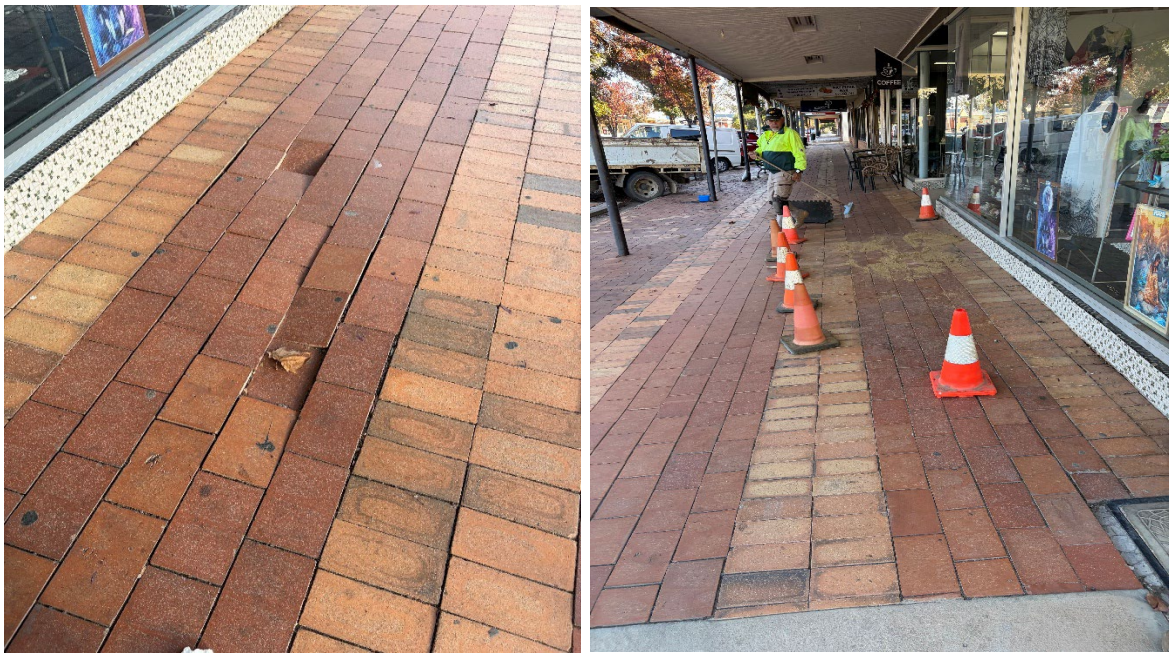
Waste disposal from truck rollover

Large garbage truck repaired.

Town Construction

- Town Streets pothole maintenance.
- Road shoulder repairs
- Local sealed road pothole repairs
- Assisting the Water and Sewer Department.
- Tip maintenance.
- Grave digging.
- Sealing of the shoulders in Archer and Moama Streets.
- Repairs on Lachlan St pavers
- Vandalism to Madman's Pontoon.

Shoulder sealing in Archer & Moama Streets



Pavers repairs

Madman's pontoon vandalism

Utilities

- Various water meter replacements.
- Water meter reading
- Water Treatment Plant daily operations and maintenance.
- Sewer Treatment Plant daily operations and maintenance.
- Various water leak repairs.
- Stormwater pit maintenance.
- Various fire hydrant replacements.
- Fire hydrant flushing.
- Sewer Main Repairs
- Water meter reading completed.

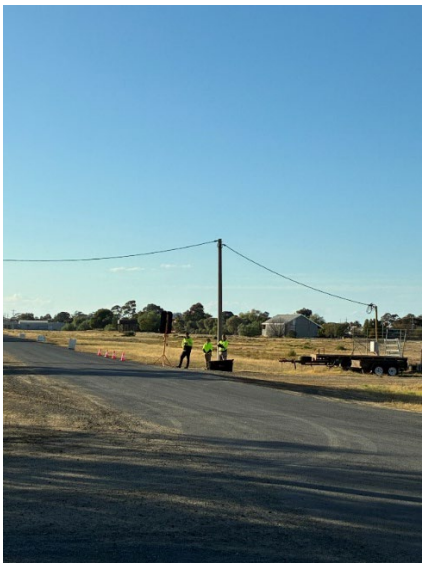
Leonard Street raw water break

Weeds

- Weed spraying in back lanes

Operations Staff Training

- Child Safety in Councils all to undertake.
- Traffic Controller Combination Skill Set undertaken by 14 staff.
- Prepare Work Zone Traffic Management Plan undertaken by 1 staff.



RELEVANCE TO STRATEGIC COMMUNITY PLAN	**Social** 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs 1.2.1 Enhance public recreation areas and facilities 1.2.2 Placemaking with purpose 1.2.3 Deliver infrastructure that are responsive to the community's needs 1.5 Our community is inclusive and sustainable 1.5.5 Facilitate access public spaces for cultural and community events **Environmental** 2.1 Council is resilient and adaptive 2.1.1 Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure. 2.1.2 Foster sustainable energy solutions and practices to reduce Council's footprint. 2.4 Enhance the built environment 2.4.1 Maintain and beautify urban areas. 2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels. 2.5 Our community is inclusive and sustainable 2.5.1 People of all abilities have access to natural environments, cycleways and passive areas. 2.5.4 Develop and implement a sustainable waste management strategy **Economic** 3.2 Our community values its history and tourism 3.2.4 Showcase our open space, recreation and cultural facilities **Civic Leadership** 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance

	4.1.2 Monitor and evaluate Council's strategic planning documents 4.1.3 Be environmentally responsible in decision making 4.1.4 Council will seek to continuously improve
FINANCIAL IMPLICATION	Works undertaken in accordance with adopted Operational Plan.
LEGISLATIVE IMPLICATION	Nil
POLICY IMPLICATION	Nil
ASSET IMPLICATION	Assets maintain and replaced as they fall due.
RISK IMPLICATION	Minimal

RECOMMENDATION

That Council notes the information provided in the report.

C15 - Tree Removal Requests

REPORTING OFFICER	Executive Manager Engineering and Operations
ATTACHMENTS	Applications for the Removal of Street Trees

INTRODUCTION

Council received some requests for Tree Removals.

COMMENTARY

Find below the relevant tree assessments.

Application for Tree Removal	
Address	8 Waratah St, Maude
Tree Request	1
Species	Gum x 1
Crown and Branches	
Dead Branches	Yes
Cracks/Codominant/Weak Attachments.	No
Trunk	
Missing Bark	No
Decay	No
Lean	yes
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	On Southside of tree
Other Services Damage	No
Analysis	
Prone to Diseases/Pests	No
Likelihood of Failure	No
Removal or Prune	Remove
Replacement	Suitable species

Staff Comments

- Branches often fall and tree is very large and will get larger.
- Branches are impacting power lines running on the southside of the tree.
- Fallen branches have caused damage to adjacent property.

Application for Tree Removal	
Address	87 Pollard St, Hay
Tree Request	2
Species	Gum x 1
Crown and Branches	
Dead Branches	Yes
Cracks/Codominant/Weak Attachments.	No
Trunk	
Missing Bark	No
Decay	No
Lean	No
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	No
Other Services Damage	No
Analysis	
Prone to Diseases/Pests	No
Likelihood of Failure	No
Removal or Prune	Prune
Replacement	NA

Staff Comments

- Prune large branches overhanging either side properties.

Application for Tree Removal

Address	522 Clay St, Hay
Tree Request	3
Species	Claret Ash x 2
Crown and Branches	
Dead Branches	Yes
Cracks/Codominant/Weak Attachments.	Yes
Trunk	
Missing Bark	Yes
Decay	No
Lean	No
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	Yes
Overhead Powerlines	Yes
Other Services Damage	No
Analysis	
Prone to Diseases/Pests	No
Likelihood of Failure	No
Removal or Prune	Remove
Replacement	Suitable species

Staff Comments

- Surface roots and damage in the adjacent property.
- High volume of leaf litter, impacting stormwater drainage and Council's resources.
- Remove both trees and replace with more suitable species.

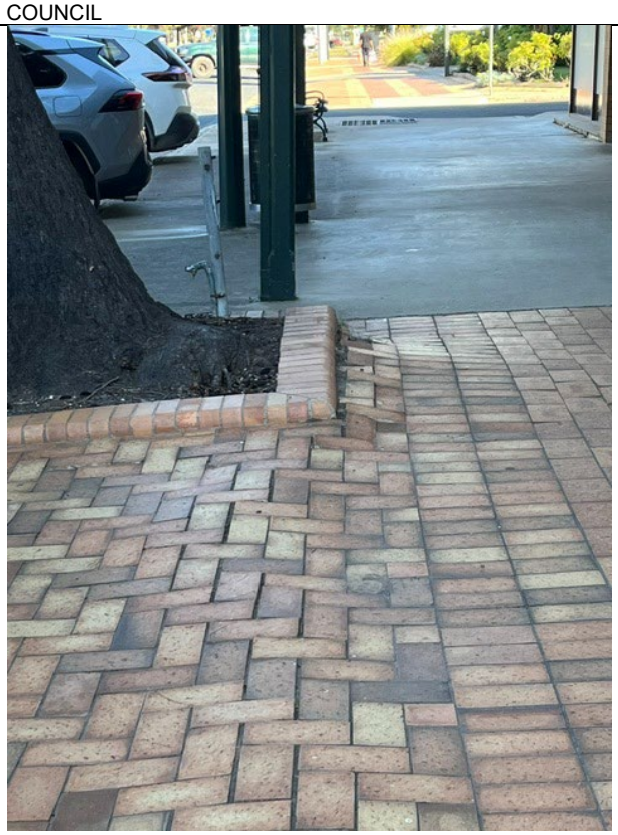
Application for Tree Removal

Address	379 Cadell St, Hay
Tree Request	4
Species	Prunus x 1
Crown and Branches	
Dead Branches	Yes
Cracks/Codominant/Weak Attachments.	Yes
Trunk	
Missing Bark	Yes
Decay	Yes
Lean	Yes
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	Yes
Other Services Damage	No
Analysis	
Prone to Diseases/Pests	Yes
Likelihood of Failure	Yes
Removal or Prune	Remove
Replacement	Suitable Species

Staff Comments

- Tree deceased therefore remove and replace with a suitable species for under power lines.

Application for Tree Removal	
Address	84 Lachlan St, Hay
Tree Request	5
Species	Kurrajong x 1
Crown and Branches	
Dead Branches	No
Cracks/Codominant/Weak Attachments.	No
Trunk	
Missing Bark	No
Decay	No
Lean	Yes
Root Damage	No
Services	
Footpath/Kerb Damage	Yes
Trip Hazard	Yes
Overhead Powerlines	No
Other Services Damage	No
Analysis	
Prone to Diseases/Pests	No
Likelihood of Failure	No
Removal or Prune	Remove
Replacement	Suitable species



Staff Comments

- Remove tree due to ongoing damage to Council infrastructure and replace with suitable species.

Application for Tree Removal

Address	374 Alma St, Hay
Tree Request	6
Species	Oleander x 7
Crown and Branches	
Dead Branches	No
Cracks/Codominant/Weak Attachments.	No
Trunk	
Missing Bark	No
Decay	No
Lean	No
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	No
Other Services Damage	No
Analysis	
Prone to Diseases/Pests	No
Likelihood of Failure	No
Removal or Prune	Remove
Replacement	Suitable species

Staff Comments

- Remove due unsuitable species and replace with suitable trees.

Application for Tree Removal	
Address	152 Lachlan St, Hay
Tree Number	7
Species	Brush Box x 1, Claret Ash x 1
Crown and Branches	
Dead Branches	No
Cracks/Codominant/Weak Attachments.	No
Trunk	
Missing Bark	No
Decay	No
Lean	No
Root Damage	No
Services	
Footpath/Kerb Damage	No
Trip Hazard	No
Overhead Powerlines	No
Other Services Damage	No
Analysis	
Prone to Diseases/Pests	No
Likelihood of Failure	No
Removal or Prune	No action
Replacement	

Staff Comments

- Applicate applied for the trimming of two (2) trees which are blocking the business signage.
- Large Claret Ash tree is within the Uniting Church property.

RECOMMENDATIONS

RELEVANCE TO STRATEGIC COMMUNITY PLAN	**A Environmental Sustainability** *A1 Our community values its natural and built environments to support a sustainable environment* A1.1 Investigate renewable resource options A1.2 Identify suitable environmentally sustainable initiatives A1.3 Implement river management strategic partnerships to protect river banks A1.4 Establish and maintain clear guidelines for zoning, urban planning and development A1.5 Provide suitable accessible transport alternatives including cycleways and walking tracks A1.6 Maintain levee bank to protect community assets **B Liveable and vibrant community** *B.2 Our Community is Vibrant* B2.1 Enhance the atmosphere of the main street and public areas **E Our Infrastructure** *E.1 Our community can rely on well-maintained infrastructure that is responsive to our service needs* E1.1 Deliver infrastructure and assets that are responsive to community need E2.1 Within available resources ensure all assets and infrastructure are effectively maintained to industry and community standards E3.1 Ensure Council effectively manages its infrastructure and assets
FINANCIAL IMPLICATION	$10,000
LEGISLATIVE IMPLICATION	Nil
POLICY IMPLICATION	Compliance with Street Tree Policy and Circular Economy Strategy: For every tree removed, Council plants 10 new trees.
ASSET IMPLICATION	Significant progress in protection of assets.
RISK IMPLICATION	Lowering risk to Council

RECOMMENDATIONS

That Council:

(i) Removes one (1) Gum Tree from 8 Waratah Street, Maude and replace with a suitable species.
(ii) Prunes one (1) Gum Tree at 87 Pollard Street.
(iii) Removes two (2) Claret Ash Trees from 522 Clay Street and replace with a suitable species.
(iv) Removes one (1) Prunus Tree from 379 Cadell Street and replace with a suitable species.
(v) Removes one (1) Kurrajong Tree from 84 Lachlan Street and replace with a suitable species.
(vi) Removes seven (7) large Oleander Shrubs from 374 Alma Street and replace with suitable species.
(vii) Takes no action for Pruning Trees at 152 Lachlan Street as per Council's Street Tree Policy criteria not to consider "obscures, or otherwise detracts from advertising signage".

Hay Shire Council
134 Lachlan Street
HAY NSW 2711
Telephone: (02) 6990 1100
www.hay.nsw.gov.au
mail@hay.nsw.gov.au

OFFICE USE ONLY
Date Received
17.11.2025
Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I CINDY PEARCE (Name) hereby request for Council to remove (1) (No. of trees) GUM (Species if known)

street tree/s on the nature strip of my property at 8 WARATAH STREET MAUDE (Address)

To assist with Council's decision, please provide information below to support this request.

THIS TREE IS LOCATED TO THE RIGHT OF MY ENTRY. IT IS CONSTANTLY DROPPING LIMBS. I HAVE HAD TO REPLACE MY GATE ON ONE OCCASION AND NOW I WILL HAVE TO REPLACE PART OF MY FENCE DUE TO ANOTHER FALLEN LIMB WHICH ALSO BROUGHT DOWN A POWERLINE. I AM CONCERNED ABOUT MY PERSONAL SAFETY UPMOST AND ABOUT OUR EQUIPMENT THAT IS PARKED ON OUR PROPERTY.

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

Mrs C Pearce (Signature) 14-11-2025 (Date) pearceexcavations@icloud.com (Contact number/email)

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Received by:	**Referred to:**	**Date:** / /

Hay Shire Council
134 Lachlan Street
HAY NSW 2711
Telephone: (02) 6990 1100
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mail@hay.nsw.gov.au

OFFICE USE ONLY
Date Received
27-02-26
Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I Janet Margaret Low (Name) hereby request for Council to ~~remove~~ trim (1) (No. of trees) Gum (Species if known)

street tree/s on the ~~nature strip~~ beside of my property at 87 Pollard Street, Hay 2711 (Address)

To assist with Council's decision, please provide information below to support this request.

The tree is on the end of River Street behind the council barrier. It does not need to be completely removed but it does need to be trimmed. Some of the branches could fall onto the street - a danger to parked cars & pedestrians. It could also fall onto the adjacent property - 87 Pollard St or 89 Dishers Lane and could damage buildings. I believe an expert has already assessed the ~~tree~~ and recomended some trimming be done

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

Janet Low (Signature)

27-2-26 (Date)

0428 447 687
janetlow2711@gmail.com (Contact number/email)

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134 Lachlan Street
HAY NSW 2711
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mail@hay.nsw.gov.au

OFFICE USE ONLY
Date Received
2.03.26
Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I Luke Sells (Name) hereby request for Council to remove (2) (No. of trees) _____ (Species if known)

street tree/s on the nature strip of my property at 522 CLAY STREET. (Address)

To assist with Council's decision, please provide information below to support this request.

OVER THE PAST 12 MONTHS BOTH TREES HAVE DROPPED MULTIPLE LIMBS OF DECENT SIZE. ONE OF WHICH LANDING ON THE TRAY OF MY UTE. WE OFTEN HAVE CARS PARKED ON THE STREET & IT WORRIES US THAT A BRANCH MAY HIT & DO SOME DAMAGE.
I HAVE SUSPICIONS THAT THEE TREE ROOTS HAVE BREECHED THE SEWER LINE AS THERE IS A CONSTANT LONG GREEN PATCH OF GRASS IN LINE WITH THE SEWER.
WE ALSO FEAR THAT ONE OF THE MANY KIDS IN THE STREET MAY BE HIT BY A BRANCH.

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

[signature] (Signature) 2/3/2026 (Date) 0488 215 438 (Contact number/email)

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134 Lachlan Street
HAY NSW 2711
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mail@hay.nsw.gov.au

OFFICE USE ONLY
Date Received
26.3.26
Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I Cherie Adams POA for Gwendoline Hunt (Name) hereby request for Council to remove (1) (No. of trees) ? Prunus (Species if known)

street tree/s on the nature strip of my property at 379 Cadell St Hay 2711 (Address)

To assist with Council's decision, please provide information below to support this request.

I am not sure of the age of this tree however it has been deceased for at least 3–5 years. It was planted at the same time as the one next to it which is still alive. I have been working diligently to improve the aesthetics of the nature strip and the dead tree is letting the team down.

Thanks in anticipation. ☺

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

Cherie Adams (Signature) 26.03.26 (Date) (Contact number/email)

OFFICE USE ONLY		
Received by: Corinne	Referred to: JO D	Date: 26 / 3 / 26

Hay Shire COUNCIL
Hay Shire Council
134 Lachlan Street
HAY NSW 2711
Telephone: (02) 6990 1100
www.hay.nsw.gov.au
mail@hay.nsw.gov.au

OFFICE USE ONLY
Date Received
31.3.2026
Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I GRANT VOLZ (Name) hereby request for Council to remove (1) (No. of trees) KURRAJONG (Species if known)

street tree/s on the nature strip of my property at 84 LACHLAN ST HAY NSW 2711 (Address)

To assist with Council's decision, please provide information below to support this request.

THE TREE ALREADY HAS A SEVERE LEAN FACING TO THE STREET. THERE ARE SERIOUS CONCERNS TO THE BUILDING FOUNDATIONS OF MY PROPERTY (AND POSSIBLY THE NEIGHBOURS, MY OPINION ONLY NOT THEIRS) DUE TO THE TREE ROOTS GROWING BACK TOWARDS THE BUILDING. THIS IS ALSO EVIDENT WITH THE FOOTPATH & GARDEN BED DISPLAYING MOVEMENT TO SURFACE & DAMAGE TO THE GARDEN BED, LIKELY DUE TO THE LEAN OF THE TREE.

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

(Signature) 31/3/2026 (Date) 0418 916 031 (Contact number/email)

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Received by:	Referred to:	Date: / /

Approved: Director Infrastructure and Planning	Date Issued: 29 September 2021	Status: Approved	Version: 003
Document ID: [illegible]			Page: 1 of 1

Hay Shire Council
134 Lachlan Street
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OFFICE USE ONLY
Date Received
31.3.2026
Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I Liz & Bert Matthews *(Name)* hereby request for Council to remove (7) *(No. of trees)* Oleander *(Species if known)*

street tree/s on the nature strip of my property at 374 Alma Street, Hay *(Address)*

To assist with Council's decision, please provide information below to support this request.

Hay Shire have previously trimmed these trees as they become bushes rather than a tree and become hard to walk past safely.

Oleanders are high toxic and any ingestion of any part of the plant can be fatal to humans and animals.

We will be moving into the house on a permanent basis in May and will have grandchildren visiting and pets there.

We are requesting they be permanently removed for the safety of all.

Thank you for your consideration of this matter.

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

L Matthews *(Signature)* 31/03/2026 *(Date)* 0427932118 bedarbidgal@gmail.com *(Contact number/email)*

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134 Lachlan Street
HAY NSW 2711
Telephone: (02) 6990 1100
www.hay.nsw.gov.au
mail@hay.nsw.gov.au

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Date Received

Ref No.

APPLICATION FOR THE REMOVAL OF STREET TREES

The General Manager
Hay Shire Council
HAY NSW 2711

Dear Sir,

I Rahul from The Nicholas Royal Motel hereby request for Council to trimming (2) trees - 1 in front of the premises and 1 at Uniting Church 150 Lachlan St.

street tree/s on the nature strip of my property at 152 Lachlan Street, Hay
(Address)

To assist with Council's decision, please provide information below to support this request.

The Nicholas Royal Motel has requested approval to trim the trees at the front of the property due to the branches are blocking their signage. The phone number is 0468 415 899 or 02 6993 1603 & his name is Rahul. ***Request Number 9814/2026***

NOTE: Council will only approve tree removal where there are no viable management solutions available to retain the tree. Reasons that may assist with the final decision may be due to the tree dead, dying, diseased, dangerous, causing damage to infrastructure or an inappropriate species.

I/We understand that this application does not guarantee the removal of tree. The final decision will be made by Council after Parks and Gardens staff assess the tree and all retention options are explored.

(Signature)	30/04/2026 (Date)	info@nicholasroyalmotel.com.au (Contact number/email)

Received by:	Referred to:	Date: / /

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MINUTES INDEX

- Hay Showground Management Committee – 20th April 2026

HAY SHOWGROUND MANAGEMENT COMMITTEE

General Meeting Minutes

Meeting Date and Time: 20th April 2026 **Meeting Opened:** 6.03pm

Meeting Location: Council Chambers **Meeting Chair:**

Attendance:

Secretary/BNS	**Serena Wall**
Treasurer/Canassist	**Jane Griffiths**
Hay Gun Club	**Jason Wall**
Hay Jockey Club	**Mike Cannon**
Hay Rodeo	**Boof Curtis**
Hay Show Society	**Geoff Chapman**
Hay Sheep Show	**Stacey Lugsdin**
Ground Supervisor	
Council	**David Webb**
Caretaker	
Visitor	

	Agenda Items	Proposed Motions
1	**INTRODUCTION / WELCOME** 1.1 Attendance & Apologies	**1.1** Attendance noted & apologies accepted ***Apologies:***
2	**CONSENT AGENDA – FOR DECISION** 2.1 Approval of Previous Minutes 2.2 Business Arising previous minutes 2.3 Correspondence 2.4 Financial Report	***2.1 Motion: That the minutes from the meeting held 16th March 2026 are a true and correct record of that meeting.*** ***Moved S Wall Second M Cannon*** **2.2 Business Arising** Poultry shed lock installed Tiny house moving forward – no completion date asdvised Water near pavilion – bit of work to be actioned, due to flooding and low lying area. Water on one account for the whole showground Solenoids here not installed for the watering system **2.3 Correspondence** **Nil** **2.4 Financial Report** Prepared by Jane ***Moved J Griffiths Second J Wall*** ***Approval for accounts to be paid.*** ***Moved J Griffiths Second S Lugsdin***

HAY SHOWGROUND MANAGEMENT COMMITTEE
General Meeting Minutes

		Jayne reimbursement for Australia Post invoice. ***Moved J Wall Second M Cannon***
	MATTERS FOR DISCUSION **3.1 Angel Mayfair correspondence** **3.2 Caretaker** **3.3 Grants**	**3.1 Angel Mayfair correspondence** Left a note in the honesty box. Explaining Note that she hasn't paid for previous and most recent stays. ***Resolved: Agree to not be allowed to camp or use the facilities in the future.*** ***Moved J Wall Second M Cannon*** **3.2 Caretaker** Spoke with Brendan Doyle - Not suitable for role, has moved on now and seems very flighty. Lionel Garner happy to commence some work during his quieter work period. Could look at advertising for a caretaker. Lawns are good, spraying needs to be done – caretaker needed. **3.3** Grants – toilet block update.
4	**OTHER GENERAL BUSINESS** 4.1 Secretary 4.2 Hay Show 4.3 Rodeo Club 4.4 Hay Jockey Club 4.5 BNS 4.6 Ground Supervisor 4.7 CanAssist 4.8 Sheep Show 4.9 Hay Gun Club 4.10 Council 4.11 Caretaker	**4.1 Secretary** Nil **4.2 Hay Show Society** No showjumping at the show this year. Investigating other options. Show planning under way 11/12th September. **4.3 Hay Rodeo Club** Good turnout. Bit cold, looking to start at different time next year. Numbers up. **4.4 Hay Jockey Club** Thanks to Council for weed spraying the track **4.5 Hay BNS** Planning stages and on track for the June long weekend **4.6 Ground Supervisor** Nil **4.7 CanAssist** Nil **4.8 Hay Sheep Show** 13th June sheep show. Will start setting up from Wednesday

		4.9 Hay Gun Club Quote for damaged roof and walls in the Gun Club office. Asking for donation of 50% for the repairs. Unable to get further quotes – Dave Kenton has been unavailable to price. ***Motion: to contribute $6,000 towards the renovations of the office at the Gun Club.*** ***Moved J Griffiths Second A Curtis*** **4.1 Hay Shire Council** Nil **4.1 Caretaker** Nil
5	**MEETING FINALISATION** **5.1 NEXT MEETING**	**5.1 18th May 2026, Council Chambers**

Meeting Closed: 6.45pm

CLOSED COMMITTEE NOTIFICATION

HAY SHIRE COUNCIL
ORDINARY MEETING OF COUNCIL
26TH MAY 2026

List of items entitled to be dealt with in a Closed Meeting

Section 10A of the Local Government Act 1993 provides that all matters shall be discussed in open other than matters that relate to the following: -

(a) personnel matters concerning particular individuals (other than councillors);
(b) the personal hardship of any resident or ratepayer;
(c) information that would, if disclosed, confer a commercial advantage on the person with whom the council is conducting, or proposing to conduct, business;
(d) commercial information of a confidential nature that would, if disclosed:
  (i) prejudice the commercial position of the person who supplied it, or
  (ii) confer a commercial advantage on a competitor of the council, or
  (iii) reveal a trade secret;
(e) information that would, if disclosed, prejudice the maintenance of law;
(f) matter affecting the security of the council, councillors, council staff or property;
(g) advice concerning litigation, or advice that otherwise would be privileged from production in legal proceedings on the ground of legal professional privilege, and
(h) information concerning the nature and location of a place or item of Aboriginal significance on community land.

Council or a council committee may close part of a meeting only for such portion of the debate on an item as is necessary to preserve confidentiality, privilege or security. The resolution closing the meeting must specify:

- the provision of section 10A (2) of the Act under which part of the meeting is being closed,
- the matter to be discussed during the closed part of the meeting, and
- the reasons why it is being closed, including an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to public interest.

Section 11
In accordance with Section 11(2)(a)(b) of the Local Government Act 1993, access to the correspondence and reports relating to the items considered during the course of the Closed Session will be withheld.

Reason for Confidentiality:

IC.1 STP Defects

(i) (g) advice concerning litigation, or advice that otherwise would be privileged from production in legal proceedings on the ground of legal professional privilege, and

Further that in accordance with Section 10D it is considered that if the matter were discussed in an open Council meeting, it would disclose information of a personal nature of an employee of Council.