



# Business Paper

Ordinary Meeting

Tuesday, 28<sup>th</sup> April 2026  
1.00pm



Hay Shire Council

ABN: 84 075 604 155

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23<sup>rd</sup> April 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, 28<sup>th</sup> April to be held 1.00pm  
in the Council Chambers.**

The agenda for the meeting is as follows:

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

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-visually 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.

**Application for Leave of Absence**

<b>REPORTING OFFICER</b>	General Manager
<b>ATTACHMENTS</b>	- Email from Cr John Perry dated 17 <sup>th</sup> April 2026

**INTRODUCTION**

Correspondence has been received from Cr John Perry requesting a leave of absence.

**COMMENTARY**

Cr John Perry has requested a leave of absence for the Ordinary meeting to be held on 28<sup>th</sup> April 2026 for the purpose of attending a medical appointment.

Under the Local Government Act 1993 Section 234 1(d) Councillors are required to apply for a leave of absence.

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<b>Civic Leadership</b> 4.1 Our Council leads by example 4.1.1 Implement and promote best practice governance
<b>FINANCIAL IMPLICATION</b>	Nil
<b>LEGISLATIVE IMPLICATION</b>	Local Government Act 1993 Section 234 1(d)
<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Nil
<b>RISK IMPLICATION</b>	Nil

**RECOMMENDATION**

That Council grants leave of absence to Cr John Perry for the Ordinary meeting to be held 28<sup>th</sup> April 2026

## David Webb

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**From:** Cr John Perry  
**Sent:** Friday, 17 April 2026 10:29 AM  
**To:** David Webb  
**Subject:** hi David due to a medical appointment in Griffith on Tuesday April 28 i seek a leave of absence from the council meeting to be held on that Tuesday. Councillor John Perry

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**Ph:** 02 6990 1100 **Fax:** 02 6990 1100

**Values - Integrity • Openness • Responsiveness • Quality of Service**

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# MINUTES INDEX

- Ordinary Meeting – 24<sup>th</sup> March 2026

**MINUTES OF THE ORDINARY MEETING OF THE HAY SHIRE COUNCIL HELD IN THE COUNCIL CHAMBERS LACHLAN STREET HAY AT 1.00PM ON 24<sup>th</sup> March 2026**

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**PRESENT:** Councillors: Cr G Chapman, Cr L Garner, Cr W Miller, Cr C Oataway (Chair), Cr J Perry, Cr P Porter, General Manager - David Webb, Executive Manager People and Governance – Kirstyn Thronder and Executive Assistant – Kerry McRae

**Request to attend by Audio Visual Link:** Nil

**Apology:** Cr D Townsend, Cr M Quinn

**Leave of Absence**

**26-028 Resolved** that Council grants a leave of absence to Cr David Townsend for the 24<sup>th</sup> of March Ordinary meeting.

*(Porter/Perry)*

**26-029 Resolved** that Council accept the apology from Cr Martyn Quinn for the 24<sup>th</sup> of March Ordinary meeting.

*(Perry/Miller)*

***This meeting was live streamed and recorded.***

**Confirmation of Minutes**

**26-030 Resolved** that the minutes of the Ordinary Meeting of Council held 24<sup>th</sup> February 2026 be confirmed.

*(Perry/Porter)*

**Declaration of Interest: Nil**

**Address to Council:** Grace Mang – Murray Darling Basin Authority provided an update on Murray Darling Basin Review.

**Mayoral Report**

**M1 Mayoral Report**

**26-031 Resolved** that Council:

- (a) Notes the information provided in the report; and
- (b) Endorses and supports Dr McGirr's six-point plan to see improvements in rural and regional health into the future and writes to the Minister for Regional Health to advise of our support.

*(Perry/Porter)*

## **M2 Mayoral Minute**

### **26-032 Resolved** that Council:

- (a) Notes the information provided in the report;
- (b) 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.

(Perry/Porter)

## **General Manager's Reports**

### **Action Plan Report**

The report was received and noted.

### **C1 DA2025-48 – Shed and Residence Development at 323 Lang St, Hay**

#### **The following people addressed the meeting:**

Proponent: Clare Fitzpatrick (Progressive Rural Solutions on behalf of Applicant)

Supporters: Jock Crighton (Applicant)

Objectors: Alison Ferguson

**26-033 Resolved** that DA2025-48 **be approved** for Rectification of earthworks on property to complete house and shed pad, construct new shed (revised location and size) and dwelling. No additional vegetation removal required, no retaining wall and no fence, at 323 Lang Street, Hay (Lot 1 DP 519205).

#### **1. Compliance with Consent**

The Development being completed in accordance with plans and specifications stamped by Council being Plans Job No. 3412091001 dated 16-01-2025 (Engineering Schedule, End Elevations, Side Elevations, Plan Elevation, End Frame Elevations, Side Frame Elevations, Cross Section, Floor Plan, Slab Details, Connection Details, x 2, by Tilmac AND Concept Drawings A, B, C, D, E, F, G, H, I for 323 Lang 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. 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.*

#### **4. 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.*

#### **5. Boundary Clearances and Encroachments**

A minimum distance of 900mm shall be provided between the external walls of the dwelling/building and the side boundaries of the allotment, and a minimum distance of 450mm shall be provided between the overhang of the eaves and guttering and the side boundaries of the allotment. All structures shall be erected solely within the property boundaries (including overhang of gutters), with the approved boundary clearance/distance.

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

#### **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. 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;
- l) Final inspection on completion of the works, and BEFORE any occupation.

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

#### **8. Storm Water 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 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%). A Section 68 application is required for these works (and connections to water meters)

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

#### **9. Sewerage Connection**

All connections to, or alteration to, any sewerage lines require a Section 68 application and approval from Council and 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.*

#### **10. Floor Level above Flood Level**

Finished floor level of the dwelling is to be a minimum of 0.5 metres above the 1% flood level determined by a registered surveyor from Australian Height Datum (AHD). Any part of a structure (including the shed) located below the Flood Planning Level must be constructed of flood-compatible, water-resistant materials.

**Reason:** *To reduce the likelihood of damage from floodwaters.*

#### **11. 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.*

#### **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. Smoke Detectors**

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.

**Reason:** *To provide a minimum standard for fire safety in residential buildings.*

#### **14. Termite Protection**

The structural members of the building shall be protected from termites by an approved method as prescribed by Australian Standard AS3660.1. A certificate from the installer must be submitted to Council, advising of compliance with the Australian Standard and relevant manufacturer installation requirements. A notice displaying the method of termite control shall be displayed in the meter box.

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

#### **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 waterproof measures of the National Construction Code and the Australian Standard are observed and adhered to.*

#### **16. Water Proofing of Wet Areas – Owner Builder**

An owner/builder will not be permitted to provide water proofing membranes to any wet area unless that person holds a Water Proofing Membrane sub-contractor's licence with the Department of Fair Trading. The application of water proof membranes to nominated wet areas is a "Critical Stage Inspection" requiring mandatory inspection by the Council or an accredited Private Certifying Authority. The standards for compliance are AS 3740 2004 For Water Proofing Internal Wet Areas.

**Reason:** *To ensure that water proofing of internal wet areas are competently carried out to the required Australian Standard and Code of Practice.*

#### **17. Driveways**

Any vehicular crossing being required to enable satisfactory access shall be constructed at full expense of the applicant and to Council's specification. The existing gate access is to be maintained by applicant to the satisfaction of Council. A Section 138 Road Opening Permit must be applied for through Council.

**Reason:** *To ensure that work carried out on public roads conforms to the requirements of Council, the responsible authority.*

### **18. Fencing**

Any fencing installed on the boundaries of the allotment must be in accordance with Hay Shire Council's Fencing Policy.

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

### **19. BASIX Certificate**

- i. Relevant BASIX Certificate means:-
  1. A BASIX Certificate that was applicable to the development when this consent or complying development certificate was granted (or modified under s.87 or s.96 of the Act and BASIX Certificate subsequently modified or updated); or
  2. If a replacement BASIX Certificate accompanies and subsequent application for a construction certificate, the replacement BASIX Certificate; and
- ii. BASIX Certificate has the meaning given to that term in the Environmental Planning & Assessment Regulation 2021.

*Reason: Statutory compliance*

### **20. Energy and Water Conservation**

This consent requires the commitments listed in each relevant BASIX Certificate for this development to be fulfilled under Clause 75 of the Environmental Planning & Assessment Regulation 2021.

*Reason: Statutory compliance*

### **21. Energy and Water Conservation Changes**

Where changes are made to the construction, design, materials, orientation or services, a BASIX Certificate has to be obtained for the changes or modifications before an Occupation Certificate will be granted.

*Reason: Statutory compliance*

### **22. Consumer Insurances (Builder)**

Home Building Insurance for residential work - Consent is subject to the condition that the builder, or person who does any residential building work, complies with the acceptable requirements of the Part 6 of the Home Building Act whereby a person must not contract to do any residential building work unless a contract of insurance that complies with this Act is in force in relation to the approved work. The builder or person shall obtain and have in force Home Building Insurance and supply to Council a copy of the Certificate in respect of insurance complying with the Home Building Act 1989 prior to the issue of a Construction Certificate and the commencement of any residential building work.

*Reason: Statutory compliance*

### **23. Construction Certificate Required**

A Construction Certificate must be obtained from a Principal Certifying Authority prior to the commencement of any work.

*Reason: To ensure that minimal standards relating to structural adequacy, health and amenity are met*

#### **24. Occupation Certificate**

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: Ensure all conditions of the development are met and the building/development is safe for use.*

#### **25. Geotechnical Report for Footings/Slab**

Prior to the issue of a Construction Certificate, a Geotechnical Report (Soil Test) must be submitted to the Principal Certifying Authority, that demonstrates that the foundation upon which a footing/slab is to be located, is classified and designed in accordance with Part 3.2.4 "Site Classification" of the National Construction Code and AS2870 Residential Slabs and Footings.

*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.*

#### **26. Slab on Ground Construction**

- a) Internal floor level must be a minimum of 225mm above the external finished surface level adjacent to the building.
- b) External paths and ground surface adjoining the walls of the building must be graded and drained away from the dwelling in such a manner as not to cause a nuisance.

*Reason: To ensure minimum requirements for surcharge gully heights are met and to minimise problems caused by flooding.*

#### **27. Structural Engineer Details Required for Concrete Footings/Slab**

Prior to the issue of a Construction Certificate details of all structural concrete and structural steelwork shall be submitted to the Principal Certifying Authority for approval, all such details shall be certified by a practicing Structural Engineer.

*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.*

#### **28. Toilet Facilities During Construction**

Toilet facilities must be provided on the work site during construction at the rate of one toilet for every 20 persons employed at the work site. Each toilet must be:

- a) A standard flushing toilet, connected to a public sewer OR an on-site effluent disposal system approved by Council, OR
- b) A portable toilet.

*Reason: To ensure minimum standards of hygiene for on-site workers.*

#### **29. Shed/Garage/Outbuilding Use**

The building is not to be used for residential occupation without the prior approval of Council.

*Reason: Health and safety reasons, and non-compliance with the National Construction Code.*

#### **30. Bush Fire Protection**

The building is to be constructed to BAL 12.5 provisions within the Australia Standard AS 3959:2018 Construction of buildings in bushfire-prone areas. The provisions are attached.

**Reason:** *Legislative requirement.*

### **31. Owner Builder Permit OR Builder Details**

Where it is proposed to carry out residential building work as an “Owner Builder”, a copy of the Owner Builder Permit specific to this project, must be provided to Council prior to the issue of a Construction Certificate. If not, please provide Builders details.

**Reason:** *Legislative requirement to ensure the building works are undertaken in a competent and safe manner.*

### **32. Hot Water System Scalding**

All new hot water installations shall deliver hot water at the outlet of all sanitary fixtures used primarily for personal hygiene purposes, at temperatures not exceeding: 50°C.

Where during the course of carrying out building work, there is a change to any existing hot water systems, installations shall deliver hot water at the outlet of all sanitary fixtures used primarily for personal hygiene purposes, at temperatures not exceeding: 50°C.

**Reason:** *Statutory requirement*

**33. Rectification of Unauthorized Fill:** Prior to the pouring of any concrete for the dwelling or shed, the unauthorized fill located in the northern section of the property (as identified in Figure 1-3 of the Planning Report) must be removed. The site must be returned to the natural surface levels indicated in the original client survey and all fence footings covered within 60 days of the date of this approval.

**Reason:** *Rectification of unauthorised works*

### **34. Temporary Residential Occupation of Shed**

- A. **Time Limitation:** The use of the shed as a temporary residence is permitted for a maximum period of 24 months from the date of the first occupation of the shed, or until the dwelling receives an Interim or Final Occupation Certificate, whichever occurs first.
- B. **Decommissioning:** Within 30 days of the dwelling's completion, all temporary kitchen and laundry facilities must be removed from the shed. The shed must thereafter only be used for purposes ancillary to the dwelling (storage/garage).

**Reason:** *Health and safety reasons, and compliance with the National Construction Code.*

*For*  
Cr G Chapman  
Cr L Garner  
Cr W Miller  
Cr C Oatway  
Cr John Perry  
Cr Paul Porter

*Against*

(Perry/Porter)

**C2 DA2026-2-Shed at 465 Church Street, Hay**

**26-034 Resolved** that DA2026-2 for a shed at 465 Church, Hay be approved with the following conditions:

**1. Compliance with Consent:**

The Development being completed in accordance with plans and specifications stamped by Council being Plans - Site Plan for Shed at 465 Church St, Hay AND Job No. 6932196502, Sheets 1 to 10 dated 02-12-2025 by Best Sheds, for 465 Church Street, Hay, except where varied by conditions of this consent.

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

**2. Signage:**

Site signage shall apply and must be erected on the site in a prominent, visible position for the duration of the construction.

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

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

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

**3. Compliance with Standards:**

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

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

**4. Critical Stage Inspections:**

A person who is carrying out, or in charge of carrying out the work, must notify Council with 24hours notice when the relevant inspections are required below:

- a) Pier pads prior to pouring concrete;
- b) All footing excavations, with steel in position, before concrete is poured;
- c) All concrete floors and raft slabs, with steel and damp proof membrane in position before concrete is poured;
- d) Sewer drains before being covered;
- e) Bearers and floor joists before flooring is laid;
- f) Wall and roof framing before being lined;

- g) Insulation of walls, roof, floor, ceilings, soffits, service pipes, ducts and chimney flue dampers;
- h) Wet area flashings after internal linings are installed;
- i) Stormwater drains/connections before backfilling;
- j) Fire-rated wall and ceiling framing;
- k) Sound transmission measures;
- l) Final inspection on completion of the works, and BEFORE any occupation.

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

**5. Siting:**

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

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

**6. Variations:**

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

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

**7. Boundary Clearance:**

A minimum distance of 900mm shall be provided between the external walls of the dwelling/building and the side boundaries of the allotment, and a minimum distance of 450mm shall be provided between the overhang of the eaves and guttering and the side boundaries of the allotment.

*Reason: To adhere to minimum boundary offsets as required by the relevant legislation.*

**8. Storm Water Drainage:**

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

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

**9. Easements:**

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

*Reason: Compliance with Legal documents.*

**10. Occupation Certificate:**

Prior to the commencement of the use and/or occupation of the subject development,

a satisfactory Final Inspection and/or Occupation Certificate must be issued by a Principal Certifying Authority. An Occupation Certificate must be applied for via the Planning Portal, select your development and apply for a “Related Certificate”.

*Reason: Ensure all conditions of the development are met and the building/development is safe for use.*

**Lapsing of Consent:**

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

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

**11. Use of Building – Non-Residential Uses Only:**

The building must not be used as a dwelling or domicile without Council’s consent.

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

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

**13. Construction Certificate Required**

A Construction Certificate must be obtained from the Principal Certifying Authority prior to the commencement of any work.

*Reason: To ensure that minimal standards relating to structural adequacy, health and amenity are met.*

**14. Owner Builder Permit**

Where it is proposed to carry out residential building work as an “Owner Builder”, a copy of the Owner Builder Permit specific to this project, must be provided to Council prior to the issue of a Construction Certificate.

*Reason: Legislative requirement to ensure the building works are undertaken in a competent and safe manner.*

**15. Owner Builder Permit**

Where it is proposed to carry out residential building work as an “Owner Builder”, a copy of the Owner Builder Permit specific to this project, must be provided to Council prior to the issue of a Construction Certificate, or a licensed builder nominated.

*Reason: Legislative requirement to ensure the building works are undertaken in a competent and safe manner.*

**16. Materials**

Sheds larger than 40m<sup>2</sup> must be constructed of non-reflective coloured material (such as Colorbond).

*Reason: Compliance with Hay Shire’s Sheds and Shipping Containers in Residential Areas Policy.*

For

Against

Cr G Chapman  
Cr L Garner  
Cr W Miller  
Cr C Oataway  
Cr John Perry  
Cr Paul Porter

*(Perry/Miller)*

**C3 DA2024-67 - Unmanned Truck Refuelling Facility at 310 Moama St, Hay**

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

**C4 Kay Hull Centre – Meeting Room Refurbishment**

**26-035 Resolved** that Council:

- (a) Endorses the design plans, dated 17<sup>th</sup> February 2026, for the Kay Hull Centre Meeting Room Refurbishment;
- (b) Authorises the General Manager to progress the project as a priority; and
- (c) Renames the meeting room as the “CWA/RSL Room”.

*(Perry/Garner)*

**C5 10 Year Economic Transition Roadmap March 2026**

**26-036 Resolved** that Council:

- (a) Notes the information contained in the report and the actions being undertaken
- (b) Adopts the “Shaping Hay’s Future - a 10 Year Economic Transition Roadmap, dated March 2026; and
- (c) Supports the development of the Economic Transition Roadmap ‘Hay Futures Playbook’ and progression of the “Accelerator Actions” as outlined in the report.

*(Porter/Chapman)*

**C6 Investment Attraction – Market Validation March 2026**

**26-037 Resolved** that Council:

- (a) Notes the information contained in the report.
- (b) Note the findings of the Investment Attraction Market Validation Study dated January 2026, including the outcomes of community consultation.
- (c) Adopts the priorities and incorporates into the implementation of the Hay Investment Attraction Strategy (2022–2027).

*(Miller/Perry)*

**C7 Waste Management Update**

**26-038 Resolved** that Council:

- (a) Notes the information provided in the report;
- (b) Adopts the Hay Waste Facility hours as outlined in the report.
- (c) Receives a report annually on Waste Management.

*(Perry/Chapman)*

**C8 2026 Annual Picnic Day**

**26-039 Resolved** that Council:

That the Annual Union Picnic Day be held on Tuesday 7<sup>th</sup> April 2026.

*(Porter/Miller)*

**C9 Council Meeting Date Adjustments and Upcoming Conferences**

**26-040 Resolved** that Council:

- (a) The June 2026 Ordinary meeting of Council be held Monday 29<sup>th</sup> June 2026;
- (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;
- (c) The November 2026 Ordinary meeting of Council be held Thursday 26<sup>th</sup> November 2026;
- (d) The Mayor, Deputy Mayor and General Manager attend the LGNSW Annual Conference to be held in Wollongong in November 2026 and the Mayor be the authorised voting delegate;
- (e) The December 2026 Ordinary meeting of Council be held Thursday 17<sup>th</sup> December 2026.

*(Perry/Miller)*

**26-041 Resolved** that Cr Lionel Garner to be Council's delegate to attend the 2026 NSW Local Roads Congress at Council's expense.

*(Miller/Porter)*

*Cr Chapman voted against the resolution*

**26-041 Resolved** that Cr Lionel Garner to be Council's delegate to attend the 2026 Australian Local Government Association National Local Roads, Transport & Infrastructure Congress at his own expense.

*(Porter/Garner)*

**C10 Policy Review**

**26-042 Resolved** that Council adopts the following policies as presented:

- (a) Investment Policy
- (b) Cyber Security and Incident Response Policy; and
- (c) Statement of Business Ethics.

*(Porter/Perry)*

**C11 Circulars and other Government Correspondence**

That Council notes the information provided in the report.

**C12 Economic Development & Tourism February/March 2026**

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

**C13 People & Governance Monthly Report:**

That Council notes the information provided in the report.

**C14 Corporate and Community Services Report – March 2026**

**26-043 Resolved** that Council receives and notes the report.  
*(Perry/Miller)*

**C15 Planning and Compliance Report**

That Council notes the information provided in the report.

**C16 Major Projects Update**

**26-044 Resolved that** Council:

- (a) Notes the information provided in the report and the actions being undertaken; and
- (b) Submits grant applications under the 2026-27 Floodplain Management Program as outlined in the report.

*(Perry/Chapman)*

**C17 Operations Monthly Update Report**

That Council notes the information provided in the report.

**C18 Notice of Motion**

**26-045 Resolved** that Council supports Cr Miller attendance and presentation to the 2026 NSW Regional Rainbow Form.

*(Chapman/Miller)*

#### **Reports of Council Committees**

- Hay Showground Management Committee held 16<sup>th</sup> February 2026.

**26-046 Resolved** that Council notes the Committees meeting minutes, and any recommendations contained within be adopted.

*(Porter/Miller)*

#### **Closed Session**

At this stage of the meeting the Mayor advised that it is proposed to move into Closed Session for consideration of the following items:

#### **Reason for Confidentiality:**

#### **IC1 - Hay Heavy Vehicle Rest Area and the Hay Aerodrome Heavy Vehicle Entrance Projects**

In accordance with Section 10D it is considered that if the matter were discussed in an open Council meeting, it would be contrary to the public interest, as it would disclose information that is privileged, subject to legal professional privilege, or concerns legal proceedings involving Council. As such, the matter is appropriately considered in closed session under Section 10A(2)(a) of the Local Government Act 1993.

The Mayor advised that 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.

**26-047 Resolved** that the meeting be closed during the discussion of these matters.

*(Perry/Porter)*

Accordingly, members of the press and public were excluded from the closed session.

#### **IC1- Hay Heavy Vehicle Rest Area and the Hay Aerodrome Heavy Vehicle Entrance Projects**

**26-048 Resolved** that Council:

- (a) Notes the information provided in the report and the actions being undertaken;
- (b) Awards the following tenders for the Hay Heavy Vehicle Rest Area (HVRA) and Hay Aerodrome Heavy Vehicles (HV) Entrance projects as follows:
  - (i) HVRA Concreting Services – Eddies Concreting & Construction Pty Ltd
  - (ii) HVRA Gravel and Concrete Supply – E. B Mawson & Sons Pty Ltd
  - (iii) HVRA Steel Reinforcement Supply – E. B Mawson & Sons Pty Ltd
  - (iv) Hay Aerodrome HV Entrance Gravel Supply – E. B Mawson & Sons Pty Ltd

- (c) Authorises the General Manager and Executive Manager Engineering & Operations to execute contracts accordingly; and
- (d) Proceeds with the construction of the Hay Heavy Vehicle Rest Area (HVRA) and Hay Aerodrome Heavy Vehicles (HV) Entrance projects.
- (e) Approves the issuing of a Bank Guarantee for \$350,000 in the name of Transport for NSW for the security of the Work Authorisation Deed (WAD) for the Design and Construction of a Heavy vehicle Aerodrome Access Project at 11773 Cobb Highway, Hay NSW 2711.

*(Perry/Porter)*

**26-049 Resolved** that the meeting move out of closed session, and the resolutions closed session be made public.

*(Porter/Perry)*

### **Open Meeting**

The Mayor verbally advised the meeting of resolutions from the closed session and these resolutions are recorded without any alteration and amendment thereto.

There being no further business the meeting was terminated at 3:24 pm.

**Confirmed** \_\_\_\_\_  
**Cr Carol Oataway**  
**Mayor**

# Mayoral Minute

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**M1. Mayoral Report**

<b>REPORTING OFFICER</b>	Cr Carol Oataway – Mayor
<b>ATTACHMENTS</b>	Nil

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

**Representation / Engagements**

- Meet with Ben Ellison EV Day Trip – 31<sup>st</sup> March 2026  
 Crs Garner, Perry, Quinn, Chapman and I welcomed Ben Ellison to Hay as part of his long-distance electric vehicle (EV) demonstration trip from Canberra. The purpose of the visit was to showcase the viability of EV travel in regional and remote areas, including southwestern NSW. Mr Ellison successfully completed the near 1,000 km round day trip with only minimal charging time, including a brief stop in Hay. He highlighted the strong performance of Hay’s NRMA charging infrastructure and noted opportunities to further enhance the visitor experience through increased destination charging at local accommodation providers.
- Country University Centre Hay Opening – 15<sup>th</sup> April 2026  
 Councillors and staff attended the official opening of the Country Universities Centre (CUC) Hay, which was marked by the presence of the Hon Steve Whan, Minister for TAFE, Skills and Training. The establishment of CUC Hay represents a significant milestone for local education, expanding opportunities for residents to undertake university study without needing to leave the district. Its co-location with TAFE NSW and Hay War Memorial High School creates a clear and connected educational pathway, supporting learners from secondary school through to tertiary education and beyond. Council has played a pivotal role in bringing CUC Hay to fruition. Through strong advocacy, partnership and sustained commitment, this initiative has become a reality. It stands as an important investment in the future of Hay, strengthening access to higher education and supporting long-term community sustainability.



*CUC Hay Opening with the Hon. Steve Whan – Minister for TAFE, Skills and Training  
 Photo Supplied by The Riverine Grazier*

**Meetings**

## HAY SHIRE COUNCIL

- CRLG Webinar – 6 Years of Rural Local Government Revenue and Expenditure Trends – 17<sup>th</sup> March 2026

The General Manager and Professor Drew both presented at a CRLG webinar looking at the trends in revenue and expenditure for rural councils. Professor Drew demonstrated trends since 2016, showing a rapid decline in revenue in 2025 and a sharp uplift in expenditure. Rural councils do more than urban councils in that they deliver additional services such as water and sewer and feel the effects of inflation more through costs such as transport and electricity. Rate pegging does not keep pace with staffing and service delivery costs are causing strain on council budgets. The General Manager backed up the data presented by Professor Drew through using our own Council's data. One example he gave was our rate peg is 4.8% delivering an additional \$139K in revenue. Our staff costs are \$300K, leaving a significant shortfall. Our asset base growth was \$86M in 2018 and \$247M in 2025. The solution is not simple and involves advocacy to stop cost shifting and asking for a fairer distribution of the Financial Assistance Grants.
- Hay 19(2) Implementation Committee Meeting – 18<sup>th</sup> March 2026

The General Manager and I recently attended a meeting of the Hay 19(2) Implementation Committee, which continues to play an important role in strengthening local health service delivery. The Committee confirmed a number of funded initiatives for 2026 that will directly benefit our community. These include the delivery of three heart failure clinics by a visiting cardiologist and team, along with two respiratory clinics that are already scheduled. Additional investments include two school-based traineeships to support local workforce development, as well as a suturing course to enhance clinical skills within our health services. Funding has also been allocated for the development of an outdoor area at the McFarland Wing, improving amenity and wellbeing for residents. The Committee also considered several new service proposals. These included options for regular pediatrician visits, either through a monthly visiting specialist from Melbourne or a combined model incorporating support from the Little Wings program. A proposal for a visiting physiotherapist, available five days per month, was also discussed. Dr Arshed will undertake further investigation into these proposals and provide recommendations based on value for money and alignment with the goal of improving access to primary health care services in Hay.
- Meeting with Helen Dalton's Adviser – 20<sup>th</sup> March 2026

The General Manager and I met with Helen Dalton's adviser to discuss a range of current and emerging issues impacting Hay Shire. A key concern remains the uncertainty surrounding roads funding, with no commitment to continued funding beyond October 2027. This presents significant challenges for long-term planning and asset maintenance. While our scheduled meeting in Sydney with Minister Harris was cancelled, we will meet with Minister Kamper's office, as well as with Helen Dalton, to raise awareness of constraints impacting on our ability to deliver grant funded projects. There were no further updates provided in relation to housing initiatives or Bringagee Road. The cumulative impacts of the South West Renewable Energy Zone (REZ), including increased transport movements and designated haulage routes, are currently under consideration. These impacts will require ongoing attention to ensure local infrastructure and community interests are appropriately managed.
- Travel to Sydney – Meeting with Minister Kamper's Office and Helen Dalton – 25<sup>th</sup> March 2026

The General Manager and I met with representatives from Minister Kamper's office, Minister for Lands and Property, together with Helen Dalton, Member for Murray, to discuss matters relating to the management of Crown Land. The meeting provided an important opportunity to outline the practical challenges Council faces when delivering essential, grant-funded community infrastructure on Crown Land. In particular, we highlighted the administrative complexity, approval timeframes, and regulatory constraints that can delay or limit the delivery of projects that are otherwise fully funded and strongly supported by the community. We emphasised the need for more streamlined processes, clearer guidance, and greater flexibility to enable regional councils to deliver projects efficiently and in line with funding timeframes. The discussion was constructive, and we appreciated the opportunity to advocate for practical improvements that will support better outcomes for our community and ensure we can maximise the benefit of available grant funding.
- NSW Country Mayors' Workshop – 26<sup>th</sup> March 2026

## HAY SHIRE COUNCIL

The General Manager and I attended the Country Mayors Association Workshop on Financial Sustainability held at TCorp in Sydney. The workshop brought together rural councils to examine the current financial landscape and share approaches to long-term sustainability. The session included presentations on the financial status of local government, with case studies highlighting both Special Rate Variation (SRV) and non-SRV approaches. Hay Shire Council presented on its strategy to maintain financial sustainability without pursuing an SRV, contributing to a broader discussion on cost containment, revenue measures, and the impacts of cost shifting. A dedicated water session led by the Murray Darling Basin Association also highlighted ongoing challenges facing regional communities. The workshop provided a valuable opportunity to share experiences, strengthen advocacy priorities, and explore practical solutions to the financial pressures facing rural councils.



*Hay Shire Council's Financial Sustainability Presentation*

- NSW Country Mayors' Meeting – 27<sup>th</sup> March 2026

The General Manager and I attended the NSW Country Mayors' Association General Meeting held at Parliament House, with a strong focus on financial sustainability, economic development and infrastructure. The meeting commenced with a tribute to the victims of the Bondi tragedy, followed by the launch of the "Invest in Us" campaign and the Rural Health Access Survey results. A series of presentations from key stakeholders, including the NSW Grants Commission, Auditor-General, Valuer General, IPART and State Ministers, highlighted the increasing financial pressures on rural councils and the need for structural reform. Discussions reinforced ongoing concerns regarding revenue limitations, cost shifting and infrastructure funding. The CMA also progressed advocacy priorities, including the need for a stand-alone Local Government portfolio and greater consultation in policy development. The meeting provided a valuable opportunity to engage directly with decision-makers and strengthen the collective voice of rural and regional councils.

- GM Performance Review Informal Catch-Up – 31<sup>st</sup> March 2026

Crs Perry, Quinn, Garner and I participated in the interim, six monthly, General Manager's Performance Review. The General Manager is progressing towards the completion of all identified projects for 2026. The annual review is scheduled for the 29<sup>th</sup> July 2026.

- Catch Up with OLG – 2<sup>nd</sup> April 2026

The General Manager and I met with a representative from the Office of Local Government to discuss several key policy matters impacting councils. The Code of Meeting Practice was a central topic, with advice that the Minister is currently considering a review of the provisions relating to attendance at Council meetings via audio-visual link. This is an issue of ongoing interest for rural and regional councils seeking greater flexibility. We were also advised that the rating categorisation of Renewable Energy Zone (REZ) developments has been referred to an advisory committee for further consideration, with outcomes yet to be determined. An update was provided on the Code of Conduct Framework, with ongoing work focused on strengthening governance and ensuring consistency across the sector. The meeting was a valuable opportunity to stay informed on emerging policy directions and to advocate for practical outcomes that support regional councils.

- LHAC Meeting – 13<sup>th</sup> April 2026

The General Manager and I attended the monthly meeting of LHAC to discuss health services and outcomes for our community. MLHD is conducting research into improving emergency care outcomes for rural and remote communities examining the effectiveness, feasibility and impact of an embedded emergency department Nurse Practitioner model of care. The research team will be invited to speak at an upcoming LHAC meeting as our local LHAC have been continually advocating for this.

## HAY SHIRE COUNCIL

- CRLG Board Meeting – 15<sup>th</sup> April 2026  
The General Manager and I met with the Board of the Centre for Rural Local Government (CRLG) to plan upcoming webinars. Preparations are well underway for an upcoming national webinar focused on community communication. Scheduled for July, the session will explore key issues including communicating rate increases and strengthening community engagement approaches. Council is contributing to the delivery and promotion of the webinar, with a coordinated effort to expand its reach across local government networks, including engagement with the Hon Kristy McBain, regional organisations, and interstate councils. The initiative includes the development of promotional materials, media engagement, and broad distribution through professional networks, reinforcing Hay Shire's ongoing leadership and involvement in advancing rural local government practice.
- MLHD Meeting with Carla Bailey – 16<sup>th</sup> April 2026  
The interim Chief Executive of the Murrumbidgee Local Health District, Carla Bailey, recently met with Councils and Local Health Advisory Committees for a quarterly update. Recruitment for a permanent Chief Executive is progressing and is expected to be finalised by mid-May. It was confirmed that the recent fuel supply concerns have had no impact on health transport services, with operations continuing as normal. The District is now undertaking its winter preparedness planning and is encouraging councils to support community awareness of vaccination programs. An overview was also provided of the Single Digital Patient Record, a system designed to deliver a comprehensive, accessible medical record for patients across all locations, improving continuity of care and clinical outcomes.
- MDBA Meeting / Discussion – 16<sup>th</sup> April 2026  
Councillors and the General Manager recently met with representatives of the Murray–Darling Basin Authority to discuss matters of critical importance to the Hay community, including water security and the long-term impacts of Basin policy settings. The meeting provided an opportunity to outline Council's priorities and reinforce the need for stronger recognition of local government in Basin decision-making. Particular focus was given to the current Murray–Darling Basin Plan Review, with Council highlighting the key themes of its submission, especially the importance of investing in local water infrastructure and addressing declining water quality as part of a balanced approach to Basin outcomes. The discussion was constructive and ensured that Hay Shire's perspective is clearly represented when future directions for the Basin Plan are considered.

### **Upcoming Engagements**

- Councillor Development Session – 21<sup>st</sup> April 2026
- NSW SES Riverina Plains Award – 23<sup>rd</sup> April 2026
- St Fergal's Community Dinner – 24<sup>th</sup> April 2026
- ANZAC Day – 25<sup>th</sup> April 2026
- Maude Hall 100 Year Celebrations – 25<sup>th</sup> April 2026
- Shaping Hay's Future Community Briefing – 27<sup>th</sup> April 2026
- Grants Commission Public Hearing – 30<sup>th</sup> April 2026
- LHAC Meeting – 4<sup>th</sup> May 2026
- Hay 19(2) Committee Meeting – 5<sup>th</sup> May 2026
- Parliamentary Inquiry – Local Government Financial Sustainability – 7<sup>th</sup> May 2026
- 150 Years AFL Football in Hay – 9<sup>th</sup> May 2026
- CRLG Webinar – 12<sup>th</sup> May 2026
- RAMJO Board Meeting – 15<sup>th</sup> May 2026

### **RECOMMENDATION**

That Council notes the information provided in the report.

**M2 – Mayoral Minute - Advocacy for Increased Commonwealth Financial Assistance Grants**

<b>REPORTING OFFICER</b>	Mayor Carol Oataway
<b>ATTACHMENTS</b>	- Letter from NSW Country Mayors, dated 27 <sup>th</sup> March 2026 - NSW Country Mayors media release, dated 2 <sup>nd</sup> April 2026

**INTRODUCTION**

The NSW Country Mayors Association has launched a campaign to Increase Federal Assistance Grants to Local Government.

**COMMENTARY**

As outlined in Council's recently adopted Financial Sustainability Strategy, Hay Shire Council remains heavily reliant on Commonwealth Financial Assistance Grants to maintain core operations and essential service delivery. In the 2024/25 financial year, these grants account for approximately 38 per cent of Council's total revenue, highlighting their critical importance to our ongoing viability.

Like many rural and regional councils across Australia, we are facing increasing financial pressure. Costs continue to rise at a rate well above the rate peg, while revenue growth remains constrained. This structural imbalance is not sustainable. Without meaningful reform, councils such as ours will find it increasingly difficult to maintain existing service levels, let alone meet the growing expectations of our communities.

A key component of reform must include a fairer distribution model that reflects genuine service delivery need. The principle of Horizontal Fiscal Equalisation (HFE) ensures that funding is allocated based on relative disadvantage and the true cost of delivering services in rural, remote and regional areas. Strengthening this approach is essential to achieving long-term financial sustainability for councils like Hay.

The Country Mayors Association of NSW (CMA) is leading a coordinated campaign calling for the restoration of Commonwealth Financial Assistance Grants to at least 1 per cent of total Commonwealth taxation revenue. This represents a return to a previous benchmark that provided greater certainty and stability for local government.

In recent years, this funding has declined significantly to approximately 0.53 per cent. While councils continue to access various Commonwealth funding programs, these are largely project-based and do not support the day-to-day operational costs required to "keep the lights on" in our communities.

Local government is the backbone of regional Australia. Councils deliver the roads we travel, the water we drink, the facilities we use, and the services that underpin community wellbeing and economic activity. Despite this, the sector continues to operate under increasing financial constraint.

This campaign presents a positive and unified opportunity to advocate for sustainable funding. It builds on the ongoing efforts of organisations such as Local Government NSW and the Australian Local Government Association, while seeking to amplify the message at a grassroots level.

The campaign's message is simple but powerful: "Invest in us so we can invest in them." It is a call to recognise the essential role local government plays in supporting vibrant, resilient and prosperous communities.

Councils do not ask much of their communities, but at this moment, we are asking for support. By standing together and advocating for fair and sustainable funding, we can ensure that we continue to deliver for our residents, now and into the future.

## OUR CAMPAIGN

**Every day, across Australia, councils are creating and maintaining the communities you, your family and your friends live, work and play in.**

However, it is getting harder and harder to provide the services and facilities that so many take for granted because balancing the budget has never been more difficult.

A big part of the problem is that Commonwealth funding to your local council has been cut and cut again and again. The number one priority for the CMA Member councils is Financial Sustainability. How can they keep providing the services and facilities the community needs without the Commonwealth providing appropriate levels of funding?



## FINANCIAL SUSTAINABILITY

**The NSW Auditor General in his 2025 Report on Local Government wrote the following about council financial sustainability:**

Financial sustainability is the ability to meet current and future financial obligations without reducing essential services or borrowing money to fund successive operational deficits.

This is achieved by ensuring that over the medium and longer term, revenue is sufficient to cover expenses; cash flow and risks are well managed; long-term financial planning is effective; and sources of revenue are diverse. Seventeen councils reported operating losses this year. Continued operating losses may indicate financial sustainability risks.



## WHAT IS NEEDED?

The Auditor General in his **2025 Report** noted the value of the Commonwealth Financial Assistance Grants has declined from about one per cent of Commonwealth taxation revenue in the mid-1990s to approximately 0.5% today.

The NSW Auditor General summed up the problem in his 2024 report – revenue and expenses across the councils from 2014 to 2023 have been relatively consistent with inflation. However, expenses indexed by CPI are \$0.2 billion higher than indexed revenue, indicating negative growth in real terms.

In 2023–24, total revenue, excluding capital grants and contributions, was \$16.1 billion, which is lower than total expenses of \$16.3 billion, an overall \$0.2 billion shortfall.

**The Financial Assistance Grants must be restored to 1% of total taxation revenue.** The CMA supports the restoration of the Grants in increments over 3-4 years until the full 1% is reached.



## HOW CAN YOU HELP?

Your Local council wants to provide your community with the services and facilities you, your family and friends need to live and work in the place you call home.

We are asking that you think about the facilities that you use that your council provides: playgrounds, parks, gardens and playing fields, local roads and footpaths, public pools, clean beaches and rivers, libraries, art galleries, theatres and museums. The vast majority are provided for free.

The services: planning, economic development, tourism, festivals and events, child care and aged care, community development, environmental activities, waste collection and recycling, water and waste water, youth services and activities for the elderly.

Councils work hard to create the communities we all live in – if you would like to support the campaign to restore Commonwealth Financial Assistance Grants to 1% of total tax revenue **please write or contact your local Federal and State members of Parliament to show your support.**



<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<b>Civic Leadership</b> 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
<b>FINANCIAL IMPLICATION</b>	Major
<b>LEGISLATIVE IMPLICATION</b>	Local Government Act 1993 Local Government (Financial Assistance) Act 1995
<b>POLICY IMPLICATION</b>	N/A
<b>ASSET IMPLICATION</b>	Major
<b>RISK IMPLICATION</b>	Major

## RECOMMENDATION

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.



# Country Mayors Association of NEW SOUTH WALES

Chairperson: Cr Rick Firman OAM  
PO Box 262, TEMORA NSW 2666  
02 801100  
ABN 92 803 490 533

27 March 2026

Dear Mayor,

## **Join the Campaign - Invest in us so we can invest in them!**

The Country Mayors Association of NSW (CMA)'s Board are inviting your Council to participate in a vital campaign advocating for increased Commonwealth Financial Assistance Grants to Local Governments. The campaign seeks to secure the restoration of at least 1% of total Commonwealth taxation revenue for local Councils under the rallying call: **'Invest in us so we can invest in them.'**

Local Government is the backbone of our communities, delivering essential services and infrastructure that shape the daily lives of Australians. Despite this, funding constraints continue to limit our ability to meet growing demands. This strategy outlines a comprehensive communications approach to raise public awareness, build coalitions, and influence Federal policymakers.

We strongly encourage you and your Council to join this campaign and lend your voice to a united call for sustainable investment in local government and our communities. Please find the following enclosed:

- 6 x post cards
- 6 x A3 posters
- Mayoral Minute template

We ask that you please put forward a Mayoral Minute in support of the campaign, share media releases and promote the campaign using social media and the collateral provided.

Please display the posters within your community and personalise the messaging by sending postcards and/or letters to your local Federal Member, Senators and other influential Members of Parliament that you would like to raise awareness with such as the Prime Minister, Treasurer, Minister for Local Government and Shadow Minister for Local Government among others.

Further information about the campaign is available on the CMA website [www.countrymayors.com.au](http://www.countrymayors.com.au) and all members will be provided access to the following electronic templates to support your contribution to this valuable campaign:

- Mayoral Minute template
- Media release template

- Letter to Federal members of Parliament template
- Social Media templates – LinkedIn and Facebook
- Email banners

Your support for this important campaign is greatly appreciated. By acting together, we give ourselves the strongest chance of securing the outcome our communities rely upon. Doing nothing is simply not an option for us. Remember our community depends on us!

With my best wishes



Mayor Rick Firman OAM

Chairman

Country Mayors Association of NSW

# ***MEDIA RELEASE***

## **COUNTRY MAYORS SAY IT'S TIME TO INVEST IN US**

Councils across remote, rural and regional NSW are calling on the Federal Government to increase its investment in Local Government. Mayor Rick Firman OAM, Chairman of the NSW Country Mayors Association of NSW (CMA) said "investment by successive Federal Governments in Local Government through the Financial Assistance Grants has fallen from 1% of total tax revenue in the mid-1990s to around 0.5% today and it is just not sustainable."

"The CMA has launched a new campaign called Invest in Us with the goal of raising awareness of the need for a greater investment from the Federal Government into the provision of Local Government services and facilities" Mayor Firman said. "The Board and our Members are excited about the campaign which is also supported by LGNSW. We want our residents to understand how, in so many ways, every day, our councils are providing the services and facilities that we all count on, however it is getting harder and harder to do so."

"Everyone wants parks, sporting fields, swimming pools, playgrounds, roads, libraries and theatres as well as economic and community development, planning and engineering services. Local Government provides these services; in the case of our Members they are being provided to almost 3 million people living across around 700,000 sq kms from the coast to our western plains of NSW."

"If the Federal Government wants our communities in remote, rural and regional locations to continue to have the access to these essential services and facilities, then they must increase their investment in us" Mayor Firman said. "Local Government creates the communities we all live and work in. We need the Federal Government to invest in us, so that we can invest in our communities."

The financial sustainability of Local Government is currently in the spotlight with a Federal Government Inquiry into the issue. Hon Kirsty McBain MP, Minister for Local Government and former Mayor of Bega Valley Shire is leading the Inquiry. One of the issues the Inquiry will consider is how funding arrangements, including indexation freezing, influences the financial sustainability, service delivery capacity and infrastructure investment of Local Governments.

"The CMA Board and Members welcome this Inquiry; we find it hard to believe that it will not identify that the current Federal funding has not kept pace with growing demands for services and facilities" Mayor Firman said. "The restoration of the Financial Assistance Grants to 1% would immediately double the revenue that most councils currently receive. The increase would not only wipe out deficits but also reduce the need for Special Rate Variations to which a growing number of our 89 Members have been

forced to consider and implement.”

“All we are asking is for the Federal Government to restore the funding to 1% of total tax revenue, this could be achieved incrementally over the next 3 Federal Budget cycles. We are more than happy for them to keep the remaining 99% to meet Federal budget needs” Mayor Firman said. “For many of our Members this is about keeping the doors open, the status quo simply cannot and must not continue.”

The Invest in Us campaign will be engaging with both State and Federal politicians, local stakeholders and the community to push for the restoration of the grant to 1% of total tax revenue.

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**ENDS**

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**2 April 2026**

**Caption:** CMA of NSW Secretariat Gary Fry, CMA Policy Advisor Julie Briggs, Secretary (and Temora Shire GM) Melissa Boxall and Chairman, Mayor Rick Firman OAM (Temora Shire) pictured with part of the ‘Invest in Us’ campaign.

**Media Contact:**

Mayor Rick Firman OAM, CMA Chairman: 0429 204 060

Mr Gary Fry, CMA Secretariat: 0427 008 572

Email: [admin@nswcountrymayors.com.au](mailto:admin@nswcountrymayors.com.au)

# General Manager's Report

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## Actions Required from Council &amp; Committee Meeting

**Month: March****Ordinary Meeting 24<sup>th</sup> March**

<i>Res No</i>	<i>Officer</i>	<i>Item</i>	<i>Resolution</i>	<i>Complete</i>
26-031	GM	<b>Mayoral Report – Rural Health Action Plan</b>	Endorses and supports Dr McGirr’s six-point plan to see improvements in rural and regional health into the future and writes to the Minister for Regional Health to advise of our support.  <b>Response:</b> Letter written to Dr McGirr and response received. Letter written to health minister. Complete.	Yes
26-032		<b>Mayoral Minute – General Manager’s 2026 Performance Review</b>	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.  <b>Response:</b> Informal catch up completed.	No
26-033	EM P&C	<b>DA2025-48 – Shed and Residence Development at 323 Lang St, Hay</b>	DA2025-48 be approved for Rectification of earthworks on property to complete house and shed pad, construct new shed (revised location and size) and dwelling. No additional vegetation removal required, no retaining wall and no fence, at 323 Lang Street, Hay (Lot 1 DP 519205).  <b>Response: Approved with conditions</b>	Yes
26-034	EM P&C	<b>DA2026-2- Shed at 465 Church Street, Hay</b>	DA2026-2 for a shed at 465 Church, Hay be approved with conditions:  <b>Response: Approved with conditions</b>	Yes
26-035	GM	<b>Kay Hull Centre – Meeting Room Refurbishment</b>	(a) Endorses the design plans, dated 17 <sup>th</sup> February 2026, for the Kay Hull Centre Meeting Room Refurbishment; (b) Authorises the General Manager to progress the project as a priority; and (c) Renames the meeting room as the “CWA/RSL Room”.  <b>Response:</b> Notification room name changed provided to CWA and RSL. Project to proceed as funding opportunity arises.	Yes
26-036		<b>10 Year Economic Transition Roadmap March 2026</b>	(a) Notes the information contained in the report and the actions being undertaken (b) Adopts the “Shaping Hay’s Future - a 10 Year Economic Transition Roadmap, dated March 2026; and (c) Supports the development of the Economic Transition Roadmap ‘Hay	Yes

			<p>Futures Playbook' and progression of the "Accelerator Actions" as outlined in the report.</p> <p><b>Response:</b> Next stage to progress as opportunities arise.</p>	
26-037		<b>Investment Attraction Market Validation March 2026</b>	<p>(a) Notes the information contained in the report.</p> <p>(b) Note the findings of the Investment Attraction Market Validation Study dated January 2026, including the outcomes of community consultation.</p> <p>(c) Adopts the priorities and incorporates into the implementation of the Hay Investment Attraction Strategy (2022–2027).</p> <p><b>Response:</b> Progress to the next stage as resourcing permits.</p>	Yes
26-038	GM	<b>Waste Management Update</b>	<p>(a) Notes the information provided in the report;</p> <p>(b) Adopts the Hay Waste Facility hours as outlined in the report.</p> <p>(c) Receives a report annually on Waste Management.</p> <p><b>Response:</b> Waste facility hours adopted.</p>	Yes
26-.39	GM	<b>2026 Annual Picnic Day</b>	<p>The Annual Union Picnic Day be held on Tuesday 7<sup>th</sup> April 2026.</p> <p><b>Response:</b> Approved.</p>	Yes
26-040	GM	<b>Council Meeting Date Adjustments and Upcoming Conferences</b>	<p>(a) The June 2026 Ordinary meeting of Council be held Monday 29<sup>th</sup> June 2026;</p> <p>(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;</p> <p>(c) The November 2026 Ordinary meeting of Council be held Thursday 26<sup>th</sup> November 2026;</p> <p>(d) The Mayor, Deputy Mayor and General Manager attend the LGNSW Annual Conference to be held in Wollongong in November 2026 and the Mayor be the authorised voting delegate;</p> <p>(e) The December 2026 Ordinary meeting of Council be held Thursday 17<sup>th</sup> December 2026.</p>	Yes

26-041	GM	<b>Council Meeting Date Adjustments and Upcoming Conferences</b>	<p>Cr Lionel Garner to be Council's delegate to attend the 2026 NSW Local Roads Congress at Council's expense.</p> <p>Cr Lionel Garner to be Council's delegate to attend the 2026 Australian Local Government Association National Local Roads, Transport &amp; Infrastructure Congress at his own expense.</p> <p><b>Response:</b> Council meeting dates changed. Registration for conferences completed.</p>	
26-042	EM CP&C	<b>Policy Review</b>	<p>Council adopts the following policies as presented:</p> <p>(a) Investment Policy (b) Cyber Security and Incident Response Policy; and (c) Statement of Business Ethics.</p> <p><b>Response:</b> Policies adopted.</p>	Yes
26-044	GM	<b>Major Projects Update</b>	<p>(a) Notes the information provided in the report and the actions being undertaken; and (b) Submits grant applications under the 2026-27 Floodplain Management Program as outlined in the report.</p> <p><b>Response:</b> Grant applications submitted.</p>	Yes
26-045	GM	<b>Notice of Motion</b>	<p>Council supports Cr Miller attendance and presentation to the 2026 NSW Regional Rainbow Form.</p> <p><b>Response:</b> Approved</p>	Yes
25-048	GM	<b>Hay Heavy Vehicle Rest Area and the Hay Aerodrome Heavy Vehicle Entrance Projects</b>	<p>(a) Awards the following tenders for the Hay Heavy Vehicle Rest Area (HVRA) and Hay Aerodrome Heavy Vehicles (HV) Entrance projects as follows:</p> <p>(i) HVRA Concreting Services – Eddies Concreting &amp; Construction Pty Ltd (ii) HVRA Gravel and Concrete Supply – E. B Mawson &amp; Sons Pty Ltd (iii) HVRA Steel Reinforcement Supply – E. B Mawson &amp; Sons Pty Ltd (iv) Hay Aerodrome HV Entrance Gravel Supply –</p>	Yes

			<p>E. B Mawson &amp; Sons Pty Ltd</p> <p>(b) Authorises the General Manager and Executive Manager Engineering &amp; Operations to execute contracts accordingly; and</p> <p>(c) Proceeds with the construction of the Hay Heavy Vehicle Rest Area (HVRA) and Hay Aerodrome Heavy Vehicles (HV) Entrance projects.</p> <p>(d) Approves the issuing of a Bank Guarantee for \$350,000 in the name of Transport for NSW for the security of the Work Authorisation Deed (WAD) for the Design and Construction of a Heavy vehicle Aerodrome Access Project at 11773 Cobb Highway, Hay NSW 2711.</p> <p><b>Response:</b> Contracts awarded. Projects progressing.</p>	
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## Actions Required from Council &amp; Committee Meeting

**Month: February****Ordinary Meeting 24<sup>th</sup> February**

Res No	Officer	Item	Resolution	Complete
26-014	EM P&C	<b>Proposed Fast EV Charger – Maude Reserve (Opposite Maude Memorial Hall)</b>	<p>(a) Issues a non-binding Letter of Support to enable the proponent to submit a grant application;</p> <p>(b) Undertakes consultation with the Maude community regarding the potential installation of an EV charger; and</p> <p>(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.</p> <p><b>Response:</b> Letter of support provided. Notice placed in newsletter to community.</p>	No
26-019	GM	<b>Rates Debt Recovery</b>	<p>Authorises the General Manager to implement the FlexiPay revenue solution.</p> <p><b>Response:</b> Implementation in progress.</p>	No
26-023	GM	<b>New Aged Care Act and provision of Home Support Services</b>	<p>Disposes of the old HSMO bus at Pickles auction.</p> <p><b>Response:</b> Bus disposed at auction.</p>	Yes

26-027	EM E&O	<b>Tree Removal Requests</b>	<p>(i) Removes one (1) Paper Tree from 379 Macauley Street and replace with three (3) Crepe myrtle. <b>No action yet</b></p> <p>(ii) Removes one (1) Claret Ash from 458 Orson Street and replace with a Manchurian Pear. <b>No action yet</b></p> <p>(iii) Removes one (1) Gum Tree from 123 Pine Street and replace with a Manchurian Pear. <b>Tree removed replacement not yet planted</b></p> <p>(iv) Removes one (1) Paperbark and Prune one (1) Jacaranda at 465 Water Street. <b>Completed</b></p> <p><b>Response:</b> <b>In progress.</b></p>	<b>No</b>
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**Month: January****Extraordinary Meeting 27<sup>th</sup> January**

<i>Res No</i>	<i>Officer</i>	<i>Item</i>	<i>Resolution</i>	<i>Complete</i>
26-003	GM	<b>Groundwater Supply Licence</b>	<p>(a) Notes the information provided in the report and accepts the new water access licence;</p> <p>(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;</p> <p>(c) Engages legal services to assist in the dealing with this matter.</p> <p><b>Response:</b> Engaged legal services. In progress. <b>Drilling of test bores completed. Waiting water test results.</b></p>	<b>No</b>

**Month: December****Ordinary Meeting 16<sup>th</sup> December**

<i>Res No</i>	<i>Officer</i>	<i>Item</i>	<i>Resolution</i>	<i>Complete</i>
25-178	GM	<b>Lease of Land adjacent to the Maude Cemetery</b>	<p>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.</p> <p><b>Response:</b> Successful applicant has withdrawn. In discussion with second applicant. A further report to come to Council.</p>	<b>No</b>
25-183	EM E&O	<b>Tree Removal Requests</b>	<p>Council removes one (1) Silky Oak from 211 William Street and replaces it with a Manchurian Pear. <b>No action yet.</b></p> <p><b>Response:</b> <b>In progress.</b></p>	<b>No</b>
25-184	GM	<b>Questions with Notice</b>	<p>Council collects data/evidence of vehicle speeds on Moama Street over a period of twelve (12) months and a further report brought to Council.</p>	<b>No</b>

			<b>Response:</b> Traffic counter not yet installed. In discussions with TfNSW.	
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**Month: November****Ordinary Meeting 27<sup>th</sup> November**

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

**Month: October****Ordinary Meeting 28<sup>th</sup> October**

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

**Month: September****Ordinary Meeting 23<sup>rd</sup> September**

<b>Res No</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
25-134	EM – P&C	<b>Aerodrome Licenses</b>	(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 <sup>2</sup> (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 <sup>2</sup> . (e) Submit a proposed licence agreement to tenants of Site 9 for an amount of \$2/m <sup>2</sup> (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 <sup>2</sup> . (h) Go out on EOI for sites 13-15.	<b>No</b>

			<p>(i) All the above will be for a period of 30 days.</p> <p>(j) A further report brought back to Council after the 30-day period.</p> <p><b>Response:</b> Progressing; received an enquiry for a lease for a new hanger site.</p>	
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**Month: July 2025****Extraordinary Meeting 31<sup>st</sup> July 2025**

Res No	Officer	Item	Resolution	Complete
25-99	GM	<b>Hay Sewage Treatment Plant</b>	<p>(b) Authorises expenditure as outlined in the report funded from the Sewer Fund Reserve.</p> <p><b>Response:</b> Ongoing.</p>	No

**Month: May 2025****Ordinary Meeting: 27<sup>th</sup> May 2025**

25-66	EM-E&O	<b>Tree Removal Requests</b>	<p>(i) Removes tree at 325 Macauley Street and replace it with Crepe Myrtle. <b>Not done yet.</b></p> <p>(ii) Removes tree at 393 Balaclava Street and replace it with Manchurian Pear. <b>Tree removed, replacement not yet planted.</b></p> <p>(iii) Removes tree at 255 Piper Street and replace it with Crepe Myrtle. <b>Tree removed, replacement not yet planted</b></p> <p>(iv) Removes tree at 405 Church Street and replace it with a Crepe Myrtle. <b>Completed.</b></p> <p>(v) Removes tree at 59 – 69 Lachlan Street and replace it with a Bottlebrush. <b>Tree removed, replacement not yet planted</b></p> <p>(vi) Removes tree at 392 Murray Street and replace it with Manchurian Pear <b>Tree removed, replacement not yet planted.</b></p> <p>(vii) Removes tree at the old goal, Church Street and replace it with a Manchurian Pear. <b>Tree removed, replacement not yet planted</b></p> <p><b>Response:</b> In progress.</p>	No
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**Month: February 2024****Ordinary Meeting: 27<sup>th</sup> February 2024**

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

**Month: April 2021****Ordinary Meeting 27<sup>th</sup> April 2021**

Res. No.	Officer	Item	Resolution	Complete
21-052	DCCS	Potential Land Acquisition	<p><b>Resolved</b> that Council,</p> <p>(a) Notes the information provided in the report; and</p> <p>(b) Undertakes an independent valuation of Land at a cost of \$2,000</p> <p>(c) Participates in further discussions with Transport for NSW regarding the Railway Land.</p>	No

			<p><b>Response:</b></p> <p>(b) Valuation has been undertaken. Land purchased.</p> <p>(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.</p>	
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**Month: July 2020****Ordinary Meeting 28<sup>th</sup> July 2020**

<b>Res. No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
20-084	DCCS	Classification of Crown Reserve 150036	<p><b>Resolved</b> 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.</p> <p><b>Response:</b> Matter is on hold pending Aboriginal land claim determination.</p>	No
20-090	GM	IC 1 – Railways Lands - IN COMMITTEE	<p><b>IC 1 Resolved that Council:</b></p> <p>(a) Commences negotiation to terminate Agreement 206.2523 and enter into a new agreement which includes Lot 4 DP 812034; and</p> <p>(b) A further report be brought to Council in due course.</p> <p><b>Response:</b> Letter written to JHR. Ongoing. Staff liaising with new railway land managers. Discussions still ongoing. Had recent correspondence with UGL, waiting on response.</p>	No

**Month: March 2020****Ordinary Meeting 24<sup>th</sup> March 2020**

<b>Res. No.</b>	<b>Officer</b>	<b>Item</b>	<b>Resolution</b>	<b>Complete</b>
20-038	DCCS	Road Name	<p><b>Resolve that Council:</b></p> <p>a. Endorses the name of road as “Kiernan Lane”.</p> <p>b. Continues with naming the unnamed road in accordance with Geographical Names Board requirements; and</p> <p>c. Continues with the formalising of the road corridors for Yankee Crossing Road and unnamed road.</p> <p><b>Response:</b> Continuing with process of naming and formalising road corridors. Recent discussions with Crown Lands</p>	No

HAY SHIRE COUNCIL

			<p>indicate sticking point around Yankee Crossing Road going through a TSR.</p> <p>Still working with Crown Lands.</p> <p>Kiernan Lane is officially named. Still working on Yankee Crossing Road formulisation.</p> <p>Matter is on hold due to Aboriginal land claim travelling stock route.</p>	
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**C1 - DA2024-67 - Unmanned Truck Refuelling Facility at 310 Moama St, Hay**

<b>REPORTING OFFICER</b>	General Manager
<b>ATTACHMENTS</b>	- (2026) NSWLEC 1147 – Notice of Decision - LEC No: 2025/491858 - Annexure A

**INTRODUCTION**

Council has received a Class 1 Application from the Land & Environment Court regarding the Development Application (DA) refusal for 310 Moama Street – Unmanned Refuelling Facility based on Council’s refusal of the DA in June 2025.

**COMMENTARY**

Council has been served with Class 1 Application from the Land & Environment Court regarding the DA refusal for 310 Moama Street – Unmanned Refuelling Facility. A Directions Hearing has been set for 23rd February 2026.

At the December 2025 ordinary meeting, following a recission motion, Council again refused the development application.

Since the receipt of the Class 1 Application, the General Manager has had several discussions and correspondence with Council’s insurer and two legal counsels.

On review of the files, our insurer has confirmed that the Class 1 Application from the Land & Environment Court is not claimable under our insurance policy, therefore this is not an option for Council.

As discussed at the extra ordinary meeting held 27<sup>th</sup> January 2026, it was noted that as the Court makes the Determination of the Application and is now out of Council’s hands. If Council were to try and pursue this all the way, it is possible the Court could make the Determination with none or minimal conditions of consent, which would be a very poor outcome.

As reported the best of course of action for Council is to:

- Note that our chances of success are low, and trying to defend the decision to refuse the DA will come at a cost to Council.
- Note the urgency of this matter and the need for Council to prepare for the initial Directions Hearing.
- Engage legal counsel to assist with the matter.
- Authorise the General Manager to negotiate with the applicant prior to the Directions Hearing to work on a solution that “improves the perceived amenity impacts by bolstering the conditions of consent and/or seeking amendments to the proposal”.

Legal services were engaged on the 12<sup>th</sup> January 2026, and they have actioned the necessary mandatory court steps which requires to file a Notice of Appearance with the Court and serve it on the other side.

The initial feedback received is the proposed course of action outlined is sufficient to cover the initial steps, depending upon the willingness of the other side to compromise and the approach they take to “without prejudice”.

Based on the update and advice from our solicitor, it would be safe to assume this will not be an easy negotiation. The General Manager will continue to work with the solicitor in preparing the draft Statement of Facts (SoFAC) with the view of improving the proposal and mitigating the impacts.

At the extra ordinary meeting, Council resolved:

That Council:

- (a) Engages legal services for the 310 Moama Street - Unmanned Refuelling Facility - Notice of Class 1 Court Proceedings - IOR Pty Ltd in accordance with the report;
- (b) Allocates funding for legal services from Council Reserves; and
- (c) Authorises the General Manager as the delegated authority to represent Council in the appeal consistent with the content of the report, and as per the draft conditions of consent presented to the November 2025 Ordinary Meeting, including screening on the north side of Moama Street in the location of the University Road intersection.

Since this meeting, discussions have been occurring on a “without prejudice” basis with the intent that a negotiated agreement can be presented to the Court at the Directions Hearing for determination, with the hope of avoiding the s34 conciliation conference.

A proposal without prejudice communication has been put to the solicitors for the applicant in an effort to efficiently resolve this matter. It is anticipated that an update can be provided at the meeting. The Directions hearing that was set for 23<sup>rd</sup> February has been vacated and was held 6<sup>th</sup> March 2026.

We have been in negotiations with the applicant and appears we have been able to come to a verbal agreement on the vegetation screening on Moama Street. The applicant will make a financial contribution towards the screening and Council will be required to undertake the works.

In agreement with the applicant, the initial hearing was further postponed till 13th March. At this s34 conference, the Commissioner sought some further information, which was discussed orally by our solicitor and the representative for the Applicant.

Judgement was handed down on 24<sup>th</sup> March 2026, with development consent approved (please see attached Order as well as Conditions of Consent issued by the Court).

This now closes the matter.

<p><b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b></p>	<p><b>Civic Leadership</b></p> <p>4.1 Our Council leads by example</p> <ul style="list-style-type: none"> <li>4.1.1 Implement and promote best practice governance</li> <li>4.1.2 Monitor and evaluate Council's strategic planning documents</li> <li>4.1.3 Be environmentally responsible in decision making</li> <li>4.1.4 Council will seek to continuously improve</li> </ul> <p>4.2 Our community is supported by a strong and resilient Council that is responsive to its needs</p> <ul style="list-style-type: none"> <li>4.2.1 Provide an advocacy role on behalf of the community</li> </ul>
<p><b>FINANCIAL IMPLICATION</b></p>	<p>Moderate – cost to date is \$16,000</p>
<p><b>LEGISLATIVE IMPLICATION</b></p>	<p>Local Government Act 1993 Environmental Assessment &amp; Planning Act 1979</p>

<b>POLICY IMPLICATION</b>	N/A
<b>ASSET IMPLICATION</b>	N/A
<b>RISK IMPLICATION</b>	Major – both financial and reputational

**RECOMMENDATION**

That Council notes the information provided in the report.



Land and Environment Court  
New South Wales

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Case Name: lor Pty Ltd v Hay Shire Council

Medium Neutral Citation: [2026] NSWLEC 1147

Hearing Date(s): Conciliation Conference 13 March 2026

Date of Orders: 24 March 2026

Decision Date: 24 March 2026

Jurisdiction: Class 1

Before: Targett C

Decision: The Court orders that:  
(1) The appeal is upheld.  
(2) Development consent is granted to Development Application No DA 2024-67 for the erection of a new unmanned truck refuelling facility, with ancillary double ablutions block and operating 24 hours/day, seven days/week on the land described as Lot 2 in Deposited Plan 1212081 and known as 310 Moama Street, Hay South, subject to the conditions in Annexure A.

Catchwords: APPEAL – Development application –alterations and additions - conciliation conference – agreement between the parties - orders

Legislation Cited: Environmental Planning and Assessment Act 1979 (NSW), ss 4.14, 4.15, 4.46, 4.47, 8.7, 8.10,  
Land and Environment Court Act 1979 (NSW), ss 17, 34  
Roads Act 1993 (NSW), s 138  
  
Environmental Planning and Assessment Regulation 2021 (NSW), s 37  
Hay Local Environmental Plan 2011, cll 2.5, 5.21, 6.1, 6.2, 6.9, 6.10, Sch 1  
State Environmental Planning Policy (Industry and

Employment) 2021, Ch 3, ss 3.1, 3.6, 3.11, Sch 5  
State Environmental Planning Policy (Resilience and  
Hazards) 2021, Chs 3, 4, s 4.6  
State Environmental Planning Policy (Transport and  
Infrastructure) 2021, ss 2.119, 2.122

Texts Cited: Hay Community Participation Plan 2024  
NSW Rural Fire Service, Planning for Bush Fire  
Protection, November 2019

Category: Principal judgment

Parties: Ior Pty Ltd (Applicant)  
Hay Shire Council (Respondent)

Representation: Counsel:  
C Cleary (Solicitor) (Applicant)  
J McKenzie (Solicitor) (Respondent)

Solicitors:  
Mills Oakley (Applicant)  
Kell Moore Lawyers (Respondent)

File Number(s): 2025/491858

Publication Restriction: Nil

## **JUDGMENT**

### **COMMISSIONER:**

#### **Background**

- 1 This is a Class 1 Development Appeal pursuant to s 8.7 of the *Environmental Planning and Assessment Act 1979* (NSW) (EPA Act) by the applicant against the respondent's refusal of the applicant's development application DA 2024-67 (Development Application) for the proposed erection of a new unmanned truck refuelling facility and with ancillary double ablutions block to operate 24 hours per day seven days per week on land identified as Lot 2 in Deposited Plan 1212081, known as 310 Moama Street, Hay South (Subject Land).
- 2 The Court has power to dispose of these proceedings under its Class 1 jurisdiction pursuant to s 17(d) of the *Land and Environment Court Act 1979* (NSW) (LEC Act).

## **The Development Application**

- 3 The Development Application was lodged with the respondent in January 2025.
- 4 The Development Application was publicly notified in accordance with the Hay Community Participation Plan 2024 and eleven objections were received in response to the notification.
- 5 On 19 June 2025, the Development Application was refused by the respondent.
- 6 On 18 December 2025, the proceedings were commenced by the applicant, being within the appeal period prescribed by s 8.10 of the EPA Act.
- 7 Following without prejudice discussions between the parties, the parties reached agreement as to the terms of a decision in the proceedings that would be acceptable to the parties. The decision agreed upon is for the grant of consent to the Development Application, as amended, subject to conditions of consent (Amended Development Application). The signed agreement is supported by an agreed jurisdictional statement.
- 8 The agreed amendments include:
  - (1) provision of a 2.4m high acoustic fence internal to the Subject Land screening the refuelling areas;
  - (2) provision of a 2m high screening fence to the highway frontage; and
  - (3) increased landscaping and quantity of mature trees screening the highway frontage.
- 9 The Court arranged a conciliation conference under s 34 of the LEC Act between the parties, which was held on 13 March 2026. I presided over the conciliation conference.
- 10 Under s 34(3) of the LEC Act, I must dispose of the proceedings in accordance with the parties' decision if the parties' decision is a decision that the Court could have made in the proper exercise of its functions.

## **Jurisdictional considerations**

- 11 As the presiding Commissioner, I am satisfied that the decision is one that the Court can make in the proper exercise of its functions (this being the test

applied by s 34(3) of the LEC Act). I form this state of satisfaction for the reasons that follow.

*Owner's consent*

- 12 The registered proprietor of the Subject Land provided consent to the Development Application when it was lodged with the respondent (see Class 1 Application, tabs 2 and 11).

*EPA Act*

- 13 The Amended Development Application is integrated development under s 4.46 of the EPA Act as the Subject Land has a frontage to classified road such that authorisation from Transport for NSW (TfNSW) is required under s 138 of the *Roads Act 1993* (NSW) (Roads Act). In accordance with s 4.47 of the EPA Act, on 3 March and 10 November 2025, TfNSW issued its General Terms of Approval in relation to the proposal which have been incorporated into the agreed conditions of consent (see Conditions 35-41).
- 14 The parties agree that s 4.14 of the EPA Act applies to the Amended Development Application as the Subject Land is identified as being bush fire prone land. Section 4.14(1)(a) of the EPA Act relevantly provides that development consent cannot be granted for development on bush fire prone land unless the consent authority is satisfied that the development conforms to the specifications and requirements of Planning for Bush Fire Protection 2019 (PFBP).
- 15 The Development Application was referred to the NSW Rural Fire Service (RFS) and on 14 May and 4 November 2025, RFS provided comments in support of the proposal, subject to conditions. The Amended Development Application is supported by a Bushfire Management Report prepared by Building Code & Bushfire Hazard Solutions Pty Ltd dated 3 April 2025 (Bushfire Report), which confirms that the Amended Development Application conforms to the specifications and requirements of PFBP. The agreed conditions of consent require compliance with the Bushfire Report and requirements of RFS (see conditions 31A-34).

- 16 The parties agree, and I accept that, the Amended Development Application conforms to the specifications and requirements of PFBP and there is no impediment to the grant of consent under s 4.14(1) of the EPA Act.

*State Environmental Planning Policy (Resilience and Hazards) 2021*

- 17 Chapter 3 of the State Environmental Planning Policy (Resilience and Hazards) 2021 (RH SEPP) applies to development which is “potentially hazardous or offensive”. As set out in the Amended Statement of Environmental Effects prepared by TFA Project Group dated 19 September 2025 (Amended SEE) (see p 20), consideration has been given as to whether the proposal meets the definition of “potentially hazardous or offensive industry”. The parties agree, and I accept that:

- (1) the proposal has been designed to ensure that combustible liquids are situated and stored in a separate bunded area where no flammable liquids are located; and
- (2) the proposal does not propose potentially hazardous or offensive industry and Ch 3 of the RH SEPP therefore does not apply to the Amended Development Application.

- 18 Section 4.6(1) of the RH SEPP provides that a consent authority must not consent to the carrying out of any development on land unless:

- (1) it has considered whether the land is contaminated; and
- (2) if the land is contaminated, it is satisfied that the land is suitable in its contaminated state (or will be suitable, after remediation) for the purpose for which the development is proposed to be carried out; and
- (3) if the land requires remediation to be made suitable for the purpose for which the development is proposed to be carried out, it is satisfied that the land will be remediated before the land is used for that purpose.

- 19 The Amended Development Application is accompanied by a Preliminary Site Investigation prepared by DM McMahon dated 13 July 2023 (PSI) which concludes that the Subject Land:

- (1) is not currently contaminated, nor is there a history of contamination on the Subject Land;
- (2) is well maintained with no indicators of gross contamination;
- (3) has historically been used for agricultural purposes and as such, low levels of pesticides have been identified, however, have been assessed to be of low significance in terms of risk to current and future site users; and

- (4) is suitable for the proposed development.
- 20 The Environment Protection Authority (EPA) confirmed on 11 March 2025 that it had no comments in relation to the proposal. The parties agree, and I accept that, having regard to the PSI, the matters in s 4.6(1) of the RH SEPP have been considered and the Subject Land is suitable for the proposed development.

*State Environmental Planning Policy (Transport and Infrastructure) 2021*

- 21 Section 2.119 of the State Environmental Planning Policy (Transport and Infrastructure) 2021 (TI SEPP) applies to the Amended Development Application as the Subject Land has a frontage to a classified road (Moama Street/Stuart Highway). The parties agree, and I accept that, the proposed access will be via University Road and having regard to the Traffic Impact Assessment prepared by TTPP Transport Planning dated 19 September 2025 (Traffic Assessment) and agreed conditions of consent (see Conditions 35-41), the matters listed in s 2.119(2) of the TI SEPP are satisfied.
- 22 Section 2.122 of the TI SEPP also applies to the Amended Development Application as the development is classified as traffic-generating development. TfNSW has provided its support to the proposal subject to conditions which have been incorporated in the agreed conditions of consent (see Conditions 35-41). The parties agree, and I accept that, the matters listed in s 2.122(3) and (4) of the TI SEPP are satisfied.

*State Environmental Planning Policy (Industry and Employment) 2021*

- 23 The parties agree that Ch 3 of the State Environmental Planning Policy (Industry and Employment) 2021 (Employment SEPP) applies to the Amended Development Application as signage is proposed which will be within 250m of a classified road. Pursuant to s 3.6 of the Employment SEPP (and see also relevantly s 3.11(1)), a consent authority must not grant consent to an application to display signage unless the consent authority is satisfied that:
- (1) the signage is consistent with the objectives of Ch 3 set out in s 3.1(1)(a); and
  - (2) the signage the subject of the application satisfies the assessment criteria specified in Sch 5.

- 24 Having regard to the analysis in the Amended SEE (see pp 21-23) and Signage Plans prepared by emSigns dated 22 July 2019, the parties agree and I accept that the proposed signage is consistent with the objectives of Ch 3 and assessment criteria in Sch 5.
- 25 In determining the Amended Development Application, I confirm that I am satisfied of the matters set out in ss 3.6 and 3.11 of the Employment SEPP.

*Hay Local Environmental Plan 2011*

- 26 The Subject Land is zoned RU1 Primary Production under the Hay Local Environmental Plan 2011 (HLEP). The proposed service station is permitted with consent on the Subject Land by operation of cl 2.5 and Sch 1 of the HLEP (additional permitted uses). I have had regard to the zone objectives which are extracted below:

**1 Objectives of zone**

- To encourage sustainable primary industry production by maintaining and enhancing the natural resource base.
- To encourage diversity in primary industry enterprises and systems appropriate for the area.
- To minimise the fragmentation and alienation of resource lands.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.

- 27 The Subject Land is not subject to a maximum building height or floor space ratio control under the HLEP.
- 28 Pursuant to cl 5.21 of the HLEP relating to flood planning, the consent authority must be satisfied of the matters set out in cl 5.21(2) and consider the matters in cl 5.21(3) before granting consent. The Subject Land is affected by the 1% Annual Exceedance Probability (AEP) flood event. Accordingly, the Amended Development Application proposes to locate the fuel tank above ground, outside of the area in proximity to the flood line and above the 1% AEP flood level, and to secure the tank to a concrete apron slab which has an internal bund. Further, the Department of Climate Change, Energy, the Environment and Water (DCCEE) has considered the design and noted that “the Department considered that the flood risks are low, and the site is suitable for

this type of development” (see Business Paper – Ordinary Meeting 16 December 2025, p 300).

- 29 The parties therefore agree, and I accept, that the matters listed in cl 5.21(2) and (3) of the HLEP are satisfied and have been considered, respectively.
- 30 Pursuant to cl 6.1 of the HLEP relating to earthworks, the consent authority must consider the matters listed in cl 6.1(3) before granting consent. The parties agree, and I accept, that the Amended Development Application proposes minor earthworks and are not considered likely to adversely impact or cause risk to the Subject Land or surrounds. Further, the earthworks will be managed in accordance with the Amended Engineering Plans prepared by TFA dated 19 September 2025 (Amended Engineering Plans) and Stormwater & Oily Water Management Statement prepared by TFA dated 20 December 2024 (Stormwater Management Statement). Therefore, there is no impediment to the grant of development consent having regard to the matters listed in cl 6.1(3) of the HLEP.
- 31 Pursuant to cl 6.2 of the HLEP relating to essential services, development consent must not be granted to development unless the consent authority is satisfied that services essential for the development are available or that adequate arrangements have been made to make them available. The parties agree, and I accept, that all essential services will be provided having regard to the Building Plans prepared by ATCO dated 31 August 2020, Amended Engineering Plans, Sewerage Specifications prepared by Aqua Nova (undated), Stormwater Management Statement and agreed conditions (see Conditions 33 and 35-37).
- 32 Pursuant to cl 6.9 of the HLEP relating to groundwater vulnerability, the consent authority must consider the matters set out in cl 6.9(3) and be satisfied of the matters set out in cl 6.9(4). The parties agree, and I accept, that the matters set out in cl 6.9(3) and (4) of the HLEP have been satisfied and considered, having regard to the following:
  - (1) The proposed works are located within a part of the Subject Land which is not identified on the Groundwater Vulnerability Map.

- (2) The implementation of the measures set out in the Amended Engineering Plans and Stormwater Management Statement will ensure the highest level of protection against fuel spills and incorporate water sensitive urban design measures to significantly improve the quality of the stormwater discharged from the Subject Land.

33 Pursuant to cl 6.10 of the HLEP relating to terrestrial biodiversity, the consent authority must consider the matters set out in cl 6.10(3) and be satisfied of the matters set out in cl 6.10(4) prior to granting consent. The parties agree, and I accept, that the relevant matters in cl 6.10(3) and (4) have been considered and satisfied, respectively, having regard to the following:

- (1) The proposed works are located within a part of the Subject Land which is not identified on the Terrestrial Biodiversity Map.
- (2) The proposal is not likely to have an adverse impact on the condition, ecological value and significance of the area of terrestrial biodiversity.
- (3) The EPA, DCCEE and Department of Primary Industries – Agriculture, have considered the proposal and raised no concerns regarding biodiversity (see Business Paper – Ordinary Meeting 19 June 2025, p 303 and Business Paper – Ordinary Meeting 16 December 2025, pp 300-303).

*Remaining matters in s 4.15(1) of the EPA Act*

34 The matters set out in s 4.15(1)(a), (b) and (c) have been considered above to the extent they are relevant to the Amended Development Application (see also pp 24-25 of the Amended SEE).

35 In relation to s 4.15(1)(d) of the EPA Act, the Development Application, as lodged, was publicly notified in accordance with the Hay Community Participation Plan 2024 and eleven objections were received in response to the notification. The objections raised concerns including:

- (1) traffic;
- (2) noise;
- (3) visual amenity; and
- (4) light pollution.

36 I am satisfied that the concerns raised have been taken into consideration in the assessment and determination of the Amended Development Application.

37 The parties agree that the Amended Development Application, in conjunction with the Agreed Conditions, are in the public interest for the purposes of s 4.15(e) of the EPA Act (see also p 25 of the Amended SEE).

### Conclusion

38 As the parties' decision is a decision that the Court could have made in the proper exercise of its functions, I am required under s 34(3) of the LEC Act to dispose of the proceedings in accordance with the parties' decision.

39 In making the orders to give effect to the agreement between the parties, I was not required to, and have not, made any merit assessment of the issues that were originally in dispute between the parties.

40 The Court notes that:

- (1) The respondent, as the relevant consent authority, has agreed under s 37 of the Environmental Planning and Assessment Regulation 2021 (NSW), to the applicant amending development application no DA 2024-67 to include the following material:

Tab	Document		Date	
17.	Letter from TFA		19 September 2025	
18.	Amended Statement of Environmental Effects (Rev D), prepared by TFA		19 September 2025	
19.	Amended Engineering Plans [Rev J] prepared by TFA		19 September 2025	
		<i>No.</i>		<i>Description</i>
	•	001		DA Issue
	•	002	Proposed Site Layout	

	•	003	Proposed Swept Paths	
	•	004	Fuel Dispensing Area	
	•	005	Elevation South to North	
	•	006	Elevation West to East	
	•	007	APZ – Inner Protection Zone	
	Notification Plans [Rev A], prepared by TFA			
		<i>No.</i>	<i>Description</i>	
22.	•	008	Notification Plan Sheet 1: s8.2 Layout Changes	21 October 2025
	•	009:	Notification Plan Sheet 2: s8.2 Comparison Perspectives	
26.	Concept Landscape Plan No. SK10 (Rev B), prepared by TFA			19 September 2025
27.	3D Renders Package, prepared by TFA (10 Sheets)			-
28.	Amended Traffic Impact Assessment (v04), prepared by TTPP			19 September 2025
29.	Amended Cost Summary Report (Rev B) prepared by TFA			1 October 2025

30.	Bushfire Assessment Report, prepared by Building Code & Bushfire Hazard Solutions Pty Ltd	3 April 2025
31.	Light Spill Analysis prepared by Light Harmony	19 September 2025
32.	Land Use Critical Risk Assessment (Rev E), prepared by TFA	19 September 2025
33.	Letter of Owners Consent (s8.2 Review)	12 September 2025
34.	Onsite Sewerage Management System Brochure and Accreditation (Aqua Nova)	-

(2) The applicant filed the amended plans and documents outlined above with the Court on 18 December 2025.

(3) The parties agree, and I accept, that the amendments are minor.

### Orders

41 The Court orders that:

- (1) The appeal is upheld.
- (2) Development consent is granted to Development Application No DA 2024-67 for the erection of a new unmanned truck refuelling facility, with ancillary double ablutions block and operating 24 hours/day, seven days/week on the land described as Lot 2 in Deposited Plan 1212081 and known as 310 Moama Street, Hay South, subject to the conditions in Annexure A.

### N Targett

### Commissioner of the Court

[Annexure A \(334 KB, pdf\)](#)

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## Annexure A

### DETERMINATION OF DEVELOPMENT APPLICATION BY GRANT OF CONSENT

<b>Development Application No:</b>	2024-67
<b>Development:</b>	Erection of a new unmanned truck refuelling facility, with ancillary double ablutions block and operating 24 hours/day, 7 days/week
<b>Site:</b>	Lot 2 in Deposited Plan 1212081 otherwise described as 310 Moama Street, Hay South, NSW 2711

The above development application has been determined by granting of consent subject to the conditions specified in this consent.

<b>Date of determination:</b>	24 March 2026
<b>Date from which consent takes effect:</b>	Date the consent is registered on the NSW planning Portal

#### TERMINOLOGY

In this consent:

- a) Any reference to a Construction, Compliance, Occupation or Subdivision Certificate is a reference to such a certificate as defined in the *Environmental Planning and Assessment Act 1979*.
- b) Any reference to the “applicant” means a reference to the applicant for development consent or any person who may be carrying out development from time to time pursuant to this consent.
- c) Any reference to the “site”, means the land known as Lot 2 in Deposited Plan 1212081 otherwise described as 310 Moama Street, Hay South, NSW 2711.

The conditions of consent are as follows:

## 1. Approved plans and supporting documentation

Development must be carried out in accordance with the following approved plans and documents, except where the conditions of this consent expressly require otherwise.

APPROVED PLANS				
No.	Revision	Description	Author	Date
001	J	DA Issue	iOR	19 September 2025
002	J	Proposed Site Layout	iOR	19 September 2025
003	J	Proposed Swept Paths	iOR	19 September 2025
004	J	Fuel Dispensing Area	iOR	19 September 2025
005	J	Elevation South to North	iOR	19 September 2025
006	J	Elevation West to East	iOR	19 September 2025
007	J	APZ Inner Protection Area	iOR	19 September 2025
008	A	Notification Plan Sheet 1: s8.2 Layout Changes	iOR	21 October 2025
009	A	Notification Plan Sheet 2: s8.2 Comparison Perspectives	iOR	21 October 2025
A000	B	Title Page	ATCO	31 August 2020
A200	B	Plan	ATCO	31 August 2020
A300	B	Elevations	ATCO	31 August 2020
A500	B	Sales Schedules	ATCO	31 August 2020
16/21	07	Tank Container Graphics	EM Signs	22 July 2019
05/21	07	Triangle Entry (Illuminated)	EM Signs	22 July 2019
07/21	07	Triangle Exit (Illuminated)	EM Signs	22 July 2019

APPROVED REPORTS			
Title	Version	Author	Date
Statement of Environmental Effects	D	TFA Project Group	19 September 2025
Stormwater & Oily Water Management Statement	A	TFA Project Group	20 December 2024
Traffic Impact Assessment	04	The Transport Planning Partnership	19 September 2025
Bushfire Assessment Report	1	Building Code & Bushfire Hazard Solutions Pty Limited	3 April 2025
Land Use Conflict Risk Assessment	E	TFA Project Group	19 September 2025

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

## 2. Legislative Compliance:

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

**Reason:** To comply with relevant legislation.

## 3. 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.

#### 4. Construction Certificate

A Construction Certificate must be submitted to and approved by a nominated Certifier prior to any building works taking place on the subject site. The Construction Certificate must be lodged via the NSW Planning Portal. The Construction Certificate must include:

- a full Services Plan.
- An Operational Noise Management Plan
- A Lighting Plan
- A finalised design for all the roadworks in University Rd and the Sturt Highway.

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

#### 5. Critical Stage Inspections:

A person who is carrying out, or in charge of carrying out the work, must notify Council with 24hours notice when the relevant inspections are required below:

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

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

#### 6. Siting and floor levels

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. Floor levels to be minimum 500mm above the 1% AER.

**Reason:** To ensure no encroachments occur onto neighbouring properties/road reserves and no changes are made to the approved siting of the property; and protection against flood.

#### 7. 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.

**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. Essential fire safety measures**

In granting this consent, Council requires the essential fire safety measures, as determined by the Principal Certifier upon assessment of the Construction Certificate, to be installed and maintained to comply with the requirements of the Building Code of Australia. Prior to the issue of an Occupation Certificate the owner must cause the Council to be given a fire safety certificate. The fire safety certificate must state in relation to each essential fire safety measure implemented in the building or on the land on which the building is situated:

- a) The measure has been assessed by a person (chosen by the owner of the building) who is properly qualified to do so; and
- b) As at the date of the assessment the measure was found to be capable of functioning at a standard not less than required by the Schedule attached to the Construction Certificate.

*Reason: To comply with the Environmental Planning and Assessment (Development Certification and Fire Safety) Regulation 2021.*

**10. Water supply work, sewerage work and stormwater drainage work**

Water supply work or sewerage work which is plumbing and drainage work within the meaning of the *Plumbing and Drainage Act 2011* must comply with that Act and the regulations under that Act. Any water supply work or sewerage work which is not plumbing and drainage work under that Act, and any stormwater drainage work, must comply with the Plumbing Code of Australia.

The applicant needs to submit a design for the water supply, sewer and stormwater prior to construction commencing.

Any enhancement or on-site systems to accommodate services for the development is at the applicants cost.

*Reason: Council and Statutory requirement of Local Government (General) Regulation 2021.*

**11. Noise control**

The emission of noise associated with the use of the premises including the operation of any mechanical plant and equipment must comply with all standards outlined in the Noise Policy for Industry 2017 (NSW EPA) & A Guide to the Noise Policy for Industry (NSW EPA).

In the event the use exceeds permitted levels, the person in control of the premises must arrange for an acoustic investigation to be carried out by an accredited acoustic engineer and implement those measures to reduce noise to acceptable levels. Additional ongoing mitigations will be required to be installed and maintained for the life of the development.

An Operational Noise Management Plan must be submitted as part of the Construction Certificate.

**Reason:** To protect the amenity of the area and to comply with the Protection of the Environment Operations Act 1997 and Noise Policy for Industry 2017.

## 12. Amenity protection

Prior to issue of any Construction Certificate the Applicant must make a contribution to Hay Shire Council in the amount of \$3,905 for Hay Shire Council's anticipated costs in planting and establishing vegetation screening on north side of Moama Street at the intersection of University Road. For the avoidance of doubt, this contribution is further to the works to be undertaken to mitigate amenity and environment impacts as required by the documents referred to in item 1.

The approved development must not adversely affect the amenity and environment of the neighbourhood in any way including:

- i. The appearance of any buildings, works or materials used.
- ii. The parking or movement of motor vehicles.
- iii. The transporting of materials or goods to or from the site.
- iv. Noise, air and water discharges from the site.
- v. Electrical interference.
- vi. The storage and handling of garbage, fuels, chemicals, pesticides, gasses, waste products or other materials.
- vii. Emissions or discharges into the surrounding environment including, from wastewater, sediment, dust, vibration, odours or other harmful products.

Note: The Applicant must notify, at the earliest opportunity, Hay Shire Council of any incident which has caused, or threatens to cause, material harm to the environment. For any other incident associated with the development, the Applicant must notify Hay Shire Council as soon as practicable after the Applicant becomes aware of the incident. Within 7 days of the date of the incident, the Applicant must provide Hay Shire Council with a detailed report on the incident, and such further reports as may be requested.

**Reason:** To protect the amenity of the adjoining area.

## 13. Storage or Hazardous Goods

Dangerous and hazardous goods shall be stored in accordance with SafeWork NSW requirements, dependent on the quantities stored. Any flammable or combustible liquids shall be stored in accordance with AS 1940 'The Storage and Handling of Flammable and Combustible Liquids'.

Hazardous and/or industrial waste arising from the use shall be removed and/or transported in accordance with the requirements of the EPA and SafeWork NSW.

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

## 14. Liquid Spills

Sufficient supplies of appropriate absorbent materials and other spill prevention and clean-up materials shall be kept on site to recover any liquid spillage. Liquid spills shall be cleaned up using dry methods, by placing absorbent material on the spill and sweeping or shoveling the material into a secure bin. Materials used to clean up shall be disposed of to an appropriately licensed waste facility.

**Reason:** To ensure no amenity impacts occur as a result of the development.

**15. Storage of Waste Oil**

The premises shall contain adequate holding facilities for the reception of waste oil and a contract for the recycling of this oil shall be provided to Council.

**Reason:** *To ensure the development occurs as assessed by Council.*

**16. Occupation Certificate:**

Prior to the commencement of the use and/or occupation of the subject development, a satisfactory Final Inspection and Occupation Certificate must be issued by a Principal Certifying Authority. An Occupation Certificate must be applied for via the Planning Portal, select your development and apply for a "Related Certificate".

**Reason:** *Ensure all conditions of the development are met and the building/development is safe for use.*

**17. 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.*

**18. Vehicular Crossing**

- a) Driveway Crossings: All driveway crossings to use a minimum of 32MPa concrete and be constructed to a standard that at a minimum meets the requirements of the Hay Shire Councils Heavy Duty Vehicle Crossing Details at the time. All vehicular crossings shall be constructed at full expense of the applicant.

**Reason:** *To ensure driveway crossings meet Council requirements.*

- b) Driveway Crossing maintenance: The driveway crossings are to be maintained to the satisfaction of the Council for the life of the development at no cost to Council.

**Reason:** *To ensure access and egress is maintained to a high standard*

- c) An application under Section 138, The Roads Act 1993 must be applied for all vehicular crossings and Council approval received prior to the issue of the Construction Certificate.
- d) A finalised design for all the roadworks in University Rd and the Sturt Highway, including the heavy vehicle driveway and layback vehicular gutter crossing specifications for the property shall be provided to Council's Engineer prior to the issue of the Construction Certificate.

**19. Vehicle Access**

- a) Vehicular access to the site is to be provided at the applicant's expense and to the satisfaction of Council's Engineer. This will include the road network leading to the site with appropriate designs submitted to and approved by Council prior to the issue of the Construction Certificate.

- b) Approval must be sought/provided for Heavy Vehicles to use University Road prior to the issue of the Construction Certificate.

## 20. Waste

- All waste streams must be separated and paid as applicable as per Council's Revenue Policy.
- All extracted materials must be acceptable as general land fill and any contamination detected must be remediated on site or removed to an authorised disposal location. Evidence must be provided to Council of all excavated materials testing every 50m<sup>3</sup>.

*Reason: To ensure the materials being disposed at the Hay Recycling and Waste Centre are within regulatory compliance*

## 21. Waste Containment

Designated waste containment areas must be provided on site and maintained to prevent any windblown litter escaping from the site.

*Reason: To comply with the Protection of the Environment Operations Act 1997 and to preserve the environmental health and amenity of the adjoining area.*

## 22. No obstruction of road reserve permitted

The road reserve must not be obstructed by any materials, vehicles, refuse skips or the like, under any circumstances. All activities including loading/unloading of vehicles associated with this development must be undertaken within the subject site.

*Reason: To protect the amenity of the area.*

## 23. Water Connections

- a) Raw Water: Application to access Council's Raw Water service must be applied for and approved prior to upgrading the access.

*Reason: Raw Water road crossing required to site.*

- b) Filtered Water: Application to access Council's Filtered Water service must be applied for and approved, with concurrence from other Departments. Under-boring of the Highway will be required, and all costs associated with the works will be borne by the applicant/owner/developer.

All connections will be at the applicants cost.

*Reason: The Filtered Water is located on the northern side of the Sturt Highway and connecting to Council's system requires relevant approvals.*

## 24. Sewer

- a) Onsite Sewerage Management System (OSMS): A separate application (Section 68 Application) is required for an Onsite Sewerage Management System such as a Septic Tank. This approval relates to the installation and operation of the system.

**Reason:** To ensure the effluent system is installed in an environmentally safe and hygienic manner, and to ensure the system has the capacity to deal with the volume and nature of wastes being disposed of.

- b) Sewer Connections: All connections to or alteration to any sewerage lines must be carried out by a Licensed Plumber/Drainer. A sewerage with as-executed diagram is provided to Council on completion.

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

## 25. Inspections – Plumbing & Drainage Work

An inspection must be undertaken by Council prior to the covering of the works specified below:

- a) sanitary plumbing and drainage
- b) water supply plumbing
- c) completion of all plumbing and drainage works.
- d) All stormwater drainage works

Please note that Council requires a minimum of 24 hours' notice to undertake the inspection.

## 26. Aboriginal Cultural Heritage

- No Aboriginal objects may be harmed without an approval from Heritage NSW under the *National Parks and Wildlife Act 1974*.
- If any Aboriginal object(s) are discovered and/or harmed in, or under the land, while undertaking the proposed development activities, the Proponent must:
  - Not further harm the object(s);
  - Immediately cease all work at the particular location;
  - Secure the area to avoid further harm to the Aboriginal object(s);
  - Notify Heritage NSW as soon as practical by calling 131 555 or emailing: [info@environment.nsw.gov.au](mailto:info@environment.nsw.gov.au), providing any details of the Aboriginal object(s) and its location;
  - Not recommence any work at the particular location unless authorised in writing by Heritage NSW.
- If harm to Aboriginal objects cannot be avoided, an application for an Aboriginal Heritage Impact Permit (AHIP) must be prepared and submitted to Heritage NSW before work may continue.
- If skeletal remains are unexpectedly encountered during the activity, work must stop immediately, the area secured to prevent unauthorised access and NSW Police and Heritage NSW contacted.

It is the responsibility of the Proponent to ensure the development is consistent with the [Due diligence Code of Practice for the Protection of Aboriginal Objects in New South Wales](#). All reasonable precautions must be taken to prevent damage to Aboriginal objects.

**Reason:** To protect Aboriginal heritage and to ensure compliance with the *National Parks and Wildlife Act 1974*.

## 27. Erosion and sedimentation controls

Erosion and sedimentation controls must be installed and maintained on site in accordance with the approved plan for the duration of construction works. Erosion and sediment controls must be installed in accordance with the document entitled: "Erosion and Sediment Control – A Resource Guide for Local Councils".

**Reason:** To prevent water pollution and protect the amenity of the adjoining area, and to comply with the Protection of the Environment Operations Act 1997.

## 28. Council property

Any damage or deterioration to any Council property including road reserves, or removal of any existing street trees, must be reinstated to its original condition at the Applicant's expense to the satisfaction of Council. Replacement tree(s) must be the same species and size as the one removed.

**Reason:** To maintain safe access for pedestrians and to protect the amenity of the area.

## 29. No pollution of waterways

The Applicant must take all necessary precautions and implement measures to prevent pollution of waterways during construction and operation of the development. Section 120 of the Protection of the Environment Operations Act 1997 it is an offence to pollute waters.

**Reason:** To comply with NSW EPA requirements.

## 30. Landscaping requirements

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

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

## 31. Occupation Certificate

The Applicant must not allow or permit the building (or part of the building, in the case of alteration or additions) to be occupied or used, until:

- a) All conditions of this consent have been completed in full;
- b) An application for an Occupation Certificate has been completed and lodged with the Principal Certifier via the NSW Planning Portal; and
- c) The Principal Certifier has issued an Occupation Certificate.

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

## Compliance with Government Departments

### Rural Fire Service

#### 31A. General Conditions

The development proposal is to generally comply with the following plans/documents except where amended by recommendations below.

- The plan titled Proposed Site Layout prepared by IOR, dated 19th September 2025.
- The bush fire assessment prepared by Building Code & Bushfire Hazard Solutions dated 3rd April 2025.

Council is advised that where a minor amendment to the above-noted documents is proposed, Council may use its discretion to determine whether the minor amendment warrants further assessment by the NSW RFS.

### 32. Asset Protection Zones

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

From the commencement of building works and in perpetuity, the site surrounding the proposed development must be maintained as an inner protection area for a distance of 50 metres, or the property boundary, whichever comes first. The land must be managed in accordance with the requirements of Appendix 4 of Planning for Bush Fire Protection 2019.

When establishing and maintaining an inner protection area, the following requirements apply:

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

### Water and Utility Services

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

### 33. The provision of water, electricity and gas must comply with the following in accordance with Table 7.4a of *Planning for Bush Fire Protection 2019*:

- reticulated water is to be provided to the development,
- all above-ground water service pipes external to the building are metal, including and up to any taps,
- where practicable, electrical transmission lines are underground,
- where overhead, electrical transmission lines are proposed as follows:
  - lines are installed with short pole spacing (30m), unless crossing gullies, gorges or riparian areas, and
  - no part of a tree is closer to a power line than the distance set out in accordance with the
- specifications in ISSC3 Guideline for Managing Vegetation Near Power Lines.
- reticulated or bottled gas is installed and maintained in accordance with AS/NZS 1596:2014 and the requirements of relevant authorities, and metal piping is used,
- all fixed gas cylinders are kept clear of all flammable materials to a distance of 10m and shielded on the hazard side,
- connections to and from gas cylinders are metal,
- polymer sheathed flexible gas supply - lines are not used, and
- above-ground gas service pipes are metal, including and up to any outlets.

### **Emergency and Evacuation Planning Assessment**

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

- 34.** A Bush Fire Emergency Management and Evacuation Plan shall be prepared consistent with 'Development Planning- A Guide to Developing a Bush Fire Emergency Management and Evacuation Plan December 2014'.

### **Transport for NSW**

#### **General Conditions**

- 35.** Direct vehicular and pedestrian access to the subject site from Sturt Highway (Moama Street) is denied.
- 36.** Prior to issue of any occupation certificate, "No Stopping" signs shall be installed and maintained along the subject site's full frontage to the Sturt Highway.
- 37.** Works within the Sturt Highway shall be located, designed and constructed generally in accordance with the submitted Plan (**attachment 3**) and Austroads Guide to Road Design to the satisfaction of Transport for NSW as amended by the following:
- a) As a minimum the intersection of University Road with the Sturt Highway shall be constructed as a sealed Basic Right Turn (BAR)/Basic Left Turn (BAL) intersection treatment in accordance with the Austroads Guide to Road Design and shall be designed for an approved Road Train route.
  - b) The design speed for the proposed road works shall be 80km/h (as per Austroads Guide to Road Design Part 4A, Table 7.1 – A Value)
  - c) The design vehicle for the works on Sturt Highway shall be a 36.5m B-Triple heavy vehicle.
  - d) The road works within the road reserve of the Sturt Highway shall be designed and constructed to prevent water from proceeding onto, or ponding within, the carriageway.
  - e) As a minimum the pavement design of the carriageway of the Sturt Highway shall be in accordance with Austroads standards and to the satisfaction of Transport for NSW for a twenty-year design life.

#### **Prior to the issuing of a Subdivision Works Certificate, the developer must:**

- 38.** Enter into a Works Authorisation Deed (WAD) with the TfNSW, or other suitable arrangement as agreed to by TfNSW, for all works on the Sturt Highway.

#### *Notes:*

- *A WAD is a legally binding contract between TfNSW and the developer, authorising the developer to undertake works on a State road.*
- *To progress the WAD, the developer needs to email a copy of the conditions of development consent to [development.south@transport.nsw.gov.au](mailto:development.south@transport.nsw.gov.au).*
- *All roadworks and traffic control facilities must be undertaken by a pre-qualified contractor. A copy of pre-qualified contractors can be found on the RMS website at: <https://www.transport.nsw.gov.au/operations/roads-and-waterways/business-and-industry/partners-and-suppliers/tenders-and-11>*
- *Any new services or modifications to existing services associated with this development application that involve works on, over or under the Sturt Highway*

*(as defined the area from kerb to kerb) must be incorporated into, and managed under, the Works Authorisation Deed for the project. Note: It is the developer's responsibility to identify these works to TfNSW project manager.*

- More information on WADs can be found at:  
<https://www.transport.nsw.gov.au/operations/roads-and-waterways/business-and-industry/partners-and-suppliers/private-development-1-2>

**Prior to the commencing works within the road reserve, the developer must:**

- 39.** Obtain Section 138 consent under the Roads Act, 1993 for the works associated with the WAD.

*Notes:*

- *TfNSW will be exercising its powers under Section 64 of the Roads Act, 1993 to become the roads authority for works associated with the WAD and therefore responsible for issuing the Section 138 consent for those specific works.*
- 40.** Apply for, and obtain a Road Occupancy Licence (ROL) from the TfNSW prior to commencing roadworks on a State road or any other works that impact a travel lane of a State road or impact the operation of traffic signals on any road.

*Notes:*

- For information on the ROL process and to lodge an ROL application, please visit: <https://www.transport.nsw.gov.au/operations/roads-and-waterways/business-and-industry/road-occupancy-licences>
- *The applicant will need to create an account (this may take a few days to register), prior to submitting the ROL application. The applicant must submit the ROL application 10 business days prior to commencing work. It should be noted that receiving an approval for the ROL within this 10 business day period is dependent upon TfNSW receiving an accurate and compliant Traffic Guidance Scheme (TGS).*
- *The application will require a TGS to be prepared by a person who is certified to prepare TGS. Should the TGS require a reduction of the speed limit, a Speed Zone Authorisation from TfNSW will also be required.*
- *The ROL application must include a copy of the Section 138 consent for the works, or other approval letter.*

**Prior to the issuing of the Occupation Certificate, the developer must:**

- 41.** Provide evidence to Transport for NSW to demonstrate that all works within the road reserve have been completed in line with the development consent.

**C2 – Long Term Financial Plan, Revenue Policy and Operational Plan.**

<b>REPORTING OFFICER</b>	General Manager
<b>ATTACHMENTS</b>	Under Separate Cover - Draft Budget reports for General, Water and Sewer Funds, Revenue Policy, and Operational Plan

**INTRODUCTION**

A draft set financial plans and revenue policy have been formulated following discussion at the Councillor Development Session held 21<sup>st</sup> April 2026.

**COMMENTARY****Revenue Policy**

Councils rate income for 2026/2027 is subject to a cap of 4.8% by IPART on the total yield from 2026/2027. As previously discussed, the rate scenario of applying the full 4.8% increase is included in the revenue policy.

Water and sewerage charges have increased by 4.3 %. Waste Charges have increased by 7.5% to cover the increased cost of the roll out of the three-bin service. Statutory fees have been updated to align with legislative changes and discretionary fees have generally been increased by the CPI. There have also been some amendments to the commercial waste fees to align with the cost of managing that waste.

Previous discussion with Council did indicate the need to increase revenue options including fees and charges. However, the current economic conditions have meant that there are very few opportunities at present. The general trend is that there is a lower level of economic activity across the board which has impacted the capacity to increase revenue.

**Long Term Financial Plan (LTFP)**

The Long-term financial plan as presented contains several assumptions with a minimal number of unknowns included in the budget. The main assumptions include: -

- CPI to return to normal levels.
- No additional funding allowance in the budget to replace the Regional and Local Roads Repair program after 2026/2027.
- Roads to recovery allocation to remain after the current funding program.
- Rates to increase by 4.8% in 2026/27 and then 3% yearly thereafter.
- Small reduction in 2026/27 investment income with a further reduction in 2027/28.
- Financial Assistance Grants (FAGs) to increase by 5% a year for each year of the LTFP.
- No extra allowance for additional staffing costs to replace existing specialist staff
- No additional staff unless externally funded.
- Service delivery to remain largely unchanged.

In the General Fund, the forecast is that Council will be able to maintain its cash position despite fairly substantial operating deficits for the next five years. The reason the cash position is being

maintained is that apart new road works in 2026/2027 and 2027/2028 the forecasts are to spend less than 60% on average of our depreciation cost on capital renewal over the life of the plan. It is anticipated that external funding will be allocated over time to increase the percentage of renewal works undertaken.

Council is in the fortunate position that over the last five years it has had an expansive capital program largely grant funded which means that it is low risk to adopt this strategy in the short term. Council is still maintaining its essential or higher risk capital works such as reseals, water and sewerage services renewal, and high use building works. As discussed at previous councillor development sessions, Council has always struggled to generate sufficient revenue to fund its own capital works, having relied on external funding for a significant amount of its infrastructure and community assets renewal and upgrade programs.

The budget provides for the maintenance of current employee numbers with a grow within philosophy and the continued investment in our information technology systems as well as to maintain our current plant fleet at an acceptable standard. Council does face some financial challenges with the external forces (cost of living and rising fuel) and additional requirements, and these are likely to be with us for some time.

There is no capacity in the LTFP for discretionary spending. More than ever, it is important to accurately measure what we do, maintain strict budgetary control and be adaptive. Fortunately, Council is reasonably well equipped to achieve these things.

At this point there is also no capacity to transfer funds to reserves, such as levee bank, waste or infrastructure. This will need to be revisited for 2026/27 budget preparations.

In the most part the Long-Term Financial Plan is a continuation of plans and services already in place whether they be Council or grant funded. There are some significant infrastructure items including:-

- Heavy Vehicle Access Hay Aerodrome
- South Hay Heavy Vehicle Rest Area

### **Items not in the Plan**

The long-term financial plan does not include the construction of a new levee bank in Hay and Maude as this project is still in the design phase. This will be the largest single infrastructure project ever undertaken by Council and arguably the most important. Unfortunately, Council does not have the funds to complete the main street master plan works which are reliant on external funding.

Also not included in the Plan is any financial benefits to Council in regard to the large-scale renewable developments. This is still unknown at this point, and will be quantified, if any, when announcements are made on the successful developments.

Overall, the LTFP focus is to maintain the current level of service to the community and at least maintain, if not, improve the liveability of Hay. The LTFP aligns to the new Community Strategic Plan (CSP) and Delivery Plan (DP) to achieve the outcome of having Hay Shire to be a better place to live.

The most recent edition of Local Government Solutions “Debits and Credits” indicates a worrying trend in local government finances and sustainability:

**LG Analysis #3: Our financial "form guide" of NSW Councils across the last 5 years. [sect 3.3]**

- 🚩 Only 9 x NSW Councils have generated consecutive GF Operating Results (before capital income) across the past 5 years.
- ✘ By contrast...38 x Councils (30% of NSW Councils) have now generated consecutive GF Operating Results (before capital income) across the past 5 years.

**LGS COMMENT**

The abiding conclusion from this month's 3 x LG Analysis is that a **clearly worrying financial picture across NSW Councils is emerging.**

**TAKE NOTE**

71% of Councils are now reporting GF deficits. Depreciation expenses have risen by \$1 billion in just 5 years. As per our analysis...half of this depreciation increase relates to the IPP&E FV Code mandate. LGS conclusions are that the effect of these FV depreciation increases are unsustainable, the impact of FV depreciation increases is resulting in intergenerational inequity and is making Council Operating Results (before capital income) become devoid of any interpretation.



**CLEARLY SOMETHING HAS TO BE DONE !!!**

**SOME HOPE**

But rather than sink into a *financial deficit depression*...**HOPE** may in fact just be around the corner.



Council has seen its depreciation expense increase from \$2.99M in 2018 to \$5.13M in 2025.

Local Government Solutions has been kind enough to undertake a detailed analysis of our depreciation expense over the last few years to see how much impact the current IPP&E FV Code Mandate is having on our bottom result.

In summary Council's depreciation expense for YE 24/25 was impacted by as much as the following amounts:

1. Using just the last 3 years of IPP&E FV movements...Councils depreciation expense for YE 24/25 potentially includes \$1.247M in extra depreciation expenses
2. Using the last 5 years of IPP&E FV movements...Councils depreciation expense for YE 24/25 potentially includes \$1.066M in extra depreciation expenses
3. Using the last 5 years of IPP&E FV movements...Councils depreciation expense for YE 24/25 potentially includes \$3.001M in extra depreciation expenses

As can be seen below our forecasted operating result for 2026/27 is -\$2,138,87 which is -15.58%.

If you correct for the depreciation overestimate of say \$1,247,000, then the operating result becomes -\$891,487 or -7.14%. This is about where I believe we would sit as a small rural council who does rely external grant funding to renew/replace assets. We also have a significant number of assets that if needed wouldn't be renewed (museums, halls, playgrounds). Our Financial Sustainability Strategy called for a target operating result of <-10%.

I urge councillors to not get too concerned on the operating result; our focus should be on cash and asset condition. Fortunately, both of these are acceptable.

## Financial Strategy

The draft workpapers presented show the following results for 2026/27:

### Working Capital

<b>General Fund</b> \$71,452 (surplus)	<b>Water Fund</b> \$47,110(surplus)	<b>Sewer Fund</b> \$129,064 (surplus)
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### Operating Result before capital Grants

<b>General Fund</b> \$2,138,487 (deficit)	<b>Water Fund</b> \$7,890 (deficit)	<b>Sewer Fund</b> \$109,353 (surplus)
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The positive for Council is that all three funds are in a satisfactory cash position. It is acknowledged that both the General Fund operating ratio, own source revenue and asset renewal ratios are below the benchmark and Council is actively managing these matters. The Local Government financial sustainably issue has been well documented in recent months and Council is not immune from these factors.

The following alternate scenarios for the LTFP have been calculated:

- (1) FAG's at 6% in lieu of 5% for 2026/27

**Working Capital - General Fund** \$95,710 (surplus)

**Operating Result before capital Grants - General Fund** \$2,114,229 (deficit)

- (2) FAG's at 4% in lieu of 5% for 2026/27

**Working Capital - General Fund** \$47,194 (surplus)

**Operating Result before capital Grants - General Fund** \$2,162,745 (deficit)

- (3) Inflation at 4% for 2026/27

**Working Capital - General Fund** \$86,349 (deficit)

**Operating Result before capital Grants - General Fund** \$2,204,073 (deficit)

## Operational Plan

In accordance with the requirements set out in the Integrated Planning and Reporting (IP&R) Guidelines, Council has prepared draft version of the 2026/27 Operational Plan (1-Year Plan).

The draft plan has been developed following a comprehensive process involving community engagement, consultation with Council and staff, analysis of existing plans, and consideration of identified needs and community feedback in 2025.

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<p><b>D Governance and Organisational Performance</b></p> <p><i>D.1 Our community is supported by a strong and resilient Council that is responsive to its needs</i></p> <p>D1.2 Council effectively manages its resources</p> <p>D1.4 Council decision making is based on a sound appreciation of community issues and needs, supported by reliable information and asset management systems.</p>
<b>FINANCIAL IMPLICATION</b>	The Long-Term Financial Plan prescribes Councils financial activities for the next 10 years which has significant implications.
<b>LEGISLATIVE IMPLICATION</b>	In accordance with section 403 of the Local Government Act 1993 Council must prepare a resourcing strategy inclusive of a long-term financial plan.
<b>POLICY IMPLICATION</b>	Council Long Term Financial Plan
<b>ASSET IMPLICATION</b>	The amount of revenue Council derives has implications on asset management funding
<b>RISK IMPLICATION</b>	Who Councils resources its operations has implications across major risk areas.

### Recommendation:

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

**C3 – Councillor Conference Attendance**

<b>REPORTING OFFICER</b>	Executive Manager – People & Governance
<b>ATTACHMENTS</b>	Nil

**INTRODUCTION**

This report provides details of Councillors conference expenses in accordance with section 15.2 of Councils payment of expenses and provision of facilities policy.

**COMMENTARY**

The table below lists the activities for the period 1/7/2025 to 31/12/2025.

<b>Conference</b>	<b>Councillors attendance</b>	<b>Registration, accommodation and travel costs</b>	<b>Total Cost (exc GST)</b>
LG NSW Annual Conference Penrith	Cr Oataway, Cr Porter, Cr Perry and Cr Chapman	Registration & Accommodation	\$9,329.41
SKY News Bush Summit	Cr Oataway	Accommodation	\$312.81
ALGA Roads Congress	Cr Garner	Registration & Accommodation	\$1,408.77

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<p><b>D Governance and Organisational Performance</b></p> <p><i>D.1 Our community is supported by a strong and resilient Council that is responsive to its needs</i></p> <p>D1.1 Communicate organisational performance to the community</p> <p>D1.3 Council put in place the necessary systems to ensure good governance and to also ensure they are implemented.</p> <p>D1.5 Council will lead by example.</p> <p>D1.6 Council will continuously seek to improve</p> <p><i>D.2 Our Community is connected and informed</i></p> <p>D2.1 Enable all residents and groups to participate in local decision making</p>
<b>FINANCIAL IMPLICATION</b>	Nil
<b>LEGISLATIVE IMPLICATION</b>	Sections 252 and 253 of the Local Government Act 1993 and Section 403 of the Local Government (General) Regulation 2005
<b>POLICY IMPLICATION</b>	Payment of Expenses and Provision of Facilities Policy
<b>ASSET IMPLICATION</b>	Nil
<b>RISK IMPLICATION</b>	Compliance

**RECOMMENDATION**

That Council notes and receives the report.

**C4 – John Houston Memorial Swimming Pool**

<b>REPORTING OFFICER</b>	General Manager
<b>ATTACHMENTS</b>	-Petition received 20 <sup>th</sup> April 2026

**INTRODUCTION**

Council has received a petition from the community to keep the John Houston Memorial Swimming Pool open longer as an autumn trial.

**COMMENTARY**

It is planned to close the John Houston Memorial Swimming Pool for the 2025/26 season on Sunday 26<sup>th</sup> April 2026. Council has received a petition from the community to keep the John Houston Memorial Swimming Pool open longer this season as an autumn trial.

The newly refurbished John Houston Memorial Swimming Pool was opened on the 19<sup>th</sup> December 2025, following an \$8.1M spend. The facility has been well attended with patronage more than doubling during the months of January and February.

Since March 2026, there has been a steady decline in usage as the weather has cooled and other activities in the community become the priority.

Observed recent usage of the facility:

- Maximum of 10 people (sometime down to 2) during supervised hours
- 6-8 people for the exercise groups

The new facility was only intended to be opened from October-April, which is largely two months longer than previously had been the case. It costs approximately \$1,800/day to keep the pools open to the public. This includes staff management, supervision and maintenance, chemicals and electricity. The current budget allocation will be fully spent by the end of the financial year by the time the pool remains open for the two weeks and then is shutdown and maintained in winter run mode.

While the request from the community to keep the pool open longer is very welcomed, it is not financially prudent to accommodate this request.

In addition, it is becoming increasingly difficult to find staff to clean, operate and supervise (pool attendance) due to most now finding other employment.

Staff recommend the pool is closed as planned on the 26<sup>th</sup> April 2026 and the season is not extended.

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<b>Social</b> 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs
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	<p>1.2.1 Enhance public recreation areas and facilities</p> <p>1.2.3 Deliver infrastructure that are responsive to the community's needs</p> <p><b>Environmental</b></p> <p>2.4 Enhance the built environment</p> <p>2.4.1 Maintain and beautify urban areas.</p> <p>2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.</p> <p><b>Economic</b></p> <p>3.2 Our community values its history and tourism</p> <p>3.2.4 Showcase our open space, recreation and cultural facilities</p> <p><b>Civic Leadership</b></p> <p>4.2 Our community is supported by a strong and resilient Council that is responsive to its needs</p> <p>4.2.2 Inform and empower community input into decision making</p> <p>4.2.3 Our community has access to Council information, services and facilities</p> <p>4.3 Our Council is inclusive and sustainable</p> <p>4.3.3 Ensure a financially sound Council that is responsible and sustainable</p>
<b>FINANCIAL IMPLICATION</b>	<p>Moderate</p> <ul style="list-style-type: none"> <li>- Current budget allocation - \$389,000</li> <li>- Current spend - \$365,953</li> <li>- Cost per day to keep open - \$1,800</li> </ul>
<b>LEGISLATIVE IMPLICATION</b>	N/A
<b>POLICY IMPLICATION</b>	N/A
<b>ASSET IMPLICATION</b>	Minor
<b>RISK IMPLICATION</b>	Minor - Reputational

**RECOMMENDATION**

That Council does not keep the John Houston Memorial Swimming Pool open longer for the 2025/26 season and closes as planned Sunday 26<sup>th</sup> April 2026.

# Is it possible to have an autumn trial for our Hay community warm water pool?

HAY SHIRE COUNCIL

## Reasons:

- The smaller, warmer pool is being used for rehab and exercise by a range of community members.
- People who have recently had joint replacements find it particularly valuable for their physiotherapy.
- Community members who have been attending aqua exercises have benefited both physically and socially and many are not traditional pool users. Allowing this community facility use to continue informally will be beneficial for both mental and physical health.
- In the current fossil fuel crisis it is even more expensive for Hay people to drive to Deni or Griffith to access warm water pools for exercise.

## Proposal:

- Continue solar heating for smaller pools (27 or 28 degrees)
- Fobs for users
- Blankets on pool from maybe 3 pm to 11 am
- teach fob holders how to put on and take off blankets on smaller pool(s)
- Encourage pool users to be in this pool in warmest part of the day (between 11 and 3) for practical and social benefit.
- Assess at end of May or even June to determine success of trial.

## Supporters:

ROBERT MARMONT

Alex Rosewarne  
*[Signature]*

JOANNE LUGSDIN (NODIE)

*[Signature]* 18/4/2026

SUSAN HOWARD

*[Signature]*

CHEERYL AURST

JUDITH BISSSET

MICHELLE O'BRIEN  
SUE BRETTSCHEIDER

AB Jo Schade

*[Signature]*  
Jenny Healey  
Denise McKean  
ML Gardam

*[Signature]*  
*[Signature]*

L. A. Mannant

JOSH COLES

Victoria Anderson

Georgia Low

Barbara Brettschneider

KEVIN STOKES

**C5 - Circulars and other Government Correspondence**

<b>REPORTING OFFICER</b>	General Manager
<b>ATTACHMENTS</b>	<p>(i) Letter from Liz Hefren-Webb, Aged Care Commissioner, dated 13<sup>th</sup> February 2026</p> <p>(ii) Letter from Sally Bishop, Director Aged Care Workforce Branch, dated 17<sup>th</sup> February 2026</p> <p>(iii) Review of the Roads Act 1993, Options Paper - Consultation Summary Report, dated March 2026</p> <p>(iv) Planning NSW – Circular PS 26-002 - Flexible approach to managing freight and logistic developments, dated 30<sup>th</sup> March 2026</p> <p>(v) Letter from Dr Joe McGirr, dated 2<sup>nd</sup> April 2026, plus copy of his letter to Minister Ryan Park, dated 2<sup>nd</sup> December 2025</p> <p>(vi) Planning Update email dated 9<sup>th</sup> April 2026</p> <p>(vii) MDBA – Murray Darling Basin Plan Review – Discussion Paper Snapshot, dated 5<sup>th</sup> February 2026</p> <p>(viii) Emails from LGNSW – Fair Work Commission – RTCCO – dated 21<sup>st</sup> April 2026, Order MS900102 and Fact Sheet</p>

**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) *Letter from Liz Hefren-Webb, Aged Care Commissioner, dated 13<sup>th</sup> February 2026*  
Council has received a letter, via LGNSW, from the Aged Care Commissioner in response to our motion to the 2025 LGNSW Annual Conference.
- (ix) *Letter from Sally Bishop, Director Aged Care Workforce Branch, dated 17<sup>th</sup> February 2026*  
Council has received a letter, via LGNSW, from the Director Aged Care Workforce Branch in response to our motion to the 2025 LGNSW Annual Conference.
- (x) *Review of the Roads Act 1993, Options Paper - Consultation Summary Report, dated March 2026*  
The review of the Roads Act 1993 has taken its next step. It is anticipated that the recommendation will land on Model 2 – which will be suitable if councils are supported by the Government.

- (iv) *Planning NSW – Circular PS 26-002 - Flexible approach to managing freight and logistic developments, dated 30th March 2026*

The Planning NSW has released a circular asking councils to consider the broader context and the need for supply chain recovery when responding to any complaints that may be received regarding out of hours operations for warehouse and distribution centres.

- (v) *Letter from Dr Joe McGirr, dated 2<sup>nd</sup> April 2026, plus copy of his letter to Minister Ryan Park, dated 2<sup>nd</sup> December 2025*

Dr McGirr has written in response to our letter regarding Council's support of his Rural Action Plan. Council logo has been provided to be a signatory on letters and campaign promotional materials.

- (vi) *Planning Update email dated 9th April 2026*

NSW Planning has provided a general update on the roll out of the planning reform. A summary as it relates to Hay Shire:

- Regional Planning Panels still exist for us as there is no Local Planning Panel at present
- Assessments under s4.15 have been tweaked
- no increase in statutory development fees, as they believe no increase in workload for planning officers

- (vii) *MDBA – Murray Darling Basin Plan Review – Discussion Paper Snapshot, dated 5th February 2026*

Further to the presentation by the MDBA at the March 2026 Council Meeting, please find attached the Murray Darling Basin Plan Review – Discussion Paper Snapshot. The MDBA visited Council on the 16<sup>th</sup> April 2026 to discuss the review and all things water in Hay. We thank the MDBA for its time to visit Hay and their engagement. Staff are currently preparing a submission on the Review to consider local government as a partner on the delivery of Basin Plan outcomes, particularly around water quality and basic human needs. There is an opportunity to reinforce investment in community water infrastructure (i.e. LWU's) as a way forward. Submissions close 1<sup>st</sup> May 2026.

- (viii) *Emails from LGNSW – Fair Work Commission – RTCCO – dated 21st April 2026*

The Fair Work Commission Road Transport Contractual Chain Order (RTCCO) issued on 20 April 2026 introduces a temporary, industry-wide mechanism to ensure rising fuel costs are passed through the entire road freight supply chain. Triggered by sharp increases in diesel prices, the order requires all parties, from major clients through to transport operators, to adjust payments at least fortnightly so contractors and drivers are not left absorbing fuel cost spikes. It applies broadly across the sector (with limited exclusions such as cash-in-transit) and allows flexibility in how cost recovery is implemented, including surcharges, rate increases, or agreed pricing formulas.

The order took effect on 21 April 2026 and will remain in place while fuel prices stay elevated (ceasing if diesel drops below \$2.00 per litre), with regular reviews built in. It also establishes a clear dispute resolution pathway through the Commission if parties cannot agree. Importantly, this is the first use of new RTCCO powers, marking a significant shift in how cost pressures are managed, moving fuel price risk away from individual operators and embedding it across the full contractual chain.

For local government the Order has a direct but targeted implication with councils being captured as “primary parties” in road transport contractual chains when they procure freight or transport services.

In practical terms, this means that where a council engages contractors for activities like waste collection, road construction, plant haulage or materials transport, it may now be legally required to ensure fuel cost increases are passed through the contract chain. The order mandates regular (at least fortnightly) rate adjustments so that downstream transport operators and owner-drivers recover increased diesel costs, with councils expected to take “reasonable steps” to ensure this flow-through occurs.

Strategically, the RTCCO shifts cost risk for councils. Rather than contractors absorbing fuel volatility, cost escalation is effectively embedded into council contracts and procurement budgets, particularly for freight-intensive services.

This Order has the potential to affect Hay Shire Council operations, through supplier cost increases, including grant funded projects relying on imported materials (gravel and concrete), such as the Heavy Vehicle Rest Area. It is unclear exactly how this may occur, with delivered gravel contracts the RTCCO likely applies to the haulage component, and for fixed-price contracts the RTCCO does not automatically override them, however creates compliance and commercial pressure to vary or renegotiate.

Council staff are working with LGNSW to obtain a better understanding of the Order and likely impact to Council and the community.

<p><b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b></p>	<p><b>Civic Leadership</b></p> <p>4.1 Our Council leads by example</p> <p>4.1.1 Implement and promote best practice governance</p> <p>4.1.2 Monitor and evaluate Council’s strategic planning documents</p> <p>4.1.3 Be environmentally responsible in decision making</p> <p>4.1.4 Council will seek to continuously improve</p> <p>4.2 Our community is supported by a strong and resilient Council that is responsive to its needs</p> <p>4.2.1 Provide an advocacy role on behalf of the community</p> <p>4.2.2 Inform and empower community input into decision making</p> <p>4.2.3 Our community has access to Council information, services and facilities</p> <p>4.3 Our Council is inclusive and sustainable</p> <p>4.3.1 Enable an engaged workforce with suitable skills, available in the right place at the right time</p> <p>4.3.2 Build a strong, collaborative, and supportive team culture</p> <p>4.3.3 Ensure a financially sound Council that is responsible and sustainable</p>
<p><b>FINANCIAL IMPLICATION</b></p>	<p>Minor</p>
<p><b>LEGISLATIVE IMPLICATION</b></p>	<p>Local Government act 1993                  Local Government (General) Regulation 2005                  Environmental Planning &amp; Assessment Act 1979                  Companion Animals Act 1998</p>

<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Nil
<b>RISK IMPLICATION</b>	Minimal

**RECOMMENDATION**

That Council notes the information provided in the report.



Office of the Commissioner  
Our Ref: LHW2026-02-04

Mr David Reynolds  
Chief Executive  
Local Government NSW

*By email:* [policy@lgnsw.org.au](mailto:policy@lgnsw.org.au)

Dear Mr Reynolds

Thank you for your email and letter of 19 January 2026 (Ref: R25/0020). I understand that following a resolution arising from the 2025 Local Government NSW (LGNSW) Annual Conference, you are seeking my support for greater flexibility regarding the mandatory 24/7 Registered Nurse (RN) obligation for residential aged care facilities in rural and remote areas.

For your awareness, the Department of Health, Disability and Ageing (the department) may grant an [exemption from the 24/7 RN obligation](#) to providers of residential services in small rural, remote and very remote communities for up to 12 months. Exempt homes do not need to have an RN onsite and on duty at all times, provided they can demonstrate that the care needs of the residents will continue to be met during the exemption period. This exemption process was established specifically to respond to challenges in workforce availability and proximity to acute health services.

The Commission's approach to regulating the 24/7 RN obligation, as with all legislative obligations under the [Aged Care Act 2024](#), is flexible, risk-based and proportionate by design, including towards providers operating homes in rural and remote locations.

We have published a [Regulatory Bulletin](#) that outlines our approach to regulating both the 24/7 RN and mandatory Care Minutes obligations. It aligns with the Commission's [Regulatory Strategy 2025-26](#) to safeguard the rights, safety, health and wellbeing of older people while supporting providers and workers to deliver safe, high-quality and person-centred care.

Where we detect provider non-compliance with workforce-related targets and associated risk, we may engage with providers through increased supervision. This gives us the flexibility to take a proportionate approach to how we regulate, as we can adjust the intensity of our engagement based on the nature of the risk or harms to older people.

I note the resolution calls for policy reforms regarding the 24/7 RN obligation, and that you also provided the resolution to the Minister for Aged Care and Seniors, the Hon Sam Rae MP. The Minister is responsible for detailed policy settings and legislative requirements under the Aged Care Act. The department manages the 24/7 RN obligation and making decisions on exemptions from the requirement for eligible rural and remote applicants.

I appreciate the offer to work in partnership with the Commission to deliver strong outcomes for local communities.

We welcome requests for our staff to attend meetings and events. Commission staff can attend as a speaker or representative. Requests can be made through our website [Request a speaker or representative | Aged Care Quality and Safety Commission](#). The Commission's [Stakeholder Engagement Strategy](#) outlines how we identify, plan, deliver and evaluate our engagement activities with external stakeholders.

Thank you again for taking the time to write to me and I hope this information is of assistance.

Yours sincerely



**Liz Hefren-Webb**  
Commissioner

13 February 2026



**Australian Government**

**Department of Health, Disability and Ageing**

Ref No: MC26-001273

Mr David Reynolds  
Chief Executive  
Local Government NSW  
[lgnsw@lgnsw.org.au](mailto:lgnsw@lgnsw.org.au)

Dear Mr Reynolds

Thank you for your correspondence of 15 January 2026 to the Minister for Health and Ageing and the Minister for Disability and the National Disability Insurance Scheme, the Hon Mark Butler MP on policy reforms regarding the resolutions of the 2025 Local Government NSW Annual Conference. The Minister has asked me to reply.

I appreciate you forwarding the recommendations from the Conference, noting their relevance for the aged care workforce, and the provision of care for older people.

In the summary provided, I noted the comments provided regarding the impact of the mandatory 24/7 RN requirement for residential aged care facilities in rural, regional and remote communities. The Australian Government's commitment to the 24/7 RN requirement is intended to ensure residents always have access to clinical care when they need it. Evidence also indicates that almost half of all ambulance transfers from an aged care home to a hospital emergency department occur after hours. This requirement allows RNs to manage some issues as first responders, therefore improving resident safety and preventing unnecessary trips to hospital.

The Government recognises that workforce shortages can impact the ability of some aged care homes in rural and remote areas to attract and retain enough RNs to meet the 24/7 RN requirement. Small, aged care homes in these areas can apply for an exemption to this requirement for up to 12 months at a time. Additional information about exemptions can be found at [www.health.gov.au/our-work/care-minutes-registered-nurses-aged-care/24-7-rns/exemption](http://www.health.gov.au/our-work/care-minutes-registered-nurses-aged-care/24-7-rns/exemption).

The Aged Care Quality and Safety Commission also takes a risk-based approach to compliance with this requirement, including for homes that are not eligible for an exemption and are unable to provide 24/7 RN care. In these circumstances, homes must ensure they have appropriate alternative clinical care arrangements in place, such as access to on-call RNs, to ensure residents continue to receive safe clinical care, in the absence of an RN.

The Australian Government is committed to ensuring there is a sufficient and sustainable health workforce to meet the healthcare needs of Australians and that all Australians have access to high quality care. As part of this commitment, Health Ministers approved a new registration standard for eligible internationally qualified registered nurses (IQRNs), which came into effect on 23 April 2025.

The standard streamlines the assessment and registration process and applies to IQRNs who hold a qualification relevant to the profession and have practised for at least 1,800 hours in a comparable country approved by the Nursing and Midwifery Board of Australia (NMBA). These pathways will apply to IQRNs from the Canadian provinces of British Columbia and Ontario, Ireland, Singapore, Spain, the United Kingdom and the United States of America. More information is available on the NMBA's website at [www.nursingmidwiferyboard.gov.au/Registration-Standards/General-registration-for-IQRN](http://www.nursingmidwiferyboard.gov.au/Registration-Standards/General-registration-for-IQRN). The pathways increase flexibility for eligible IQRNs, who do not have to complete NMBA examinations to obtain further qualifications to meet NMBA requirements. To ensure that high standards of patient safety and quality of care are maintained, all IQRNs must still meet the same safety checks as Australian trained nurses when applying for registration in Australia. As of 31 January 2026, 2152 IQRNs have been invited to apply for registration, with 779 IQRNs registered through the new pathways.

As part of the Department of Home Affairs (DOHA) visa requirements, IQRNs must also apply separately to the Australian Nursing and Midwifery Accreditation Council (ANMAC) for a skills assessment. ANMAC are the approved skills assessors and complete a migration skills assessment on behalf of DOHA, assessing an applicant for work in Australia. On 1 July 2025, ANMAC expanded the eligibility criteria for the Full Skills Assessment to align with the new registration standard. This offers a clearer, earlier migration pathway for eligible nurses.

With respect to education pathways for aged care workers, the Government funds a range of initiatives, including Fee-Free TAFE, which enables personal care workers to undertake nationally recognised qualifications such as the Certificate III in Individual Support. These programs are designed to reduce financial barriers and support workforce development across the sector, including in smaller communities. In addition to Fee-Free TAFE, the Government offers a variety of free training aimed at building the skills of aged care workers. Further details can be found at [www.health.gov.au/sites/default/files/2026-01/training-and-professional-development-opportunities-for-aged-care-workers.pdf](http://www.health.gov.au/sites/default/files/2026-01/training-and-professional-development-opportunities-for-aged-care-workers.pdf).

In addition, the Government funds the Aged Care Nursing Scholarship Program which is supporting workers to complete formal qualifications in nursing and develop management skills to advance their careers in aged care. Further details on how to apply can be found at [www.acnp.org.au/ansp](http://www.acnp.org.au/ansp).

With respect to the resolution on broader health accommodation incentives for the allied health workforce, I note that you have forwarded the resolution to the NSW Minister for Health, the Hon Ryan Park MP for further advice.

You may also be aware that the Australian Government has agreed to a National Housing Accord with states and territories, local government, institutional investors and the construction sector. The Commonwealth will provide \$3.5 billion in payments to state, territory and local governments to support the delivery of new homes towards the National Housing Accord target. Further information can be found at <https://treasury.gov.au/policy-topics/housing/accord>.

The Australian Government remains committed to supporting the workforce and welcomes ongoing feedback to ensure that training pathways remain accessible and relevant to the needs of rural and remote communities.

Thank you for writing on this matter.

Yours sincerely

A handwritten signature in black ink that reads "Sally Bishop". The signature is written in a cursive style with a small dot above the 'i' in "Bishop".

Sally Bishop  
Director  
Aged Care Workforce Branch  
17 February 2026

Transport  
for NSW

# Review of the *Roads Act 1993*

## Options Paper Consultation Summary Report

March 2026





Cars and freight trucks on Gocup Road in regional NSW

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## Cover photos:

Top left: Friends enjoying a bike ride near Byron Bay.

Top right: Car travelling through the New England countryside near Gostwyck.

Bottom left: Workers having a conversation at a work site.

Bottom right Heavy vehicle carrying freight on a regional NSW road.





# Acknowledgement of Country

Transport for NSW acknowledges the Traditional Custodians of the land on which we work and live.

We pay our respects to Elders past and present and celebrate the diversity of Aboriginal people and their ongoing cultures and connections to the lands and waters of NSW.

Many of the transport routes we use today – from rail lines, to roads, to water crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation's First Peoples followed for tens of thousands of years.

Transport for NSW is committed to honouring Aboriginal peoples' cultural and spiritual connections to the lands, waters and seas and their rich contribution to society.

Rider on cycleway opposite Redfern Station



# Introduction

# 1

## About the review of the Roads Act 1993

The *Roads Act 1993* (the Act) is more than 30 years old, the NSW Government is undertaking a strategic review of the Act (the review) to create a more contemporary planning and management framework for roads and streets across New South Wales (NSW). This review aims to better enable Transport for NSW (Transport) and councils as decision-makers and to recognise that roads serve not only vehicle traffic but all users and uses; supporting community life, economic activity, and more liveable, connected and inclusive places.

With the input and support of stakeholders, Transport is delivering a targeted review of the Act to empower local councils, cut red tape for faster decision-making, remove operational challenges and deliver a statute that is adaptable for the future. The current Act has undergone limited change since its commencement in 1993, despite significant shifts in community expectations, transport modes, technology, and the way we live.

We're building momentum. The review of the *Roads Act 1993* has already progressed through two major consultation phases. In early 2025, Transport released an Issues Paper and held a successful first round of consultation, engaging councils, peak bodies, advocacy groups and the community through workshops, roundtables, written submissions and surveys. This feedback directly shaped the development of the Options Paper, which presented three reform models for a modern, inclusive and adaptable Act. The second consultation period on the Options Paper ran from 15 August to 31 October 2025. This phase invited stakeholders and the broader community to provide feedback via the Have Your Say portal, written submissions and targeted engagement activities. Together, these two rounds of consultation have laid a strong foundation for reform and demonstrated widespread support for change.

Following the close of consultation on the Options Paper, all feedback received through submissions, surveys, workshops and stakeholder forums has been carefully analysed. This input informed the refinement of reform options for the Act. Transport is now assessing the proposed models in detail, including implementation pathways, regulatory economic analysis, legislative drafting requirements and alignment with broader planning and transport frameworks. Recommendations will be presented to the Minister for Transport, the Minister for Roads and the Minister for Regional Transport.

## Key objectives of the review

Simplifying the planning, management and delivery of roads is key to building stronger communities and connections across NSW. Transport has worked with councils and key industry bodies to identify opportunities to simplify processes within the legislation to make road management more efficient and straightforward.

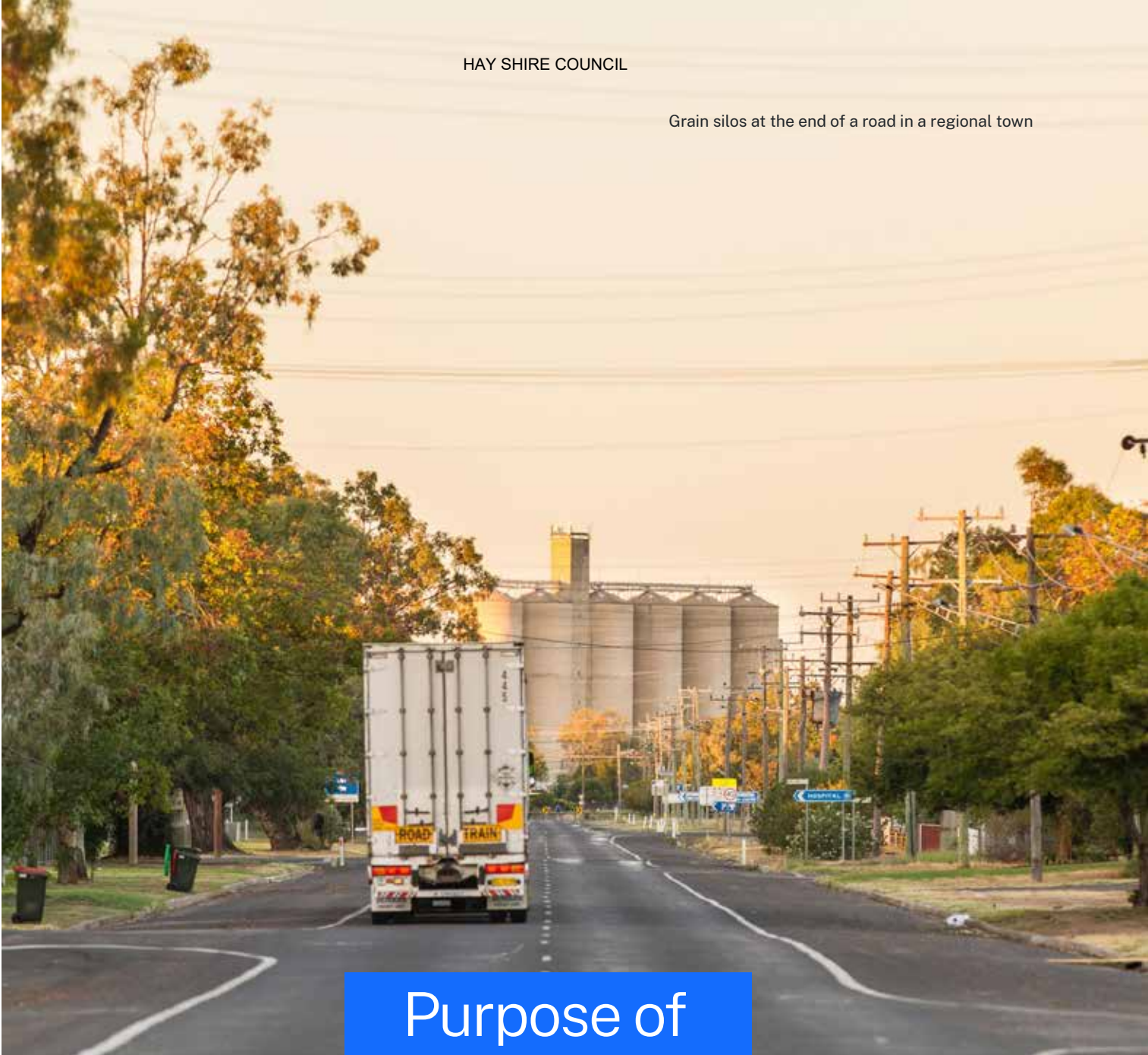
Transport is targeting four key reform objectives:

1. More contemporary uses for roads and streets that are safe and responsive to community needs
2. Faster local decision making with appropriate mitigations to manage network risk
3. A streamlined and easy-to-use statute that keeps pace with change
4. A more operationally effective statute.

## Out of scope

The following is out of scope for this legislative review:

- funding arrangements including block grants and other grant programs
- Commonwealth legislation
- changes to the *Crown Land Management Act 2016*
- changes to current arrangements for speed zone reviews
- road tolling.



Purpose of  
this report

2

This report details the engagement strategy and activities undertaken by Transport to gather feedback from stakeholders on the second phase of the review of the *Roads Act 1993*, centred around the release of the Options Paper.

The report offers an overview of the key themes and topics highlighted in stakeholder feedback in this phase of the review, encompassing comments and suggestions received through stakeholder workshops and forums, emails, meetings, submissions and the online Have Your Say portal for the review.

While the report reflects the breadth of feedback received, it is not possible to include every individual comment or suggestion, particularly where these were raised in isolation. All input has been carefully considered and the reform is being developed with guidance from specialist advisory teams to ensure that stakeholder perspectives inform the process.

Ongoing engagement throughout the review has ensured that the consultation process remains transparent, inclusive and responsive to the needs and concerns of all stakeholders involved in the review.

## Engagement approach

The consultation for the Options Paper was designed to be inclusive and effective, engaging all stakeholder groups and proactively addressing gaps in participation noted during the Issues Paper consultation, particularly among Aboriginal communities, the ageing, youth, motorists, and freight stakeholders.

Engagement centred on the Have Your Say platform as the main channel for submissions, running over a 10-week period timed with the Options Paper's release. The approach was phased, initially engaging councils, peak bodies and government agencies, then expanding to broader community outreach and targeted activities with specific stakeholder groups in the latter half of the consultation.

The engagement approach for the Options Paper was structured around two distinct streams to ensure both depth and breadth of participation:

### 1. Invested and expert stakeholders

This stream targeted stakeholders with a strong understanding of the *Roads Act 1993*, such as NSW councils, NSW government agencies, advocacy groups, and peak bodies. These groups were invited to provide detailed and technical feedback through written submissions, targeted workshops and meetings. The aim was to gather in-depth insights and practical recommendations from those directly involved in the planning, management and operation of roads and streets across NSW.

Engagement with this stream was designed to ensure comprehensive and meaningful stakeholder participation, and to allow for detailed submissions in response to the objectives of the review and the three models outlined in the paper.

### 2. Broader community

To capture the aspirations and perspectives of the broader community, the engagement approach also encouraged community members, local residents and interest groups, as well as youth, to share their visions and priorities for the future of roads and streets in NSW. The focus was on understanding how people want roads and public spaces to evolve to better support community life, safety and accessibility.

Combining these two streams ensured that the consultation process was both comprehensive and inclusive, gathering technical expertise from key stakeholders while also listening to the broader community's hopes for the future of the state's roads and streets.

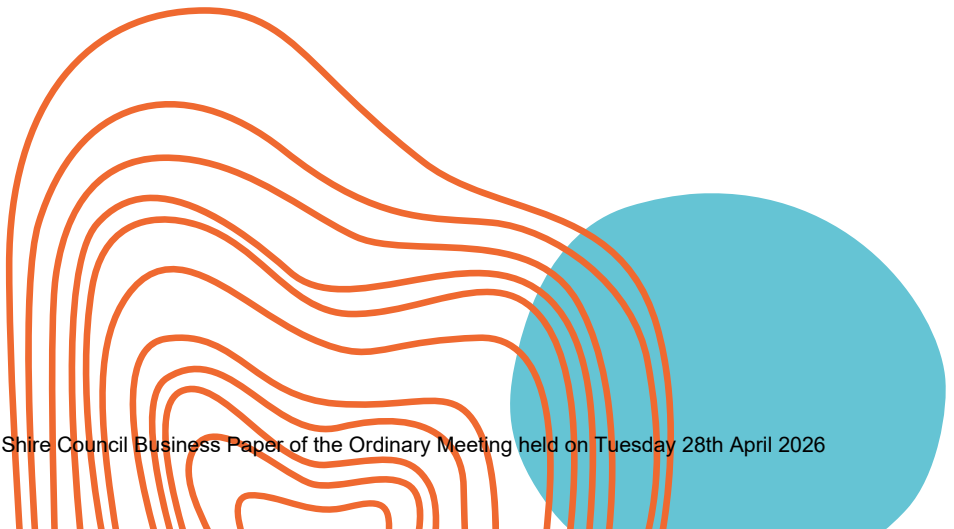
## Activities

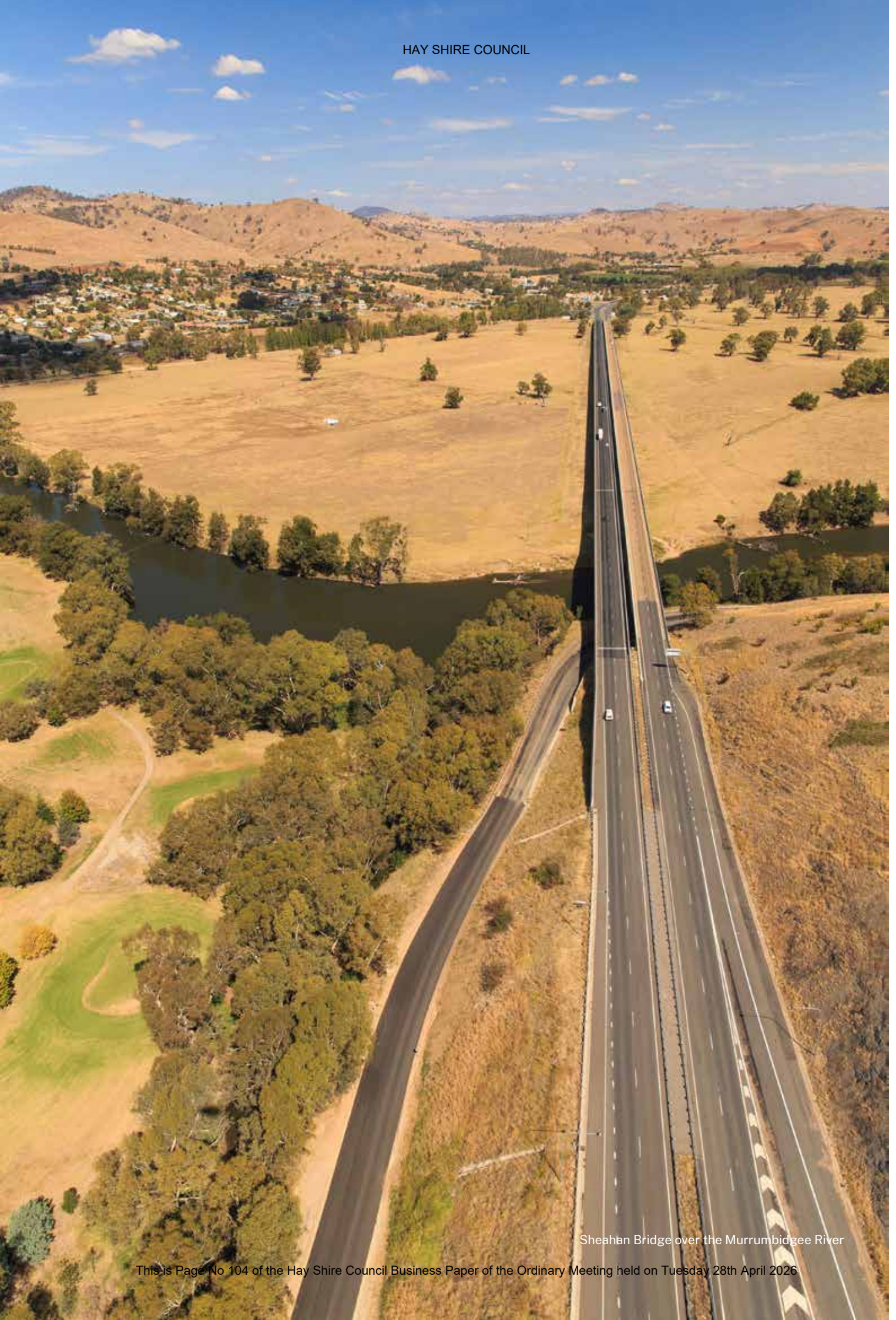
The engagement activities included:

- internal and external workshops and briefings, facilitating discussions and gathering feedback from stakeholders
- stakeholder emails and shareable newsletter content, inviting participation
- video vox pop content shared to stakeholders for social sharing
- [Have Your Say portal](#) and online survey, allowing stakeholders to provide their input online
- youth survey and creative activity
- letters to MPs
- media releases.



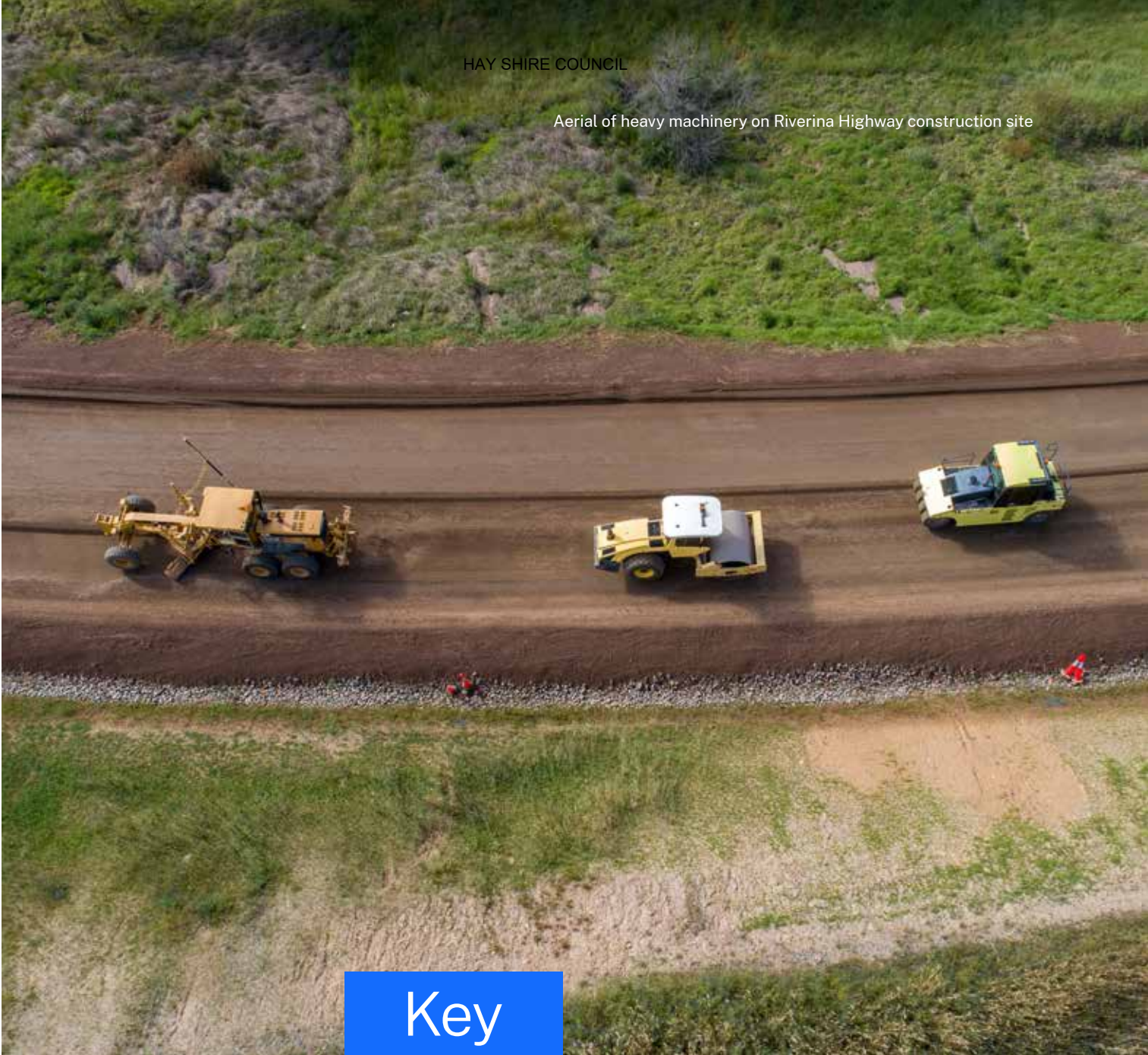
George Street, Sydney





Sheahan Bridge over the Murrumbidgee River

Aerial of heavy machinery on Riverina Highway construction site



Key

stakeholders

# 3

NSW councils, peak bodies, advocacy and community groups as well as the general public were invited to provide their feedback on the issues discussed within the Options Paper.

## Objectives of engagement

The primary objectives of the communications and engagement activities carried out for the Options Paper were to:

- deliver an inclusive engagement process that reached a wide spectrum of stakeholders
- provide stakeholders with clear, accessible information about the reform options and their implications, enabling them to contribute meaningful, well-informed feedback that reflected diverse community and industry perspectives
- ensure that consultation materials and channels are adapted to suit both technical stakeholders and community participants, enabling each group to engage in ways that were relevant and accessible to them
- gather robust, representative feedback and insights from stakeholders to assess the strengths, risks and practical implications of each reform option, and to foster understanding and support for the broader reform effort.



Crown Street, Surry Hills

## Target audience

The review of the *Roads Act 1993* is relevant to a variety of key stakeholders, each bringing unique perspectives and insights. These include the groups outlined below.



### Transport for NSW and other NSW Government road managers

These entities work with the Act daily as they manage roads and streets within their jurisdictions. This includes council staff and councillors who represent community interests, as well as Transport staff involved in network planning, operations and land use development. Their day-to-day operations are directly influenced by the Act, making their input crucial.



### Councils

Both regional and metropolitan Local Government Areas (councils) are significant stakeholders. They deal with the practical implementation and regulation of roads and streets, and their feedback is essential for understanding localised impacts of the Act.



### Peak advocacy groups

These groups represent various interests. They include road users, public transport users, freight and general motorists, and motorcyclists. They consider the use of streets as public spaces, for walking and cycling, and for economic transaction.



### Peak professional bodies

These groups represent the professions that play a role in the planning, design, management and operation of roads, streets and places across the state.



### Broader community organisations

The Act significantly impacts the broader community in how it affects how public spaces like high streets, parks, promenades and residential neighbourhoods are accessed, managed and developed.



### Freight, service operations and utilities

The Act influences freight and service operations, and considers utilities such as energy and telecommunications. It affects land use planning that could support freight by regulating access to key precincts, for a more efficient supply chain.



### Environmental stakeholders

The Act affects the environmental use of streets, including their role as 'green lungs' for cities. This involves supporting tree canopy, stormwater management, urban heat mitigation, biodiversity corridors, and air quality improvement. Environmental stakeholders provide insights into how the Act can support sustainable urban development.



### NSW Government agencies

Given the wide-ranging impact of the Act on aspects of public administration and community life, many government agencies have a role as key stakeholders in this review.



### Community and youth

The general public and young people are also key stakeholders. Their diverse perspectives help support a more balanced and comprehensive approach to road management.



### Emergency and disaster response

Roads serve an important role for communities during natural disasters, providing safety access, bushfire control lines and local flood response. Stakeholders in emergency management provide critical insights into how the Act can support disaster recovery and resilience.

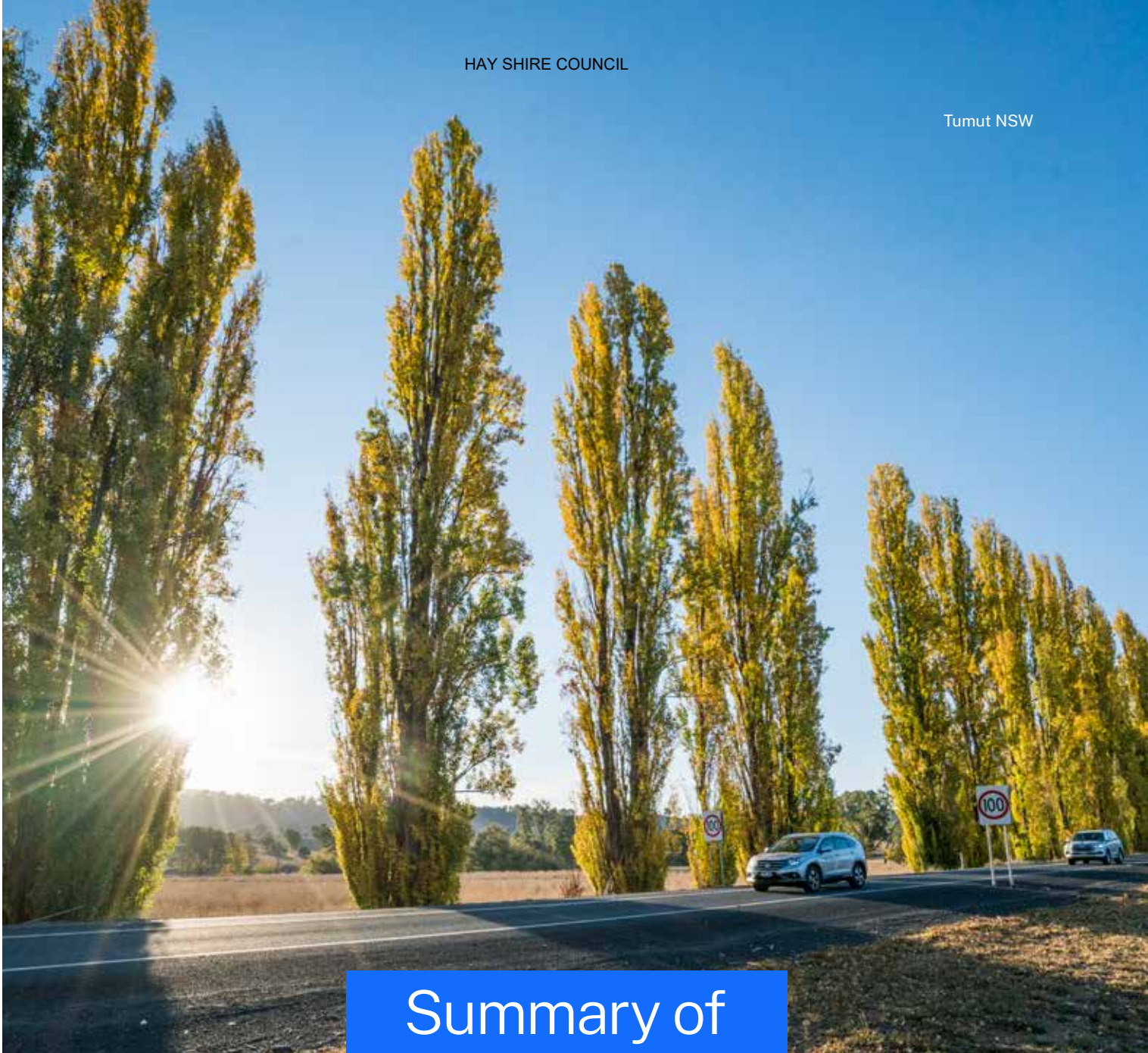


### First Nations organisations and Local Aboriginal Land Councils

Many transport routes today follow Songlines that Aboriginal people have used for tens of thousands of years. Recognising and respecting this cultural heritage is essential in the planning and management of roads. Effective engagement can help identify specific challenges faced by Aboriginal communities and develop innovative solutions to address them.



Light Rail stop along George Street in Sydney



Summary of  
engagement activities

4

On 14 February 2025, Transport published an Issues Paper, which launched the first stage of consultation on the review of the Act.

This consultation presented an opportunity for the NSW community, councils and other key government, non-government agencies and community groups to inform Transport about issues currently faced within the Act.

The six-week consultation period was open for feedback between 14 February and 28 March 2025. NSW councils, stakeholder groups, peak bodies and community groups were encouraged to read the paper and complete an online survey or provide a written submission via the portal or by email.

A consultation report on this first phase of consultation was published on the review website and Have Your Say pages; [Review of the Roads Act 1993 issues paper consultation summary report May 2025](#).

The Options Paper was published on 15 August 2025, presenting a further opportunity for stakeholders to engage in the review, and with the proposed outcomes and potential models for reform outlined in the paper. Consultation closed on 31 October 2025.

This report focuses on feedback received during this consultation period for the Options Paper.

## Communication and correspondence

To announce the publication of the Options Paper and launch of consultation, stakeholders were emailed on or shortly after 15 August 2025. These stakeholder groups included:

- councils
- NSW Government MPs
- peak bodies and advocacy groups
- freight stakeholders
- government agencies
- other key Transport stakeholder networks and internal stakeholders, including teams focused on movement and place, active transport, disability and Aboriginal engagement.

This email encouraged stakeholders to share news of the consultation with their broader networks. In total, over 1400 direct emails were sent to stakeholders to advise them of the consultation.

The consultation was also promoted through Transport's monthly Movement and Place newsletter ([movementandplace.nsw.gov.au](http://movementandplace.nsw.gov.au)) and through various stakeholder networks, with more than a dozen mentions in relevant member newsletters, articles or social media posts including the Local Government NSW newsletter, Committee for Sydney and Committee for Hunter.



## Workshops, briefings and meetings

A number of workshops, meetings and briefings were organised by Transport to more deeply explore the Options Paper and proposed models.

**Table 1. Consultation meetings**

Key meetings	Date	Invitees	Attendees
NSW Government agency and utility workshop	Monday 16 June	NSW Government agencies and utility providers	66
Office for Youth, NSW Youth Advisory Council	Sunday 27 July	Youth Advisory Council members and Office for Youth staff	25
Transport for NSW internal workshop	Monday 25 August	Key Transport staff	53
Stakeholder roundtable	Friday 29 August	CEOs/General Managers of all 128 local councils, peak professional bodies and advocacy groups.	62
Online information session	Wednesday 3 September	Government agencies, local councils, community groups and organisations	305
Online regional workshop – north	Thursday 18 September	Local councils and community groups	25
Online regional workshop – south	Friday 19 September	Local councils and community groups	43
Online regional workshop – west	Tuesday 23 September	Local councils and community groups	68

In addition to these key workshops, the project team conducted over 25 briefings and conversations with stakeholders, including events with the following organisations and their membership:

- NSW Farmers briefing
- NSW Minerals Council briefing
- Australian Logistics Council briefing
- Roads Australia and Austroads briefing
- NSW Aboriginal Land Council briefing
- Festival Association of Australia briefing
- NSW Country Mayors' Association General Meeting
- Public Transport Association Australia and New Zealand (PTAANZ ) briefing
- Institute of Public Works Engineering Australasia (IPWEA) information session
- Accessible Transport Advisory Committee (ATAC) information session
- Urban Development Institute of Australia (UDIA) information session
- Australian Institute of Traffic Planning and Management (AITPM) information session
- Council on the Ageing NSW information session.



Attendees at a stakeholder roundtable

## Website, Have Your Say portal and Options Paper

On 15 August 2025, the webpage and Have Your Say portal were updated with information about the Options Paper consultation:

- Website page: [transport.nsw.gov.au/projects/current-projects/roads-act-1993-review](https://transport.nsw.gov.au/projects/current-projects/roads-act-1993-review)
- Have Your Say portal: [haveyoursay.nsw.gov.au/roads-act-1993](https://haveyoursay.nsw.gov.au/roads-act-1993)
- Options Paper: [transport.nsw.gov.au/system/files/media/documents/2025/review-of-the-roads-act-1993-options-paper-august-2025\\_1.pdf](https://transport.nsw.gov.au/system/files/media/documents/2025/review-of-the-roads-act-1993-options-paper-august-2025_1.pdf)

The Options Paper sets out the case for reforming the *Roads Act 1993* and presents three distinct models for change, each reflecting different levels of legislative and structural reform.

**Model 1** – codification of current practice proposes retaining the existing framework while embedding current practices into law to improve clarity and consistency.

**Model 2** – plan-led framework introduces statutory network plans to align road management with land use planning, reduce ad hoc approvals, and support proactive, risk-based decision-making.

**Model 3** – institutional change suggests establishing an independent road regulator to oversee compliance and ensure accountability for safety, accessibility, and sustainability goals.

Alongside these models, the paper explored supporting mechanisms such as clearer permitting processes, digital systems, and streamlined approvals to reduce delays and improve operational efficiency.

As part of the *Roads Act 1993* review, we invited stakeholders who work with or represent a roads authority, peak body, advocacy group, or any entity that interacts directly with the Act to read the Options Paper in full and provide endorsed submissions outlining their preferred model for reform and any recommendations.

Stakeholders were asked to consider which model best meets the needs of NSW communities and to provide recommendations on related topics, including roles and responsibilities of road authorities, regulatory tools, compliance and penalties, Crown roads, road user priorities, and implementation pathways. The paper also invited feedback on broader principles such as universal access, safety, sustainability, resilience, and integration with land use planning. These considerations aim to ensure the Act remains fit-for-purpose, supports modern transport needs, and delivers a statute that is clear, adaptable and efficient.

## Written submissions and community survey

To assist stakeholders in preparing comprehensive submissions, we provided a [Submission Guide](#) (PDF) and a [Submission Template](#) (Word document). The Options Paper is detailed, and extensive feedback was expected, so stakeholders were encouraged to use these resources to ensure submissions were structured and addressed key issues.

Written submissions were able to be uploaded directly to the Have Your Say portal or emailed to the project team at [roadsactfeedback@transport.nsw.gov.au](mailto:roadsactfeedback@transport.nsw.gov.au).

Community members with an interest in the future of roads and streets were encouraged to read the [Roads Act Reform Community Companion Document](#) and share their views through the community survey during the same consultation period. By participating, stakeholders helped inform how we plan, regulate and manage the road network for years to come.

## Youth survey and photo submissions

To ensure young voices were included in the review of the *Roads Act 1993*, we developed a targeted youth engagement program. This included an online survey, developed through co-design with the NSW Youth Advisory Council, through the NSW Office for Youth. The survey was designed for people aged 16 to 24 and asked about their experiences and priorities as road users – whether walking, cycling, skating, using public transport, or driving. Questions explored perceptions of safety, accessibility and fairness, as well as what improvements young people might like to see, such as better lighting, dedicated bike lanes, and car-free spaces. The survey was promoted through the Have Your Say portal and shared with Youth Advisory Committees and other youth networks across NSW.

Engaging youth was critical because the decisions made through this review will shape the future of roads and streets for decades to come. Young people are not only current users of roads and footpaths but also future drivers, commuters and community leaders. Their perspectives help ensure the updated Act reflects modern needs, creating safer, more inclusive and better-connected communities. By listening to youth priorities, such as sustainability, active transport and social spaces, we can design legislation that supports vibrant, accessible environments and responds to the expectations of the next generation.

In addition to the survey, young people were asked to participate in ‘Street Stories’, a creative activity designed to give young people a way to express their views on roads and streets as part of the review. Participants aged 16–24 were invited to submit a photograph answering the question: *‘what does a good or bad street or road look like to you?’* The idea was to capture real-life examples of what feels safe, welcoming, or fair, and what doesn’t. Submissions could highlight features such as lighting, footpaths, crossings, greenery, accessibility, and how spaces work for different users like walkers, cyclists, drivers and passengers.

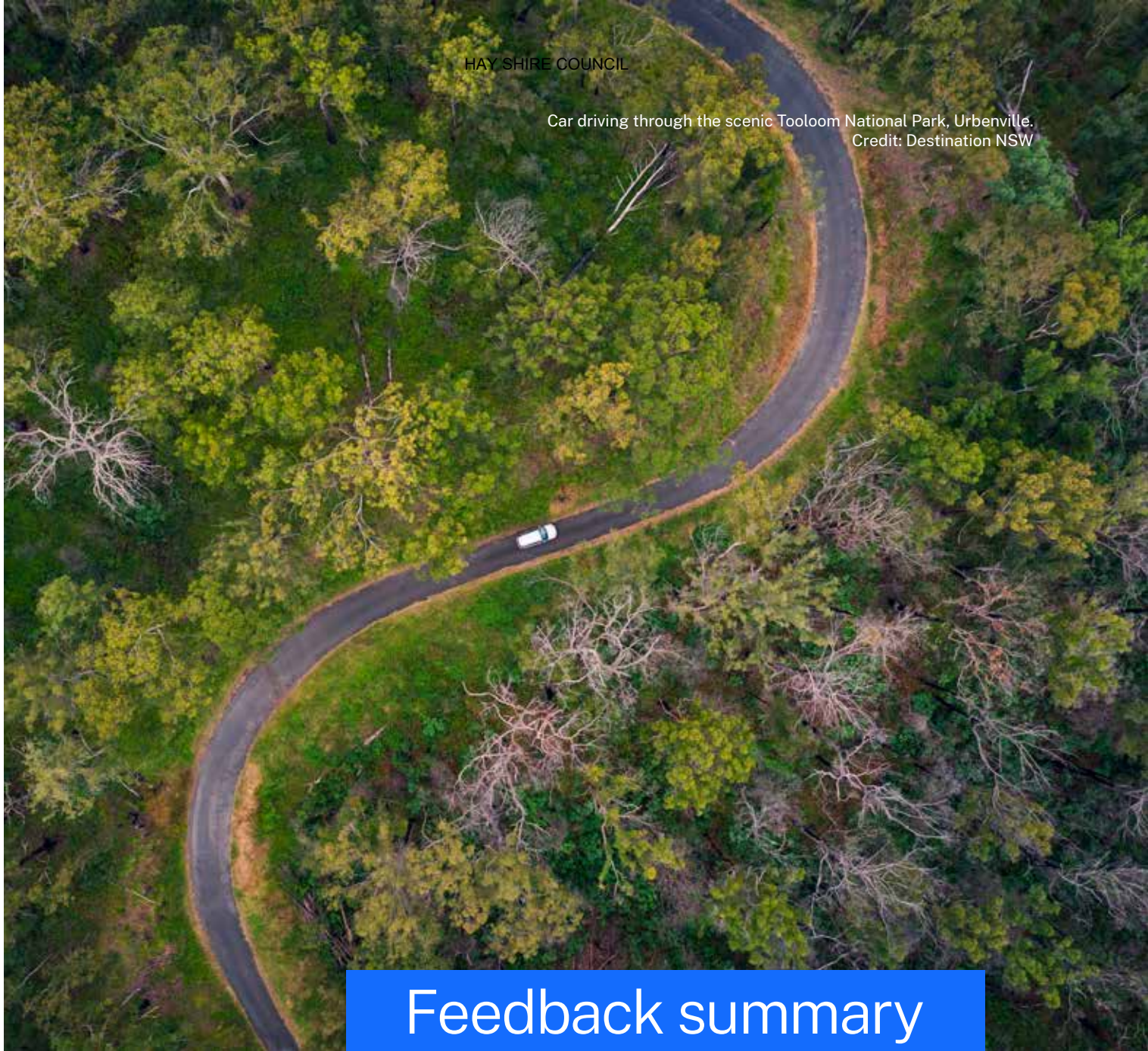
This activity complemented the youth survey by providing a visual narrative of young people’s priorities and experiences, putting their voices at the heart of the review.



Shared Spaces Program, Wollongong, 2023

HAY SHIRE COUNCIL

Car driving through the scenic Tooloom National Park, Urbenville.  
Credit: Destination NSW



# Feedback summary and key themes

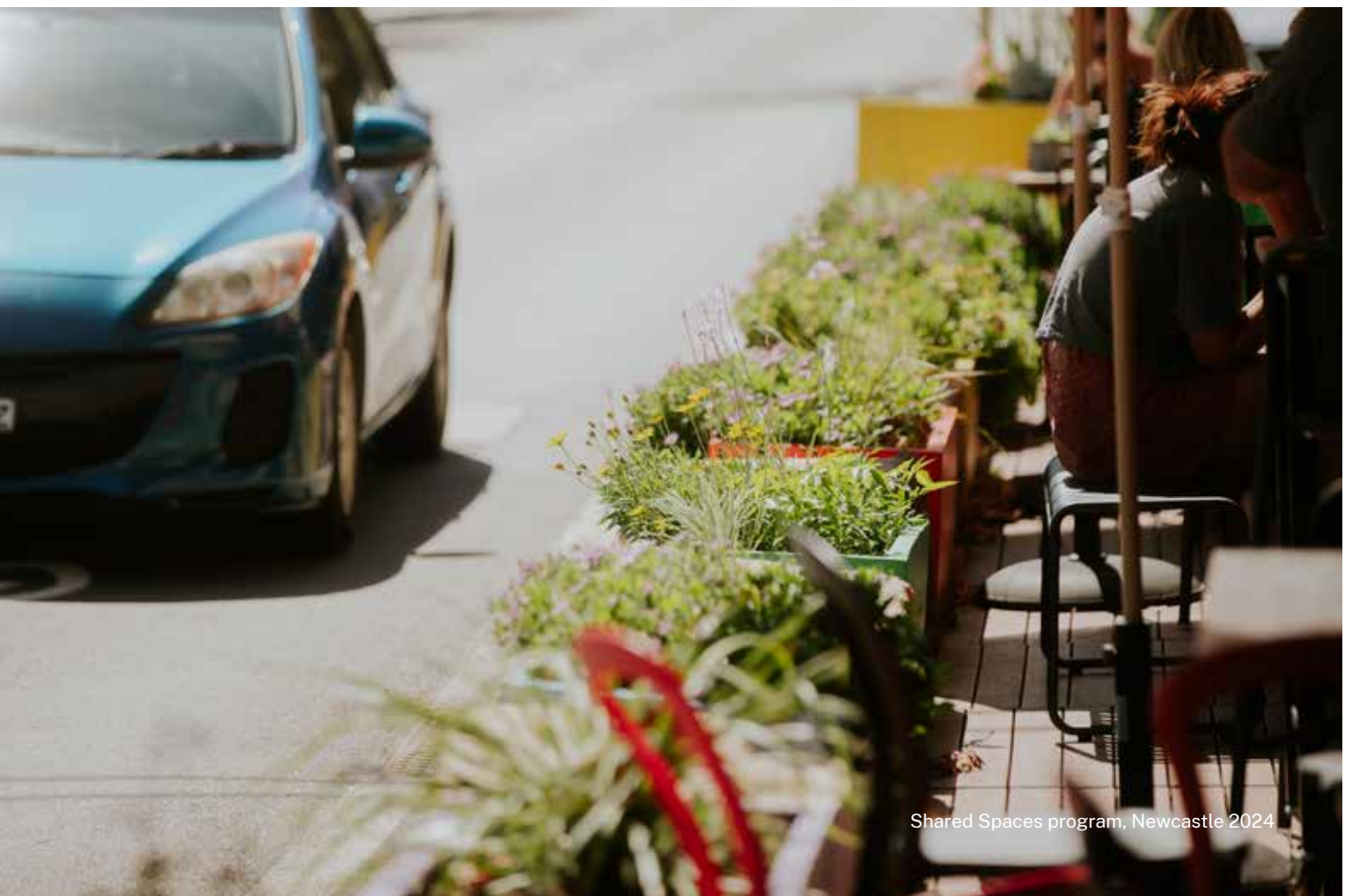
# 5

The following figures in Figure 1 provide a snapshot of engagement during the consultation.

**Feedback methods**



Figure 1. Feedback methods



Shared Spaces program, Newcastle 2024

## Community feedback

### What we learned from community engagement

The review aims to identify reforms to modernise how roads and streets are managed, making them safer, more inclusive, and better suited to the needs of all users. The results from community engagement provide compelling evidence that there is genuine and widespread support for reform.

The survey results show that respondents across NSW, whether in metropolitan or regional areas, are aligned in their aspiration for change. Respondents overwhelmingly prioritise safety, inclusivity and active transport. There is strong demand for better road and footpath maintenance, highlighting safety for walking and cycling as their top concern as well as improved public transport, and more vibrant, people-centred public spaces. The data also reveals frustration around infrastructure not keeping pace with growth, poor conditions, and the dominance of cars in urban environments.

The community is not only aware of the challenges facing our roads and streets, but is also supportive of reforms that will make them safer, more inclusive, and better aligned with contemporary needs. The findings provide a strong mandate for the review to deliver meaningful change, backed by the voices and experiences of people from every corner of the state.

## Community survey

The community survey, conducted as part of the Options Paper consultation, gathered responses from a diverse cross-section of the public between August and October 2025. With 176 responses, the survey reflects a broad range of perspectives across NSW. The findings offer valuable insights into how people use roads and streets, their main concerns and their aspirations for the future.

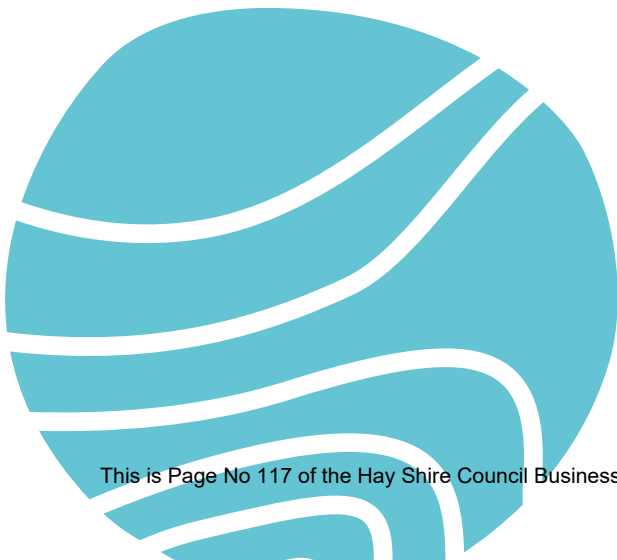
The community survey captured the voices of residents from both metropolitan and regional NSW. The survey results show both the shared aspirations of communities across the state, and the distinct challenges and priorities that emerge in different contexts.

Respondents represented a wide variety of backgrounds and ages. The demographic question ('please select which personal categories you belong to') allowed respondents to tick more than one category, so totals represent selections rather than individual people.

The highest number of selections came from metropolitan residents (100), with a strong showing from regional or remote residents (57). Community roles featured prominently: 73 selections for members of a community group or association, 46 for volunteers or community leaders, and 20 for business owners or employers. Family and caring roles were common, including 49 selections for parents or caregivers and 13 for carers.

Lived experience categories included 18 selections for people with disability, 18 for respondents from culturally and linguistically diverse backgrounds, six for migrants or refugees, and one for an Aboriginal or Torres Strait Islander person. No selections were recorded for temporary residents.

In addition to demographic questions, the community survey asked participants to share their views on roads and streets in their community. Respondents were invited to answer four questions: **'what concerns you most about roads and streets in your area?'**, **'what do you want roads and streets to look and feel like in the future?'**, and **'what would make your experience of roads and streets better?'**. They were also asked **'is there anything else you'd like to tell us about roads and streets in your community?'**.



## How people use roads and streets

Driving private vehicles and walking were the most common choices, with 140 selections for driving and 139 for walking. Public transport was also widely used,

with 109 selections overall and higher use among metropolitan residents. Cycling drew 101 selections, and e-bikes or e-scooters drew 52. Because respondents could choose more than one mode, the sum of selections exceeds the number of contributors.

### How do you regularly use roads and streets?

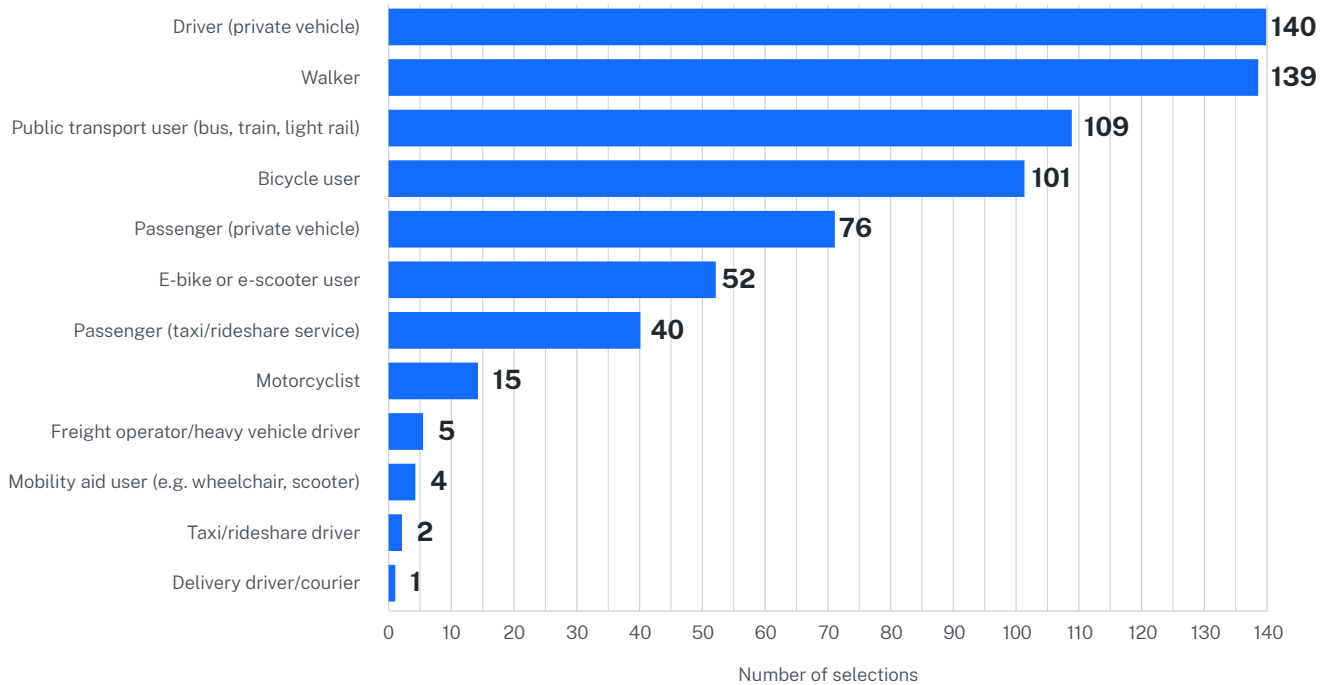


Figure 2. Survey result – Use of roads and streets

‘The roads are too car-centric, we need to include much more cycling infrastructure. We should be making journeys by active transport more of a priority than the same journey by car.’

– Survey respondent

Of the respondents who indicated whether they were metropolitan or regional, metropolitan respondents selected public transport far more often than regional respondents (86 versus 12), and also recorded more selections for walking (89 versus 36), bicycles (74 versus 21) and e-bikes or e-scooters (33 versus 12). Driving private vehicles was common across both groups, with 72 selections among metropolitan respondents and 54 among regional respondents. Overall, the pattern suggests public and active transport are used more frequently in metropolitan areas, while regional respondents rely more on private vehicles.

‘Regional remote drivers have NO choice to drive long distances because of expensive, infrequent, outdated public transport options. It is actually killing regional/remote drivers.’

– Survey respondent

Smaller groups reported using motorcycles, taxis or rideshares, and working as freight or delivery drivers, reflecting the varied ways people interact with the road network.

## Community concerns about roads and streets

Safety emerged as the most significant concern across all groups, with 145 respondents highlighting safety for walking and cycling as a top issue. Poor road or footpath conditions (125) and traffic speed (107) were also major concerns.

‘The number of people dying on our roads in NSW is increasing, not decreasing, particularly pedestrians and bike riders. The only way this is going to change is to learn from other countries which have prioritised people over cars, and prioritise their safety and experience over cars saving one minute from their journey.’

– Survey respondent

### What concerns you most about roads and streets in your area?

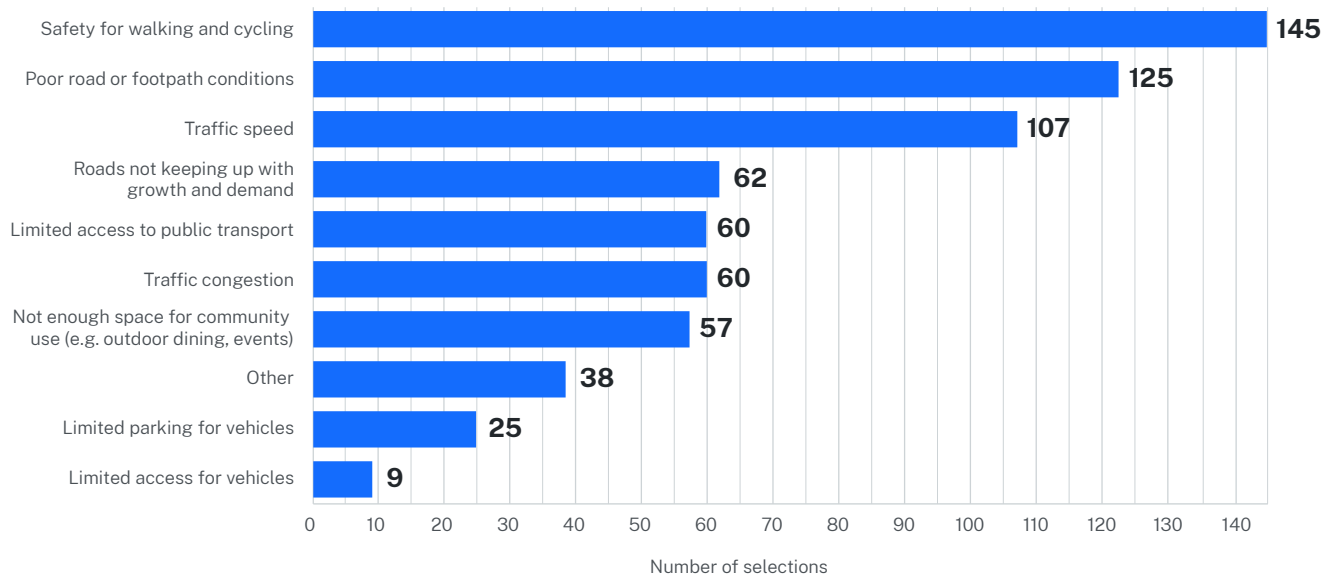


Figure 3. Survey result – Concerns about roads and streets

‘I regularly ride around the inner suburbs of Sydney... cycling is often faster than driving for my trips, but it certainly is not safer or clearer how I’m supposed to get anywhere.’

– Survey respondent

Metropolitan respondents most frequently selected safety for walking and cycling (90 selections, 90% of the metropolitan cohort) and poor road or footpath conditions (67 selections, 67%). Traffic speed was also a major concern (67 selections, 67%), followed by not enough space for community use such as outdoor dining and events (47 selections, 47%). Concerns about limited access to public transport (37 selections, 37%) and traffic congestion (36 selections, 36%) were also prominent. Fewer metropolitan respondents highlighted limited parking for vehicles (5 selections, 5%) or limited access for vehicles (2 selections, 2%).

Regional respondents were most concerned about poor road or footpath conditions (41 selections, 71.9% of the regional cohort) and safety for walking and cycling (38 selections, 66.7%). Roads not keeping up with growth and demand was a much more common concern among regional respondents (34 selections, 59.6%) compared to metropolitan respondents. Traffic speed (28 selections, 49.1%) and limited parking for vehicles (15 selections, 26.3%) were also notable concerns in regional areas. Other issues such as limited access to public transport (15 selections, 26.3%), traffic congestion (16 selections, 28.1%), and not enough space for community use (6 selections, 10.5%) were less frequently selected by regional respondents.

In the 'other' category, several responses highlight distinct issues. These include environmental and climate resilience (e.g. roads not keeping up with heatwaves, flooding, and emissions contributing to climate change), rural hazards such as feral animals and fire risks from unmaintained vegetation, and governance concerns around road space allocation and community consultation. Respondents also raised amenity and liveability issues, including the need for shade trees and better streetscape design, as well as driver behaviour and enforcement, and safety risks linked to inadequate roadside stopping areas contributing to fatigue.

**'We should be prioritising people, and community experiences much more, for example, making streets pedestrian in main urban centres, allowing only resident access to more places, reducing speed limits on side streets, and closing streets around schools, so that school students can get to school safely.'**

- Survey respondent

**'Our cities are car sewers. The prioritisation of cars moving fast, everywhere, all the time, with free on-street storage of vehicles makes our streets both ugly and unsafe. Streets are for people – not just cars to go fast!'**

- Survey respondent

Outcomes such as roads and streets that are better maintained and easier to navigate were moderately important, and there was also support for creating more vibrant and welcoming public spaces, supporting local businesses and events, and ensuring efficient traffic movement. Greener streets and resilience to severe weather events were also valued.

While these aspirations were broadly shared, metropolitan respondents placed greater emphasis on vibrancy, public space, and active transport, while regional respondents prioritised maintenance, efficient movement and resilience due to the different challenges faced in their communities.

## Aspirations for the future of roads and streets

When asked to rank their priorities for the future, respondents favoured roads and streets that are safer and more inclusive for all users, and expressed a desire for environments that make it easier to walk, cycle, or use public transport.

### What do you want the future of roads and streets to look and feel like in the future?

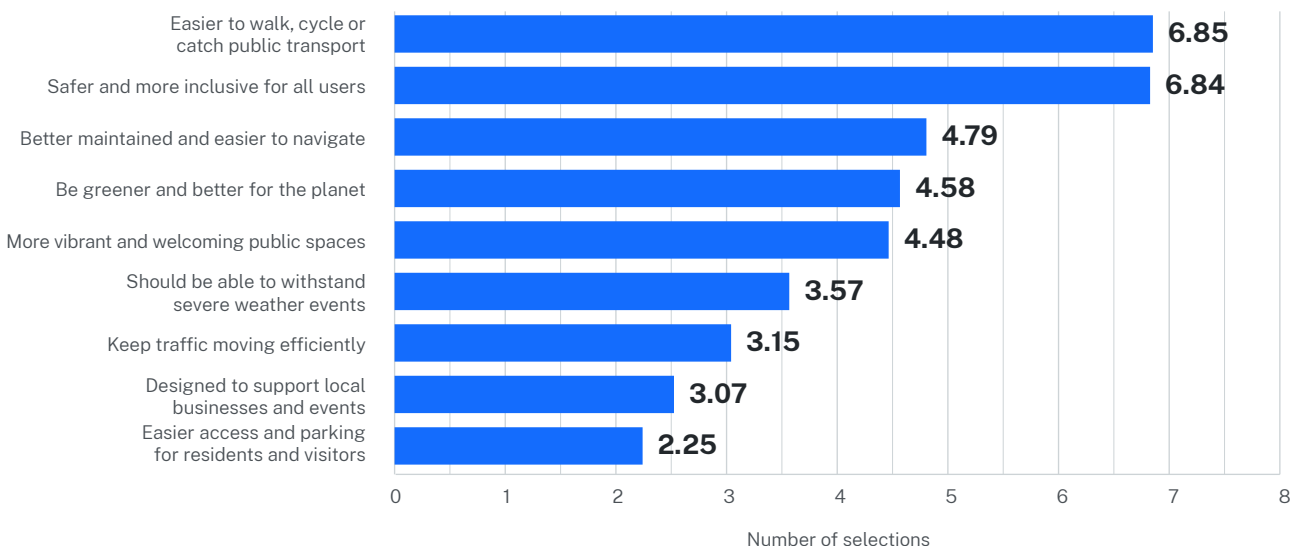


Figure 4. Survey result – Future roads and streets

**'We need to protect trees in our roads act too if we are to cool our suburbs and mitigate against climate change.'**

- Survey respondent

What would improve the experience of roads and streets?



Figure 5. Word cloud – Improvement of roads and streets

Overall, respondents most frequently called for improvements that support active and public transport, as well as greater safety and inclusivity for all users. Making it easier to walk, cycle or catch public transport was the leading suggestion, with 50 selections across both regional and metropolitan cohorts. Safer and more inclusive streets for all users was also a prominent priority, chosen 48 times. Respondents valued streets that are better maintained and easier to navigate, with 13 selections, and highlighted the importance of resilience to severe weather events (8 selections).

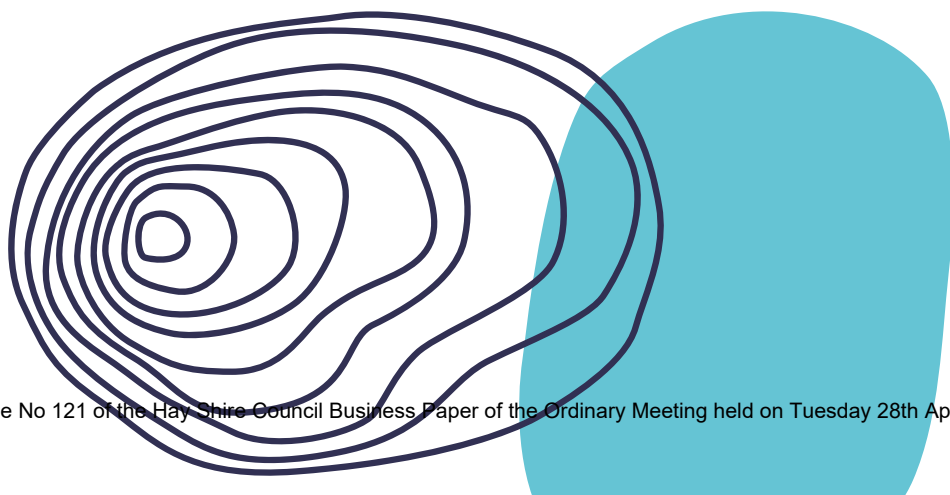
Other suggestions included creating more vibrant and welcoming public spaces, making streets greener and better for the planet, and keeping traffic moving efficiently. However, these options were selected less frequently. Only a handful of respondents prioritised easier access and parking for residents and visitors, or support for local businesses and events. The overall pattern suggests that people are looking for streets that are safe, accessible and well maintained, with a strong emphasis on active transport and public space improvements.

‘We must have a plan for road improvement, not just maintenance. Many roads in my community are gravel rural roads, the council tries to maintain them, but its an impossible task to improve the standard of them from dirt to gravel to sealed.’

– Survey respondent

‘Giving more space to pedestrians and cyclists – and actively removing it from cars (driving and parked). Every nice outdoor space in my area is nice because it does not have cars. Cars should be the absolute last option of space allocation in a city.’

– Survey respondent



# Youth engagement

## What we learned from youth engagement

Feedback from young people provides strong support for the proposed reforms under the review. Their emphasis on safety, inclusivity and sustainability directly aligns with the review’s objectives to modernise legislation and create a road network that accommodates all users, not just drivers.

By calling for better active transport infrastructure, improved public transport integration, and consideration of emerging modes such as e-scooters and e-bikes, youth perspectives highlight gaps in the current system and validate the need for change.

Young people represent both current and future road users, and their priorities demonstrate that the reforms need to ensure they are forward-looking, equitable and responsive to evolving community needs.

## Youth survey

The youth survey, conducted during the consultation period, gathered insights from young people across NSW about their experiences and priorities regarding the road network and transport options.

Engaging young people as a stakeholder group in the review has been essential because they represent road users who often experience greater vulnerability in public spaces. Many youth are unlicensed pedestrians,

cyclists or public transport users, and they face distinct safety and accessibility challenges when navigating roads, streets and transport networks.

By consulting this group, the review captured priorities for safe, inclusive and well-connected environments that support access to education, employment, healthcare, and recreation. Young people are particularly focused on placemaking elements such as lighting and footpaths, which enhance comfort and security, and they bring a strong interest in environmental sustainability and the future function of roads.

Their perspectives are especially valuable, as reforming the Act may influence how emerging transport modes, including e-scooters and e-bikes, are integrated and how young people transition into adulthood and new road-user roles. **Including youth voices ensures that future reforms reflect the needs and aspirations of a diverse and evolving population of road users.**

38 individual surveys were completed by young people between the ages of 16 and 24. These respondents represent a broad cross-section of NSW, with feedback coming from metropolitan areas such as Blacktown, Leichhardt and Parramatta, as well as regional towns including Bellingen, Orange and Dubbo. This geographic spread provides valuable insight into how young people across NSW experience and perceive the road network, transport options and priorities for future improvements.

## Transport modes

Youth respondents reported using a variety of transport modes, including walking, cycling, public transport and driving.

Thinking about the road network, how do you mostly get around?

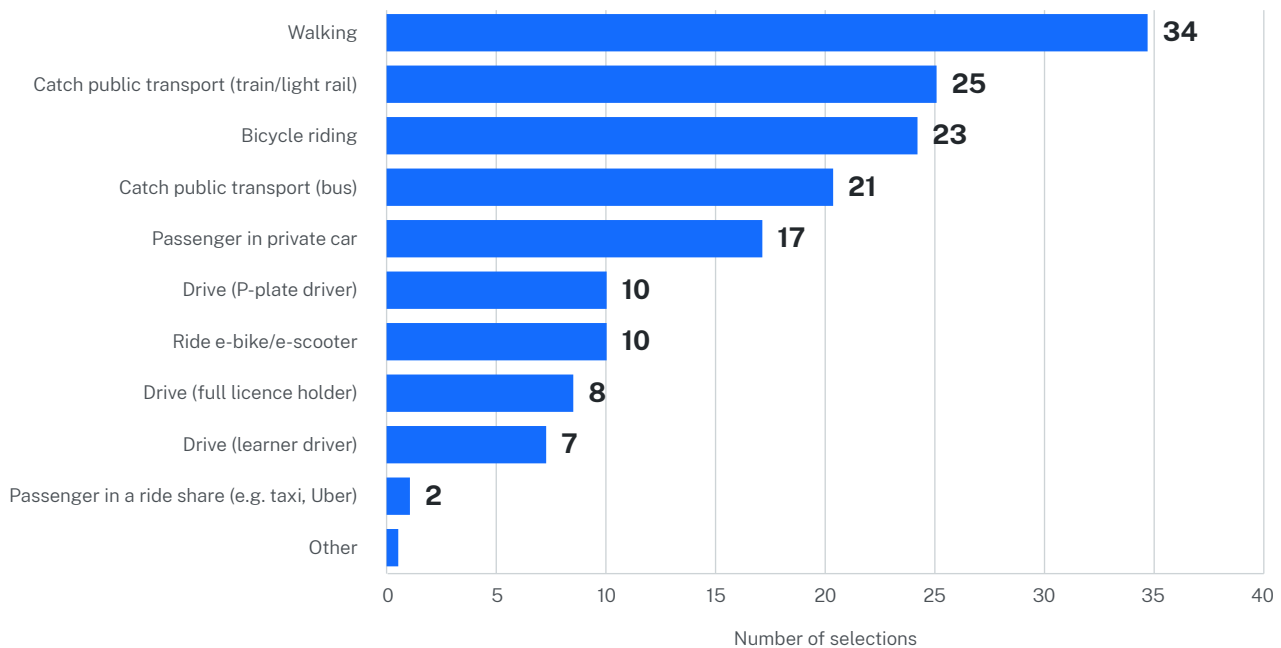


Figure 6. Youth survey result – Modes of transport

**How well do you think our roads and footpaths meet the needs of each group?**

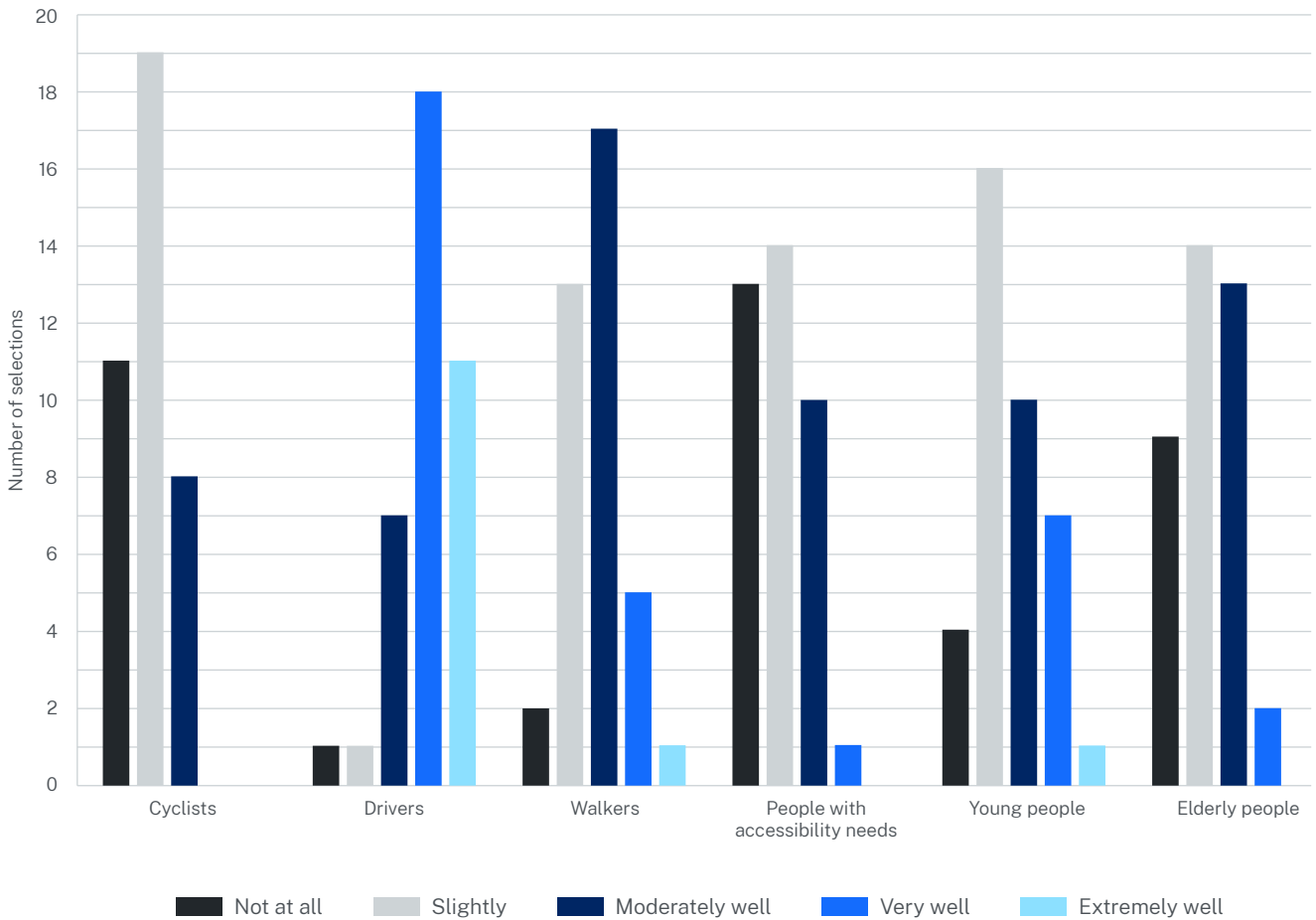


Figure 7. Youth survey result –How well the needs of different groups are currently met

When asked how well does the road network currently meet the needs of different road users, youth respondents overall rated driving most positively, with 76% of respondents saying roads meet drivers’ needs ‘very’ or ‘extremely’ well. By contrast, active and equity modes scored much lower. Walking sits mid-range, with 40% of respondents rating the network ‘not at all’ or ‘slightly’ meeting walkers’ needs and only 16% giving high ratings.

Perceptions were negative for meeting the needs of cyclists and for people with accessibility needs: with no respondents rating cycling needs as ‘very’ or ‘extremely’ well met, and only 3% of respondents rating that roads and streets in NSW meet the needs of people with accessibility needs ‘very’ well. Views on how well roads and footpaths meet the needs of young people were mixed, while the needs of elderly people were viewed as mostly poorly served by respondents.

In practical terms, these results suggest that youth respondents currently experience a car-centric network that underperforms for walking, cycling, and accessibility, with young and older people perceived to face notable barriers.

**Rank the following options in order of most important to you when using roads or footpaths**

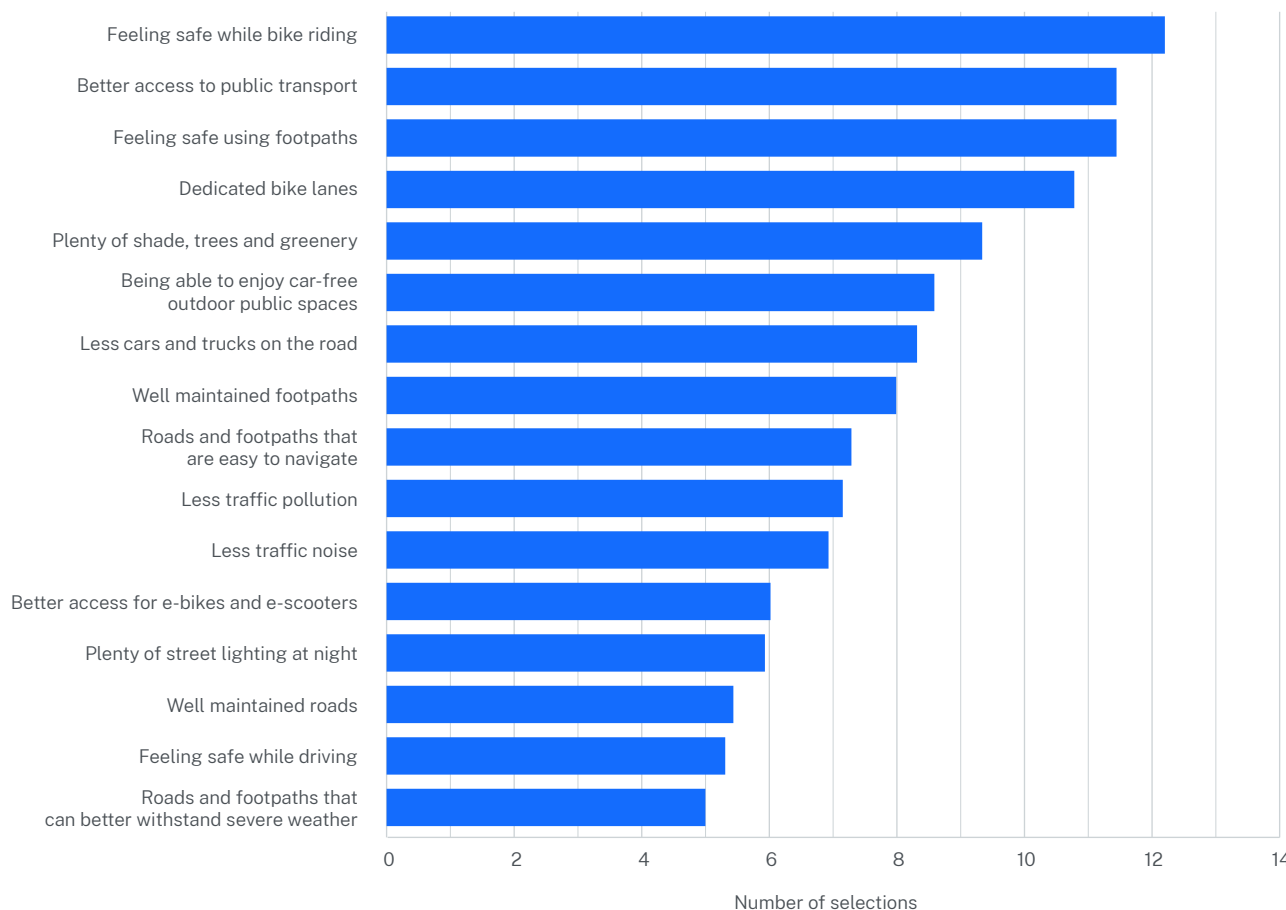


Figure 8. Youth survey result – Considerations when using roads or footpaths

The results outlined in Figure 8 indicate that safety and accessibility are the most important considerations for young people when using roads and footpaths. The highest-ranked priorities include ‘feeling safe while bike riding’ and ‘feeling safe using footpaths’, along with ‘better access to public transport and dedicated bike lanes’. These findings suggest that young people value active transport options and want infrastructure that supports cycling and walking in a safe environment. The emphasis on bike lanes and footpath safety reflects a desire for spaces that encourage independence and sustainable travel.

In addition to safety, young people also place importance on the overall experience of moving through public spaces. Features such as shade, greenery and street lighting scored moderately high, indicating that comfort and amenity matter alongside functionality. Lower-ranked items, such as roads and footpaths that can withstand severe weather or reduce traffic noise, suggest that while resilience and environmental factors are recognised, they are not immediate priorities compared to personal safety and ease of movement. Overall, these insights highlight a strong preference for infrastructure that promotes safe, active and accessible transport options, aligning with broader trends towards healthier and more sustainable communities.

**Imagine you're going to school, work, sport, or a friend's house.  
Would any of these changes make your trip better?**

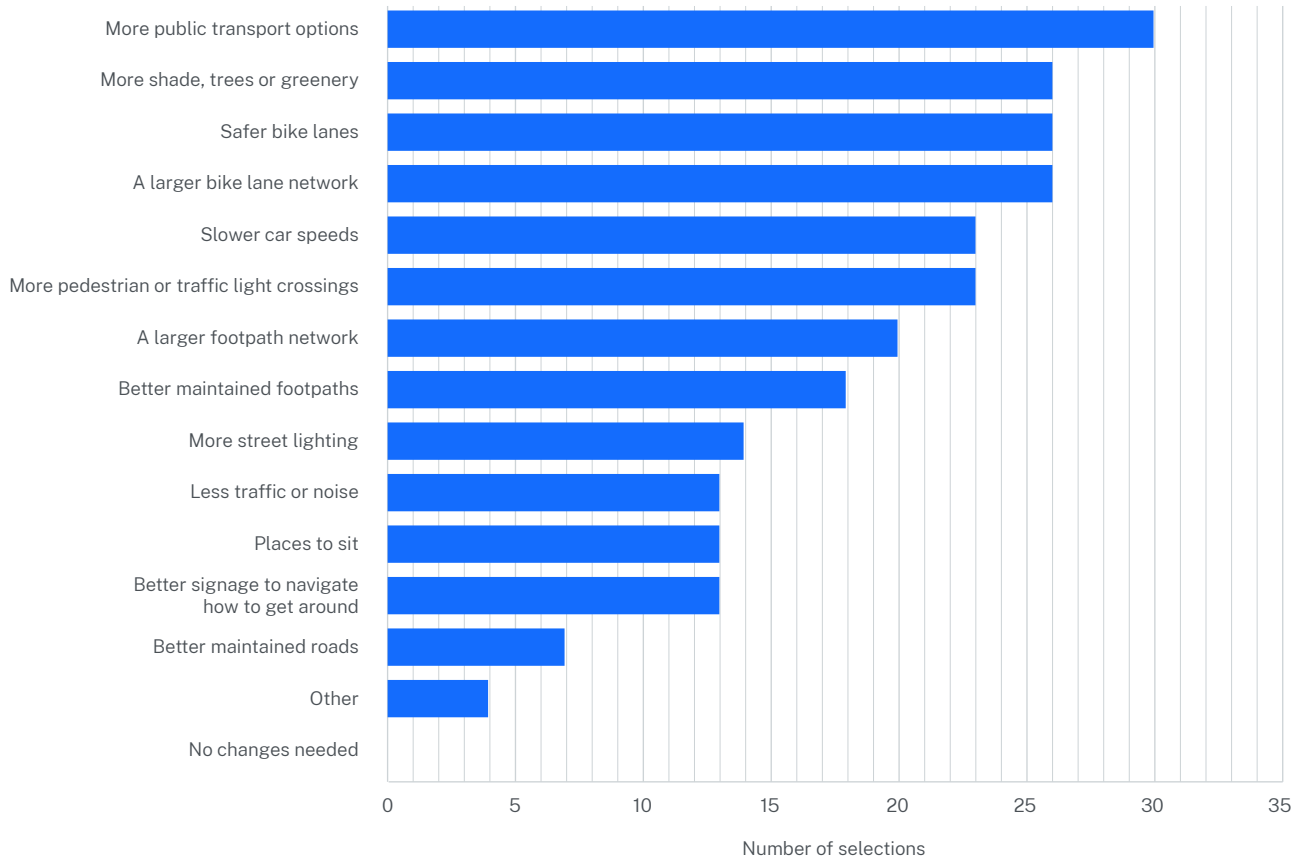


Figure 9. Youth survey result – Potential improvements to trips

The responses outlined in Figure 9 show that young people see clear opportunities to make their everyday trips safer, easier, and more enjoyable. The most frequently selected improvements were more public transport options (30 responses), safer bike lanes (26), a larger bike lane network (26) and more shade, trees or greenery (26). These results highlight a strong desire for sustainable and active transport choices, as well as an emphasis on comfort and environmental quality. The popularity of bike-related improvements suggests that cycling is an important mode of travel for young people, but safety and dedicated infrastructure remain key concerns.

Other highly rated changes include more pedestrian or traffic light crossings (23) and slower car speeds (23), along with a larger footpath network (20) and better maintained footpaths (18). These priorities point to a need for safer walking environments and better connectivity for those travelling on foot. Interestingly, no respondents indicated that no changes were needed, which reinforces that young people see significant gaps in current infrastructure. Overall, the findings suggest that improvements in public transport, active transport infrastructure and streetscape amenities would make a meaningful difference to how young people experience their daily journeys.

**Finish this sentence: roads of the future should...**

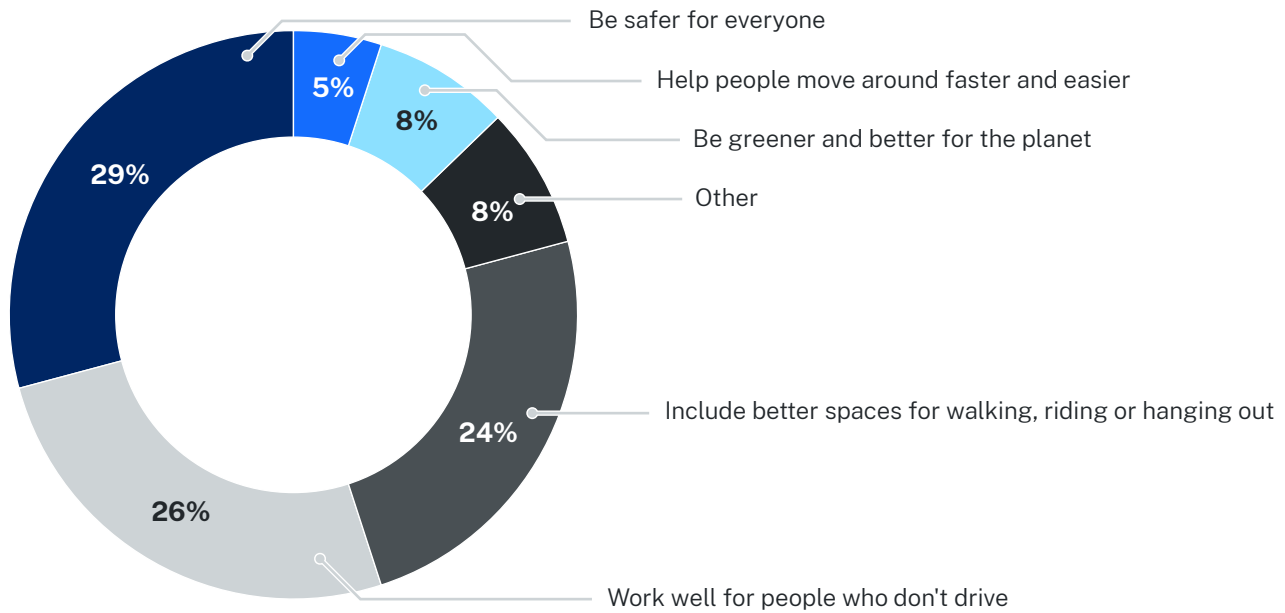


Figure 10. Youth survey result – finish this sentence: roads of the future should...

When asked to complete the sentence ‘roads of the future should...’, the most common responses focused on safety and inclusivity. The top priority was that roads should be safer for everyone (11 responses), followed closely by work well for people who don’t drive (10). This suggests that young people want future road design to prioritise vulnerable users such as pedestrians, cyclists and those who rely on public transport, rather than focusing solely on vehicles.

Other significant themes include creating better spaces for walking, riding or hanging out (9), which reflects a desire for roads to serve as community spaces, not just transport corridors. While fewer respondents emphasised vehicle speed limits or environmental benefits – only 2 respondents said roads should help people move faster and 3 respondents said roads should be greener, the overall trend points to a vision of roads that are safe, inclusive, and multifunctional.

**Other ideas and comments**

Young people want a transport system that prioritises safety, accessibility and choice, not just cars. They called for better walking and cycling infrastructure, connected bike networks, and slower speeds to make streets safer. Public transport and active travel should be easier and more attractive, with less space devoted to car parking and more to pedestrians and cyclists.

Respondents stressed that roads should function as community spaces rather than high-speed corridors, supporting all users, especially those who cannot or choose not to drive. Clearer rules for e-bikes, bans on e-scooters, and expanded public transport and bike-sharing schemes were also suggested. Overall, the message is clear: design streets for people, not just vehicles.

'Our roads still only serve cars. We need to actively make it hard to drive and park, while making it easier to ride a bike or scooter to get around.'

'The general dislike of L and P-platers on the road by full licence drivers makes driving as a young person very unsafe.'

**'As a young person who can't yet drive, the roads simply feel like a place of danger.'**

**'We shouldn't be calling them roads – they should be called streets. Roads imply pure movement. Streets are places you want to be.'**

'Young people need to be free to walk, ride bikes and catch public transport. And yet NSW continues to prioritise car-dominated streets that imprison young people in metal cages.'

'There was a trial by Blacktown Council a few years back on how lighter coloured roads can keep the surface and surrounding area cooler. I think this should be more seriously considered as a way to keep neighbourhoods less hot during summer.'

'The bike lanes are only as good as their worst part – if they aren't linked up, spit riders out into busy intersections, they won't really help more people feel comfortable riding around.'

**'In many country towns and cities, many roads can be both used as high speed (>60km) and residential, meaning that it is dangerous for children under 13 to actually leave the house on their own at all.'**

'Traffic light phasing. Priority should be given for pedestrians, active transport users and public transport not just at selective areas, but for the broader metropolitan area throughout.'

'Every school holidays, my friends and I hike across the city as a physical challenge. Every time, the auto-centric nature of the road network forced us to spend hours on major roads such as Parramatta Road, the Hume Highway and Warringah Road. It's become clear just how awful Sydney's roads really are for active transport users.'

Figure 11. Youth survey comments

## ‘Street Stories’ – youth photo submissions

As part of the Options Paper consultation, we invited young people aged 16–24 to participate in ‘Street Stories’ by submitting photographs that answer the question: ‘what does a good or bad street or road look like to you?’

This initiative encouraged youth to visually express their experiences and perspectives, highlighting features that make streets feel welcoming, safe, or conversely, unsafe or unfair. Image submissions could showcase aspects such as lighting, footpaths, crossings, greenery, accessibility, and movement through the space as drivers, riders, walkers, or passengers. By including photographic examples, we aimed to inspire participants and enrich the consultation with authentic, lived experiences, ensuring that youth voices are represented not only through words but also through images that capture the realities of streets and roads across NSW.

### Good streets or roads

These photographs submitted by young people as examples of good streets and roads illustrate several key qualities that young people value.

The first image, of Palace Street, Petersham, shows a leafy, shaded footpath bordered by mature trees and greenery, contributing to comfortable, walkable spaces. Such features contribute to a pleasant pedestrian experience and encourage walking as a mode of transport.

The second image, taken on Hawkesbury Road, Westmead, features a modern light rail vehicle travelling through a well-designed urban area, demonstrating the value placed on accessible and efficient public transport options. Greenery and open space alongside the transport infrastructure provides a balance between movement and environment.

The third image, taken in the centre of Nelson Bay, is of an open, accessible pathway with clear directional markings, benches for seating, and greenery including trees and garden beds that provide shade and comfort. The space along the fence contains public art, creating a welcoming environment. Such spaces encourage social interaction, relaxation, and safe movement for pedestrians, reflecting youth priorities for streets that are inclusive, attractive and designed for people.

The fourth image on Market and George Streets in the Sydney CBD captures a busy city intersection at sunset, with pedestrians and cyclists sharing the space. This scene reflects the importance of streets that accommodate walking, cycling and public transport while fostering a vibrant, active atmosphere.

The fifth image depicts lively George Street near the Queen Victoria Building, with wide footpaths, seating and active shopfronts, framed by historic architecture and visible public transport infrastructure. This highlights the appeal of streets that support social interaction, accessibility and a sense of place, making them destinations in their own right rather than merely thoroughfares.

Overall, these photos show that youth value streets and roads that are safe, inclusive, well-connected and enriched by greenery and public amenities. They prefer environments that support walking, cycling and public transport, and that foster community, comfort and accessibility for all users.



Palace Street, Petersham



Nelson Bay, NSW



Market and George Streets, Sydney CBD



Hawkesbury Road, Westmead



George Street, Sydney CBD

## Bad streets or roads

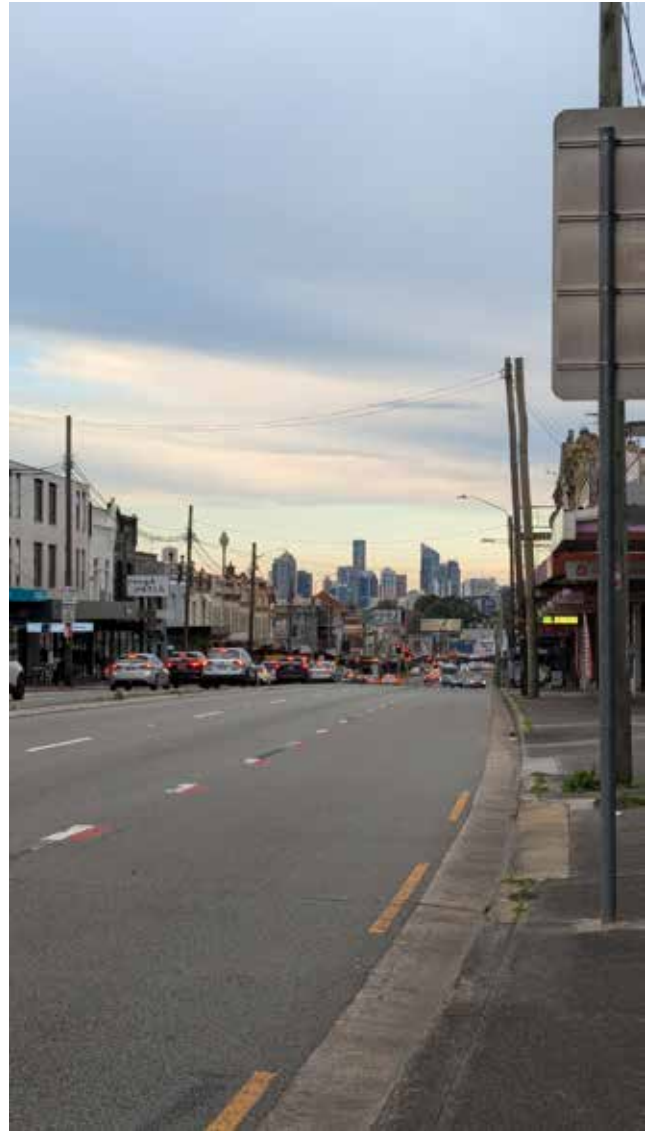
These photographs, submitted by youth as examples of bad roads, highlight several common issues that make streets feel unwelcoming, unsafe or inaccessible.

The first image, of Warringah Road, shows a wide, multi-lane road dominated by cars, with little greenery and narrow footpaths. The environment appears harsh and prioritises vehicle movement over pedestrian comfort, making it difficult for people to walk, cycle or spend time in the area.

The second image depicts Parramatta Road, Petersham, with heavy traffic, minimal shade and limited pedestrian infrastructure. The footpath is narrow and separated from the road only by a small verge, offering little protection or comfort for those walking alongside fast-moving vehicles.

The third image, of King Georges Road, Wiley Park, captures a busy arterial road at sunset, with cars occupying most of the space and a narrow footpath running close to the traffic. The lack of street trees, seating and safe crossings contributes to an environment that feels exposed and discourages walking or cycling.

Overall, these photos illustrate youth concerns about roads that prioritise cars over people, lack safe and accessible pedestrian infrastructure, and fail to provide the greenery, shade and amenities that make streets comfortable and inviting. They underscore the need for future road reforms to create environments that are safer, more inclusive and better suited to the needs of all users, not just drivers.



Parramatta Road, Petersham



Warringah Road, Narraweena



King Georges Road, Wiley Park

# Submissions

In total, 113 written submissions were received, either by email or through the Have Your Say portal.

## Submissions by stakeholder group

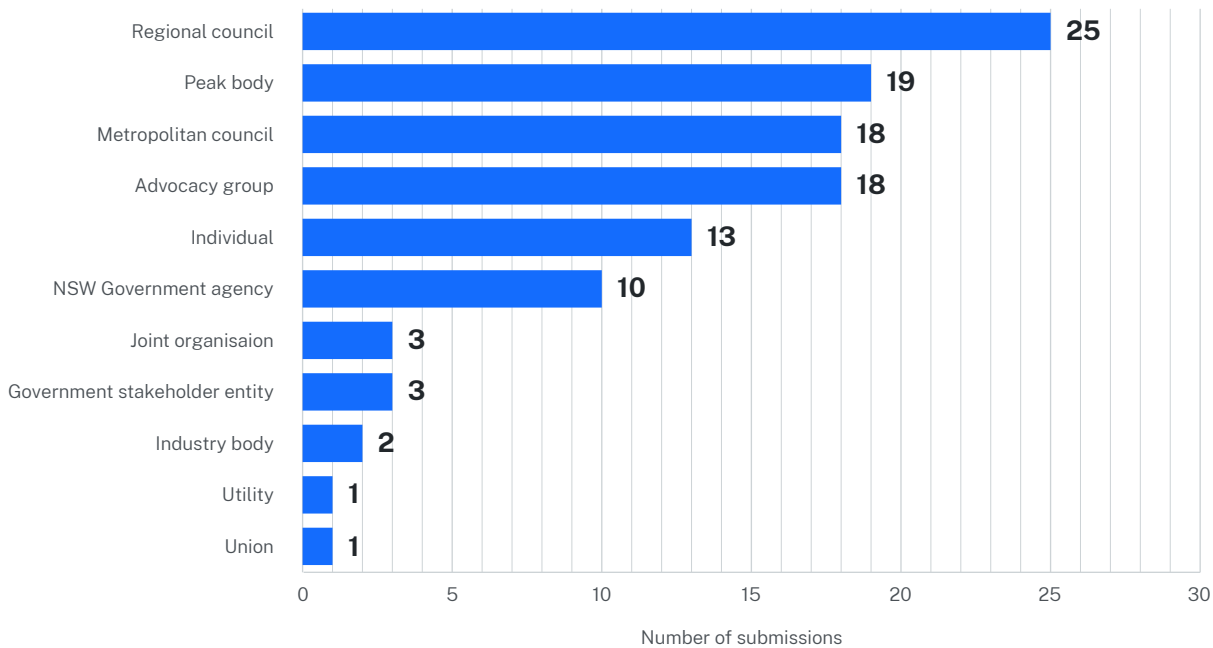


Figure 12. Total submissions by stakeholder group



Macquarie Mall, Liverpool

**Table 2. Submissions received by stakeholder group**

Regional council	Metropolitan council	Peak body	Advocacy group
Anonymous (5)	Anonymous (4)	Anonymous (1)	Action for Public Transport NSW
Bathurst Regional Council	Bayside Council	Australian Institute of Landscape Architects	Bicycle NSW
Bega Valley Shire Council	Blacktown City Council	Australian Logistics Council	BIKEast
Bourke Shire Council	Canterbury Bankstown Council	Bus NSW	Bushwalking NSW
Dungog Shire Council	City of Newcastle	Business NSW	Capertee and district progress association
Forbes Shire Council	City of Sydney	Caravan Camping and Touring Industry and Manufactured Housing Industry Association of NSW	Climate Change Balmain-Rozelle
Gilgandra Shire Council	Lane Cove Council	Crane Industry Council of Australia	Committee for Sydney
Hay Shire Council	Liverpool City Council	Freight on Rail Group	Dorrigo Urunga Bellingen Bicycle User Group (DUBBUG)
Lake Macquarie City Council	North Sydney Council	Housing Industry Association	Guide Dogs NSW/ACT
MidCoast Council	Northern Beaches Council	Institute of Public Works Engineering NSW and ACT	Heart Foundation
Moree Plains Shire Council	Penrith City Council	Local Government Professionals Australia, NSW	Illawarra Bicycle Users Group
Narrabri Shire Council	Strathfield Council	NRMA	NSW Farmers
Shellharbour City Council	The Hills Shire Council	NSW Aboriginal Land Council	Pedestrian Council of Australia
Shoalhaven City Council Staff	Waverley Council	Planning Institute Australia	People with Disability Australia
Snowy Monaro Regional Council	Willoughby City Council	Professionals Australia and Local Government Engineer's Association of NSW	Royal Australasian College of Surgeons
Tweed Shire Council		Property Council	Wagga Wagga Residents and Ratepayers Association
Wagga Wagga City Council		Transport Professionals Association	Walk Sydney and Better Streets
Wingecarribee Shire Council		Tyre Stewardship Australia	WaySafe
Wollondilly Shire Council		Urban Development Institute of Australia	
Wollongong Council			
Yass Valley Council			

Individual	NSW Government agency	Joint organisation	Government stakeholder/entity
Anonymous (4)	Anonymous (1)	Country Mayors Association	Australia Post
Corey Fagan	Department of Creative Industries, Tourism, Hospitality and Sport (Office of the 24-Hour Economy Commissioner)	Hunter Joint Organisation	Kobi Shetty, MP
David Bell	Illawarra Shoalhaven Local Health District	Southern Sydney Regional Organisation of Councils	Land Registry Services
Gisele Mesnage	Local Government NSW		
Jack Breen	NSW Minerals Council		
M Fallding	NSW Police		
Marghanita Da Cruz	NSW Reconstruction Authority		
Roisin Kelly	Regional Development Australia Central West		
Ross Harris	South Western Sydney Local Health District		
Sander Ottens	Fire and Rescue NSW		

Industry body/organisation	Utility	Union	
Anonymous (1)	Sydney Water	Transport Workers Union	
Freecity Space Labs Australia			



Timber deck replacement works on Sydney Harbour Bridge

## Key themes from consultation

### Overall feedback

Stakeholders broadly agree that reform is necessary and urgent. The preferred pathway would be a staged, hybrid approach, potentially starting with codification (Model 1) for clarity, transitioning to a plan-led framework (Model 2) for strategic alignment, and incorporating selective institutional reforms (Model 3) for accountability and transparency.

Active transport, safety, and clear governance are firm priorities for respondents, supported by digital tools and alongside requests for adequate funding.

The consultation reveals strong consensus from respondents that the Act must evolve from a vehicle-centric framework to a modern, outcomes-based system that prioritises safety, sustainability and equitable access for all users.

Stakeholders broadly support embedding the Movement and Place principles, a road user space allocation method codified in the legislative framework for road authorities to follow, and aligning road management with land use planning through statutory network plans.

While Model 2: Plan-led framework emerges as the preferred pathway for strategic reform, many advocate for a staged, hybrid approach, incorporating codification under Model 1 for clarity and expanding to model 2, with selected elements of Model 3 to strengthen accountability and performance oversight.

Key priorities in the feedback include active transport infrastructure, streamlined approvals, digital integration, and clear governance for Crown roads, supported by adequate funding to avoid perceptions of cost-shifting to councils. Divergent views on institutional change and Crown road management highlight the need for careful sequencing and robust stakeholder engagement to ensure reforms deliver clarity, efficiency, and community benefit without introducing unnecessary complexity or financial burden.

## Preferred model for reform

Based on the feedback received, Model 2: Plan-led framework received the broadest support, especially from metropolitan councils, advocacy groups and peak bodies, for its integration of road management with land use planning, proactive safety and flexibility for local needs.

Model 1: Codification of current practice was favoured by some regional councils and industry bodies for its clarity and ease of implementation, but many noted it would not deliver transformative change.

Model 3: Institutional change attracted support from those seeking independent oversight and stronger accountability, but some raised concerns over potential bureaucracy and loss of local autonomy.

Many stakeholders advocated for a hybrid or staged approach, combining immediate clarity from Model 1 with the strategic benefits of Model 2 and, where appropriate, oversight elements from Model 3.

At the online information session held on 3 September 2025, which brought together over 300 attendees from a broad cross-section of stakeholders, including council and NSW Government staff, private sector road professionals and members of road user organisations, participants were asked to indicate their preferred approach for implementing changes to the Roads Act. Over 170 attendees participated in the online poll. The poll results show a clear preference for a hybrid or staged approach incorporating aspects of all models, which received the highest number of selections (62). This suggests stakeholders favour flexibility and a balanced transition rather than a single, rigid model. The plan-led approach ranked second (49), followed by institutional change (32), while codifying current practice attracted the fewest votes (14).

### Online information session – preferred model poll

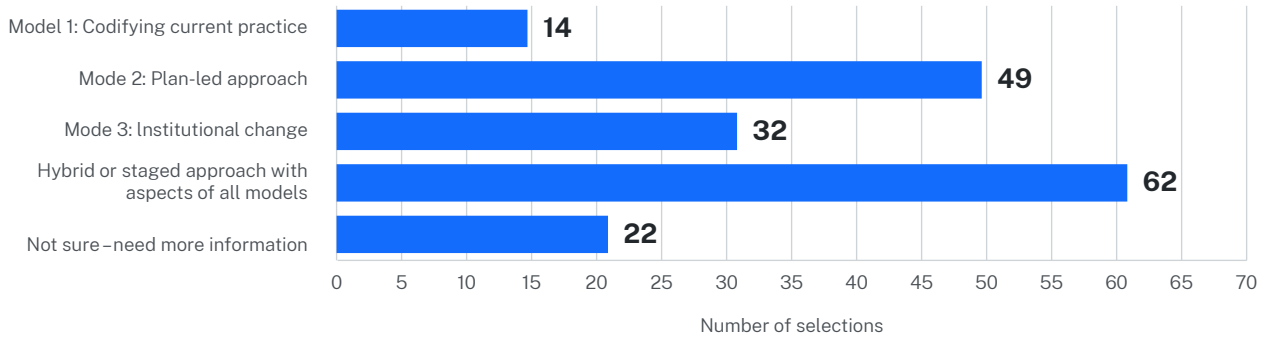


Figure 13. Online information session – preferred model

## Outcomes and objectives

Stakeholders want the Act to embed clear, measurable objectives: safety, universal access, sustainability, resilience, economic productivity and community wellbeing.

There is strong advocacy for outcomes-based regulation and consistent public reporting on performance.

### Stakeholder ranking of outcomes

At the online information session, participants were also invited to complete a poll selecting the three outcomes from the Roads Act Review they considered most important.

The results, in Figure 14, reinforce the themes identified in written submissions: safety was overwhelmingly prioritised, with 143 selections, almost double the next most chosen outcome, highlighting its central importance to stakeholders. Efficiency (76) and asset protection (69) followed, indicating strong support for practical and cost-effective management of the road network. Other outcomes such as financial responsibility, orderly development and sustainability also featured prominently, while areas like environmental protection and productivity attracted fewer votes.

These results align closely with the overall feedback received, confirming that stakeholders value a Roads Act framework that first and foremost ensures safety, while balancing efficiency and asset stewardship.

### Online information session – outcomes poll

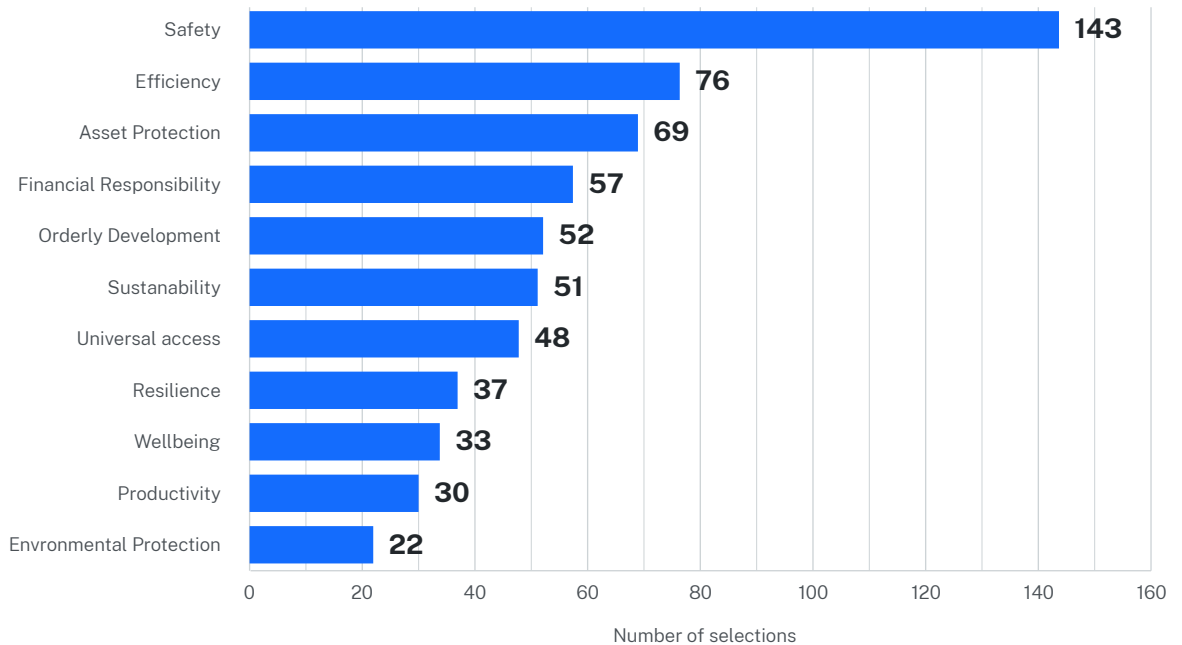


Figure 14. Online information session – outcome ranking

## Roles and responsibilities of road authorities

There is widespread support for reducing the overlap of responsibilities between Transport, local councils and Crown Lands, and concern this can lead to delays, confusion and cost inefficiencies.

Submissions call for clear statutory definitions of authority, especially for maintenance, approvals and emergency powers.

Many regional councils emphasised the need for funding to match any new responsibilities.

## Road classification

The current classification system is seen as complex and inconsistent, causing confusion over ownership, maintenance and funding.

Stakeholders support simplifying classifications (e.g. State versus Local roads), aligning ownership with responsibility, and using digital mapping for transparency.

There is strong advocacy for regular reviews and consultative processes for reclassification, especially where funding and strategic importance are affected.

## Road users and hierarchy

In briefings, meetings and submissions, many stakeholders urge that the Act should explicitly recognise all road users, including pedestrians, cyclists, public transport, freight and people with disabilities.

There is strong support for a codified a road-user space allocation method that prioritises walking, cycling, public transport and freight over general traffic in planning and design decisions.

Calls for universal access, safety and equity are prominent, with advocacy groups highlighting the need for inclusive and accessible infrastructure.

## Regulatory tools and processes

Stakeholders want streamlined, standardised and digital approval processes for permits, works and third-party activities.

There is support for risk-based assessment frameworks, mandatory codes of practice and clear, enforceable standards.

Many submissions recommend a centralised digital portal for applications, notifications and mapping.

## Compliance and penalties

The current compliance regime is widely seen as outdated and ineffective.

Submissions and feedback received throughout the consultation supports a tiered enforcement framework that includes administrative penalties (advisory notices, stop-work orders), stronger audit powers and cost-recovery mechanisms.

There is a call for clearer, more robust penalties for unauthorised works, damage and non-compliance.

## Crown roads

Management of Crown roads is a concern, especially for regional councils.

Submissions addressing Crown roads raised issues including clearer definitions, streamlined transfer/closure processes, and mandatory consultation with councils where roads are proposed for transfer. Protection for public access and strategic corridors was also raised.

## Planning integration

There is strong support for integrating road network planning with land use, housing and economic development.

Statutory road network plans are seen as a way to align infrastructure delivery with community needs and growth.

Stakeholders recommend triggers for plan review and alignment with other planning instruments.

## Implementing reforms

Submissions stress the need for staged implementation, adequate funding, training and digital tools.

Many highlight the risk of cost-shifting to local government and the need for ongoing support, especially for smaller councils.

There is broad support for collaborative, consultative reform processes and piloting new approaches before statewide rollout.



Cycling on shared cycle path in Wollongong

## Other themes

### Funding and resourcing

A significant number of submissions emphasise that successful implementation of reforms depends on adequate funding and resourcing. Councils and industry bodies repeatedly note that without dedicated financial support, local authorities will struggle to meet new responsibilities, maintain infrastructure and deliver improved outcomes. This theme appears in many submissions, making it one of the most frequently raised concerns. Despite funding being out of scope for the review of the Act, Transport acknowledges the significance of this concern and is carrying out regulatory economic modelling to have a clear foundation for current funding capacity and implications of reforms to the Act.

### Community and stakeholder engagement

Several respondents stress the importance of involving communities, industry stakeholders and road users in decision-making processes. They argue that reforms should reflect local needs and practical realities, and that ongoing engagement will build trust and improve compliance.

### Environmental and sustainability considerations

Submissions frequently call for reforms to incorporate sustainability principles, including climate resilience, biodiversity protection, and reduction of environmental impacts of road projects. Stakeholders highlight that future-proofing infrastructure is essential for long-term economic and social benefits. This theme appears in a moderate number of submissions, particularly from councils and advocacy groups.

### Digital and data integration

There is recurring feedback about the need for better use of technology and data sharing to improve planning, asset management and transparency. Respondents suggest that digital tools could streamline processes, enhance decision-making and support compliance monitoring. This theme is mentioned moderately, often linked to efficiency and modernisation.

# Feedback by stakeholder group

## Councils

From the local government stakeholders, both regional and metropolitan councils share a strong consensus on several core principles for reforming the Act.

Both groups desire legislative clarity through codification of current delegations, simplified road classifications, and clearer roles for Transport, councils and utilities. They also agree on embedding Movement and Place principles to recognise roads as multifunctional spaces, prioritising diverse users beyond vehicles.

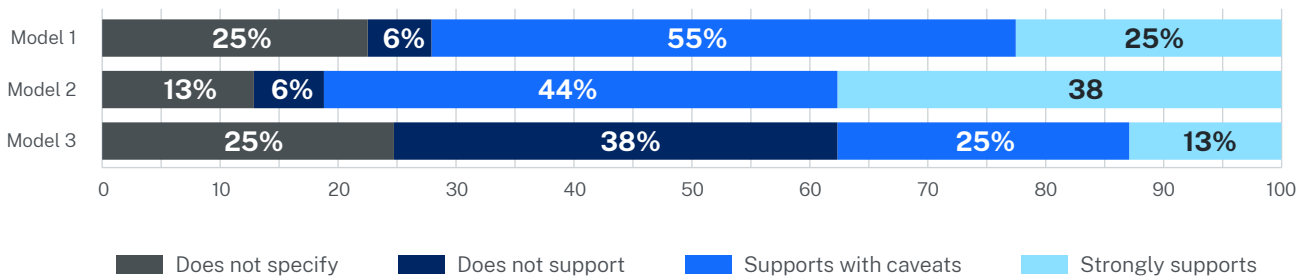
Both regional and metropolitan councils oppose cost-shifting to local government and call for transitional funding to support implementation. Streamlined approval processes, digital systems for transparency, and modernised compliance frameworks with stronger enforcement powers are common priorities. Integration with broader planning instruments and sustainability goals is also widely supported.

However, their priorities diverge somewhat in certain areas.

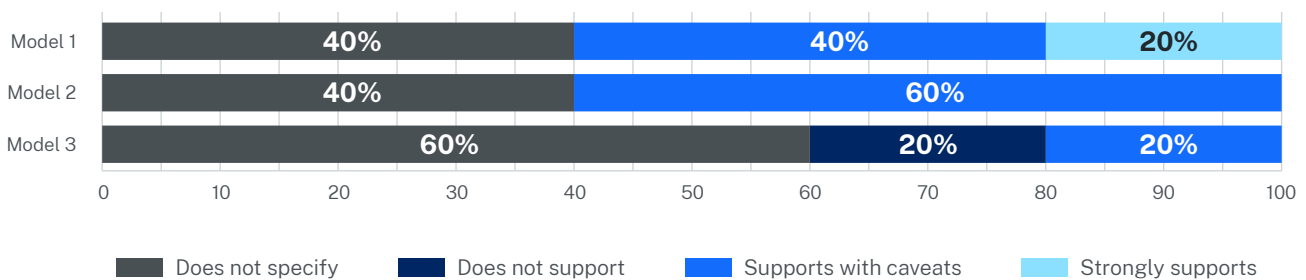
Regional councils emphasise practical, immediate reforms through Model 1, with hybrid integration of Model 2 over time, and many express strong concerns about funding for rural networks, Crown roads, and some regarding irrigation-related infrastructure. While feedback regarding funding has been noted, as clearly stated in the Issues and Options Papers for the review, this is out of scope.

Feedback from regional councils also focuses on issues like flood resilience, unsealed roads and legacy encroachments.

### Local councils – regional, mostly rural roads (16) Support for Roads Act Review models



### Local councils – regional, larger centres (5) Support for Roads Act Review models

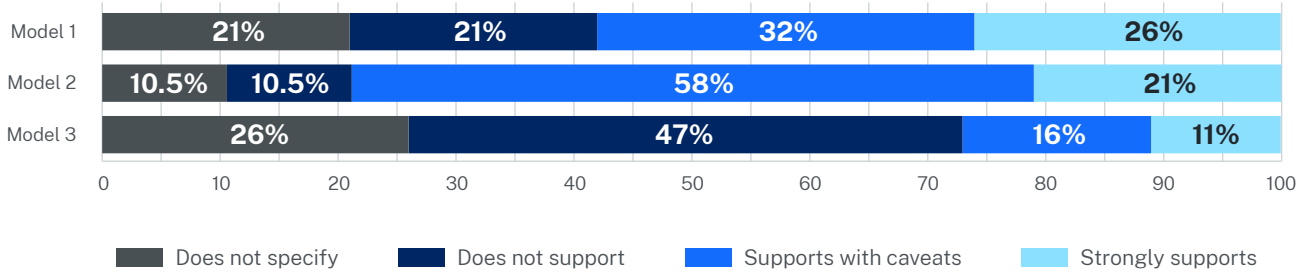


Metropolitan councils, by contrast, lean toward Model 2 for its integrated planning benefits and advocate for Movement and Place principles in greater detail, including road user hierarchies and placemaking. They prioritise urban greening, active transport, emerging modes like e-scooters and electric vehicles, and robust utility coordination protocols.

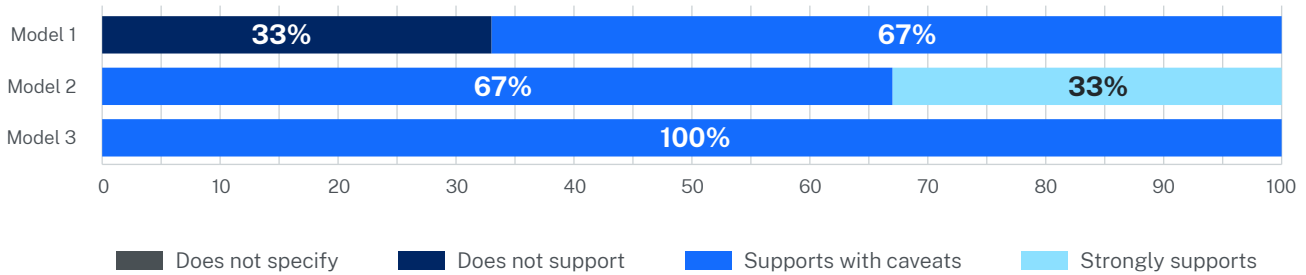
Metropolitan councils also stress staged implementation with extensive consultation, draft legislation release, and safeguards against bureaucratic complexity if Model 3 is pursued.

These and other issues are explored in the following sections.

**Local councils – metropolitan (19)**  
**Support for Roads Act Review models**



**Local councils – outer metropolitan (3)**  
**Support for Roads Act Review models**



**Regional councils**

Submissions and feedback to the Options Paper came from a wide spectrum of councils across regional NSW, each bringing unique perspectives shaped by their size, location, and infrastructure challenges. These ranged from small rural shires managing extensive road networks with limited resources, to large regional and coastal councils dealing with complex infrastructure and urban growth. The breadth of contributors demonstrates strong engagement from councils serving remote communities, agricultural regions, growing peri-urban areas and major regional centres.

This diversity underscores the importance of ensuring that any proposed reforms to the Act are flexible and responsive to the varied needs of regional councils. The submissions collectively highlight differing priorities shaped by local conditions, such as financial sustainability, infrastructure planning, governance clarity and community expectations; reinforcing the need for a reform framework that accommodates the full range of council contexts across regional NSW.





Scenic country, Cowra, Destination NSW

## Preferred model

Regional councils generally favour a staged approach to reform. Model 1: Codification of current practice is widely supported as the most practical and achievable immediate step. Many councils see this as essential for improving clarity and consistency without introducing unnecessary complexity.

Some councils view Models 1, 2 and 3 as a natural progression, and support a hybrid or phased approach that begins with Model 1 and evolves into Model 2 or 3 over time. While some councils acknowledge the strategic benefits of Model 2, they express concerns about its resource intensity and potential cost implications.

Model 3 attracts mixed views: a few regional councils support an independent regulator for dispute resolution and standard setting, but most oppose it due to governance risks and fears of added bureaucracy and cost-shifting. Several councils stress that funding arrangements must be addressed in parallel with any reform, even if formally out of scope.

## Model 1: Codification of current practice

Regional councils strongly support codifying existing delegations and responsibilities to provide legislative clarity. They recommend simplifying terminology, streamlining classifications, and making functional responsibilities publicly accessible. Model 1 is seen as a foundation for future reforms, offering immediate benefits through clearer roles and processes without structural upheaval. Some councils emphasise that Model 1 should resolve long-standing ambiguities around asset ownership and maintenance responsibilities, particularly for State Roads. Others caution that codification alone may entrench inefficiencies and fail to address systemic issues.

**‘Model 1 maintains a clear, practical legislative framework that rural councils can readily implement. It avoids added complexity and costly compliance burdens that small councils are least equipped to absorb.’**

– Hay Shire Council

**‘Codification offers minor clarity but is not outcomes-based. It would entrench existing inequities, keep TfNSW as both road authority and referee, and deliver little measurable public or safety benefit.’**

– Wollondilly Shire Council

## Model 2: Plan-led framework

While regional councils recognise the value of integrating road management with strategic planning, they caution that Model 2 may introduce complexity and cost burdens. Concerns include the development of statutory road network plans, staffing impacts and potential delays in implementation.

Regional councils suggest that elements of Model 2 could be incorporated incrementally, provided adequate funding and resourcing are secured. Several councils recommend pilot programs to test the framework before statewide rollout. There is strong support for embedding Movement and Place principles and aligning road planning with land use and infrastructure priorities.

‘The most important feature of Model 2 is that road classification is determined through a strategic, forward-looking process that integrates transport planning with land use planning. This ensures classifications are based not just on legacy arrangements, but on the future role of each road in the network.’

– Wingecarribee Shire Council

## Model 3: Institutional change

Model 3 is the most contentious. Some regional councils see merit in an independent regulator to arbitrate disputes and ensure statewide consistency, but most submissions and feedback opposes this model.

Key concerns include the risk of creating an additional layer of bureaucracy, reducing local autonomy, and imposing unfunded mandates on councils. Where supported, councils stress that the regulator must be independent of Transport and have narrowly defined powers focused on strategic oversight. Others warn that a regulator could become arbitrary or out of touch, which could undermine the benefits of the model.

‘This model achieves the most benefit for local government road authorities. The advent of an independent regulator to resolve disputes and maintain system-wide control is beneficial and welcome.’

– Bega Valley Shire Council



Wagga Wagga, Destination NSW

## Outcomes

Regional councils broadly support the proposed purpose statement and regulatory outcomes, provided they are weighted appropriately in decision-making. They welcome an outcomes-based framework that recognises the diverse needs of road users and aligns with safety, sustainability, and community wellbeing objectives. Several councils recommend embedding safety targets and performance indicators in statutory plans.

**‘An outcomes-based approach will ensure the Act remains relevant and adaptable, focusing on safety, resilience and connectivity rather than prescriptive rules.’**

– Anonymous regional council

## Road users

Regional councils support broadening the Act’s scope beyond vehicle movement to include walking, cycling, public transport and placemaking. They endorse embedding Movement and Place principles but caution against adding unnecessary complexity to classifications. Recognition of diverse road users is welcomed, provided it does not impose unrealistic service expectations on local government. Councils also call for the Act to acknowledge emerging technologies such as e-scooters and e-bikes, and to prioritise safety for people walking, cycling and riding motorcycles.

**‘The Act should explicitly recognise the full diversity of road users and their needs, prioritising the safety of the most vulnerable users, especially pedestrians and cyclists.’**

– Anonymous regional council

## Planning integration

Regional councils endorse aligning the Roads Act with the *Environmental Planning and Assessment Act 1979*, the *Road Transport Act 2013*, and the *Local Government Act 1993*. They support embedding road network plans within strategic planning instruments and integrating transport planning with housing and growth strategies, while cautioning against unnecessary influence from the development industry. Councils recommend that statutory plans be reviewed alongside evolving strategic plans and that Transport adopt a place-based approach to engagement.

## Classification

Simplifying the road classification system is a priority. Councils recommend codifying functional responsibilities for State and Local roads in a publicly accessible format. They call for transparent criteria for classification and categorisation, ensuring decisions reflect road function, connectivity and access to critical infrastructure.

Several councils advocate for regular reviews and dispute resolution mechanisms. There is strong support for recognising roads that serve critical infrastructure such as hospitals, schools, freight routes and state-owned assets.

**‘Establish transparent and consistent criteria for road categorisation and recategorisation, ensuring decisions reflect road function, connectivity and access to critical infrastructure.’**

– Dungog Shire Council

## The role of roads and streets

Regional councils support redefining roads and streets as multifunctional spaces that serve transport and community needs. They advocate for provisions that accommodate shared zones, low-speed environments and temporary place activations, while maintaining clarity on responsibilities for major highways and rural corridors. Some councils recommend embedding Movement and Place principles in statutory plans to balance the needs of all road users.

**‘Explicitly recognise roads as multi-functional public spaces, not only vehicle corridors. Statutory plans should embed Movement and Place to balance freight, commuter, pedestrian, cycling and placemaking needs.’**

– Anonymous regional council

## Roles and responsibilities of roads authorities

Councils in regional NSW seek clear delineation of responsibilities between Transport, Crown Lands, and local government. They recommend codifying long-standing delegations, clarifying asset ownership and ensuring that major highways and associated land remain under state or federal responsibility. Councils also want authority to manage routine matters without unnecessary approvals from other agencies. Several councils call for statutory delegation of routine approvals and clearer powers to manage traffic and infrastructure.

**‘Clarification and alignment of powers and responsibility is beneficial. Often there is confusion and conflict regarding classified and controlled access roads as to where and whom responsibilities lie.’**

– Bega Valley Shire Council



Gundabooka National Park, Gundabooka, Destination NSW

## Regulatory tools and processes

Submissions call for streamlined approval processes for minor works, signage and temporary traffic management. Regional councils recommend removing duplicate permits and introducing risk-based permits supported by digital systems. They also advocate for clear guidance on when Works Authorisation Deeds apply and for simplifying third-party application processes without adding administrative or financial burdens. Councils support centralised digital portals and emergency exemptions for natural disasters.

**‘Streamline approval processes through risk-based permits and digital portals, with the addition of parameters for natural disasters.’**

– MidCoast Council

## Compliance and penalties

Regional councils support modernising the compliance framework to strengthen enforcement powers and improve deterrence for non-compliance. Recommendations include introducing civil penalties for all corridor users, tiered compliance responses, and expanding cost-recovery powers beyond services to include regulatory functions. Pre-qualification and licensing of contractors are also supported to ensure accountability. Some councils request access to regional enforcement units and state-funded training to support compliance.

**‘Enforcement mechanisms and penalties available to roads authorities should be increased to provide sufficient deterrence for general and potentially hazardous non-compliance.’**

– Moree Plains Shire Council

## Crown roads

Management of Crown roads is a common theme in regional council feedback. Councils emphasise the need for clearer definitions of Crown roads and transparent, streamlined processes for closure and transfer. They recommend mandatory consultation and practical tools such as standardised templates and digital portals to support efficient administration. Submissions also highlight the importance to those councils of ensuring any transfer arrangements are workable, including issues like resourcing and mechanisms to address roads that require upgrades. Several councils note that transfers without adequate planning or support could create financial and legal challenges, and they advocate for collaborative approaches to minimise these risks.

**‘Clear definition of Crown Roads and public access is needed for operational decision making and clarity of responsibilities between the Crown, Local Government and where applicable Transport for NSW.’**

– Bega Valley Shire Council

## Implementing reforms

Councils advocate for a staged and consultative approach to implementation. They stress the need for transitional funding, training and change management to support workforce capability. Several submissions highlight the importance of avoiding rushed reform and ensuring adequate time for stakeholder engagement. Councils recommend pilot programs, digital tools and practical guidelines to support rollout.

**‘Provide clear transition plans, training and staged implementation funding for councils. Reform will impose new responsibilities and expectations. For smaller regional councils, capacity is already stretched.’**

– Dungog Shire Council

## Miscellaneous/other

Technical issues raised include updating outdated terminology (e.g. replacing ‘tar’ with modern sealing compounds), addressing dust and gravel impacts on unsealed roads, and ensuring flood resilience and water crossings are explicitly covered. Regional councils also recommend clarifying asset definitions in plain English and maintaining state responsibility for major highways. Some councils call for legislative alignment across Acts and exemptions from subdivision requirements for road closures.

## Metropolitan councils

Submissions and feedback received in response to the Options Paper reflect a broad and diverse cross-section of metropolitan councils. Councils of varying sizes, from large, high-growth urban centres to smaller, more compact local government areas contributed detailed feedback. Geographically, the submissions span a wide range of locations, including inner-city, suburban, coastal and more rural yet metropolitan areas.

### Preferred model

Metropolitan councils show a more diverse range of preferences compared to regional councils. While some councils support Model 1 as a pragmatic short-term solution for clarity and consistency, others argue that it does not adequately address modern transport and land use planning needs.

Some submissions view Model 1 as a necessary first step, with potential to incorporate elements of Model 2 later. Model 2 is favoured by several councils for its integrated approach to planning, Movement and Place principles, and strategic outcomes. However, concerns remain about the cost, complexity and resourcing required for statutory road network plans. Suggestions include phased pilots, shared digital tools and staged implementation to manage these challenges.

Model 3 attracts mixed views: some councils advocate it as the most effective long-term solution to ensure statewide consistency and dispute resolution, while others strongly oppose the potential for added bureaucracy and governance risks. Hybrid approaches combining elements of Models 1 and 2 or Models 2 and 3 are also proposed to balance clarity, planning integration and oversight.



Inner-city pedestrians

### Model 1: Codification of current practice

Many metropolitan councils support Model 1 as an immediate step to improve clarity and usability of the Act. They recommend codifying current delegations, simplifying terminology, and removing duplication to streamline processes. Codification is also seen as a way to embed road user hierarchies and delegation protocols to strengthen Movement and Place outcomes. However, some councils argue that Model 1 alone is insufficient to meet future transport and planning needs, particularly in high-growth urban areas. Concerns about cost-shifting, especially maintenance of parking lanes and drainage, are frequently raised.

**‘Codifying existing practices will clarify the roles and responsibilities of Transport for NSW, councils, and other road authorities; streamline decision-making; and improve accountability through formalised statutory processes.’**

– North Sydney Council

## Model 2: Plan-led framework

Model 2 is widely seen as offering the strongest foundation for integrated planning and outcomes-focused regulation. Councils supporting this model emphasise its potential to align road management with housing growth, sustainability objectives and Movement and Place principles.

Statutory road network plans are proposed as the primary instrument to define road function, modal priorities, kerbside uses and access constraints. However, submissions highlight significant concerns about implementation costs, staffing impacts and the need for staged rollout with adequate funding and consultation. Suggestions include piloting plans in priority precincts, developing shared templates and digital mapping tools, and integrating statutory plans with local environmental plans and strategic transport frameworks.

**‘Model 2 provides a strategic opportunity to align road network planning with land use planning controls. This model could improve alignment between transport infrastructure, precinct planning and housing delivery.’**

– Penrith City Council

## Model 3: Institutional change

Views on Model 3 are divided. Some councils recommend advancing this model to establish an independent regulator for oversight, dispute resolution and standard setting. They argue that this would improve collaboration between utilities and councils and ensure consistency across NSW. Submissions propose that the regulator focus on performance standards and arbitration, without assuming road authority functions.

Others caution that introducing a regulator could add unnecessary complexity, reduce local autonomy and increase reporting burdens. Concerns include duplication of existing functions, unclear governance structures, and potential delays in decision-making. Metropolitan councils stress that if Model 3 proceeds, safeguards must be in place to protect community interests and ensure councils are adequately resourced.

**‘We strongly endorse Model 3 as the preferred path forward. This model establishes a modern, efficient framework for managing state and local roads in NSW, providing clear distinctions in responsibilities and accountabilities.’**

– Blacktown City Council

## Outcomes

Metropolitan councils broadly support the proposed purpose statement and regulatory outcomes, provided they prioritise safety, accessibility and sustainability. Submissions call for an outcomes-based framework that elevates non-driver rights and recognises roads as multifunctional spaces contributing to public health and community wellbeing. Suggestions include embedding measurable indicators, aligning outcomes with Movement and Place, and incorporating climate resilience goals.

**‘Broaden the Act’s objectives to include safety, public health, community amenity, and environmental outcomes.’**

– Anonymous metropolitan council

## Road users

Metropolitan councils strongly advocate for embedding Movement and Place principles and introducing a road user hierarchy that prioritises vulnerable users such as pedestrians, cyclists and people with disabilities. Submissions call for roads and streets to be recognised as multifunctional public spaces, supporting active transport, placemaking and inclusive access. Some submissions propose codifying the hierarchy in legislation and aligning it with local transport strategies and planning instruments.

**‘The Act should mandate consideration of all user types in planning. Vulnerable road users should hold the highest influence, followed by public transport, freight, and private vehicles.’**

– Bayside Council





Passengers alighting from bus

## Planning integration

Metropolitan councils strongly endorse aligning the Roads Act with broader planning instruments and government agendas. They recommend embedding road network plans within strategic planning frameworks, integrating transport planning with housing and growth strategies, and ensuring flexibility to accommodate technological innovation and emerging mobility trends. Proposals include statutory links between the Act and planning legislation, and triggering road planning reviews when land use changes occur.

**‘This review presents a timely opportunity to moderise road regulation and better align transport infrastructure with land use planning objectives.’**

– Penrith City Council

## Classification

Metropolitan councils recommend simplifying the classification system to reduce confusion and improve transparency. A binary classification, State Roads and Local Roads, is widely supported, provided it does not shift costs to councils. Councils also call for clear criteria for classification and categorisation based on road function, connectivity and strategic importance. Suggestions include introducing subcategories such as freight corridors, climate-critical routes, and high streets to guide design and funding decisions.

**‘The current use of multiple classification systems creates confusion for the public and many professionals.’**

– Anonymous metropolitan council

## The role of roads and streets

Metropolitan councils emphasise the need to redefine roads and streets as spaces for movement and community interaction. They support provisions for shared zones, low-speed environments and temporary activations, as well as integrating green infrastructure and climate resilience measures into road design. Submissions call for statutory recognition of streets as public spaces supporting health, equity and sustainability.

**‘Streets and roads are important public spaces/places and are places that support social, cultural, environmental and economic activities.’**

– City of Sydney

### Roles and responsibilities of roads authorities

Metropolitan councils seek clear delineation of responsibilities between Transport and local government. Submissions recommend retaining Transport responsibility for State Roads from kerb to kerb, including cycle paths and drainage, while councils manage footpaths and public realm infrastructure. Councils oppose proposals that would expand their maintenance responsibilities without adequate funding. Formal agreements, mapping tools and clearer asset boundaries are proposed to improve coordination and accountability.

**‘TfNSW should be the responsible agency for state road maintenance from ‘kerb to kerb’, including drainage.’**

– Anonymous metropolitan council

### Regulatory tools and processes

Metropolitan councils support modernising regulatory tools to streamline approvals and reduce delays. Recommendations include risk-based permits, digital portals and standard templates for common processes. Councils also call for protocols to improve coordination with utility providers and mechanisms for cost recovery when infrastructure adjustments are required. Submissions propose enforceable statutory permits, centralised digital platforms, and standardised processes for third-party activities.

**‘Council appreciates the delegated powers provided to local councils over the last two years and these should be codified in the Act where required.’**

– Anonymous metropolitan council



Aerial photo of suburban roads and streets

## Compliance and penalties

Councils endorse civil penalty provisions for all corridor users, including developers and utilities, with penalties scaled to the level of damage caused. They support strengthening councils' ability to impose enforceable permit conditions and require financial securities or bonds. Submissions also advocate for modern compliance systems supported by digital tools. Expanded ranger powers, stop-work authorities, and cost recovery mechanisms are recommended to improve enforcement and safety outcomes.

**'Council recommend that civil penalty provisions be supported and that they apply to all organisations that work within the road corridor.'**

– Strathfield Council

## Crown roads

While Crown roads are less prominent in metropolitan submissions, councils which addressed Crown roads issues often identified that Crown roads transfers must include funding and consultation. Suggestions include vesting beneficial land interest in councils upon transfer, applying retrospectively, and establishing revenue-sharing options.

**'The vesting of Crown roads with local government will add to the cost burden and would need to be negotiated between councils and the Crown on a case-by-case basis.'**

– Northern Beaches Council

## Implementing reforms

Metropolitan councils emphasise the need for a staged and consultative approach to implementation. They call for extensive stakeholder engagement, training and change management to support workforce capability. Some councils have also requested that a draft bill be released for public comment before adoption to ensure transparency and meaningful input. Proposals include piloting reforms in priority precincts, developing shared digital tools, and releasing a draft bill for public comment before adoption.

## Miscellaneous/other

Technical recommendations include updating definitions to reflect emerging transport modes, regulating overuse of public parking, and introducing flexible provisions for adaptive street uses, such as parklets and community events. Councils also advocate for statutory recognition of climate resilience and sustainability objectives. Submissions propose enabling councils to manage e-scooters, food trucks and long-term trailer parking, and integrating green infrastructure into road design.



Aerial photo of M4 Motorway and James Ruse Drive at Clyde, Sydney

## Peak advocacy groups

A diverse range of advocacy groups provided submissions, representing interests across road safety, health, environment, community, disability and transport.

Health organisations such as the Heart Foundation and the Royal Australasian College of Surgeons advocate for safer, healthier communities, with road safety specialists like WaySafe also promoting systemic safety reforms. Groups such as Committee for Sydney and Better Streets advocate for people-centred design and integrated planning to create vibrant, sustainable communities.

Community-focused organisations like the Capertee and District Progress Association, and Wagga Wagga Residents and Ratepayers Association emphasise local liveability and planning outcomes. Environmental voices, including Climate Change Balmain-Rozelle, highlight sustainability priorities, and disability groups, including Guide Dogs NSW/ACT and People with Disability Australia, focus on accessibility and inclusion. Active transport advocates such as Bicycle NSW, BIKEast, Bushwalking NSW, and Walk Sydney champion walking, cycling, and public transport improvements.

This breadth of stakeholders reflects the wide-ranging interests and priorities shaping transport and infrastructure policy.

### Preferred model

Advocacy groups expressed strong support for a planned framework as the most effective way to integrate road planning with land use, housing and transport objectives. This approach was seen as essential for embedding principles such as Movement and Place and ensuring that roads serve broader community and environmental goals. Model 1: Codifying current practice was generally viewed as inadequate, as it would perpetuate existing shortcomings without driving meaningful change. Model 3: Institutional change attracted mixed views – some groups considered independent oversight critical for accountability and safety, while others cautioned against creating additional layers of bureaucracy. Several submissions recommended a staged approach that combines elements of all three models, beginning with clear classifications and planning frameworks, and progressing to stronger governance and compliance mechanisms.

**‘Model 2 is the clear pathway to a modern, efficient and people-centred Roads Act. It is the only model that achieves genuine reform without adding another layer of bureaucracy.’**

– Committee for Sydney

**‘An independent regulator would bring transparency, accountability, and enforceable standards – similar to those in the energy, water and health sectors.’**

– Guide Dogs NSW/ACT

### Outcomes

The outcomes sought by advocacy groups were consistent and ambitious: safer roads aligned with Vision Zero principles, universal accessibility, integration of planning for housing and transport, and progress towards climate and health objectives.

**‘Once Objects that prioritise safety, walking, cycling and climate are clearly stated, change will flow to realise the desired outcomes.’**

– Bicycle NSW

### Road users

There was strong support for introducing a formal hierarchy that prioritises pedestrians, cyclists and public transport users over private vehicles. This was seen as vital for improving safety, equity and accessibility, particularly for vulnerable groups such as children, older people and those with disability. Groups also emphasised the need for legislation to recognise all road users and embed inclusive design standards.

**‘The Roads Act should incorporate a safety/environmental-based road user hierarchy... particularly with respect to projects that will reduce the risk to vulnerable road users.’**

– BIKEast

**‘A road user hierarchy should be established to prioritise people walking, wheeling and bike riding, followed by users of public transport.’**

– Heart Foundation



Cyclists on Doncaster Avenue cycleway, Kensington

## Planning integration

Planning integration was seen as critical to achieving these goals, with strong support for linking road management to statutory land-use planning and transport strategies.

## Classification

Advocacy group feedback broadly agrees that the current classification system is outdated and lacks clarity. Submissions call for a simpler, legally binding framework that clearly distinguishes responsibilities between state and local roads. Many advocate introducing sub-categories based on context and function (e.g. high streets, freight corridors) to better reflect Movement and Place principles. There is strong support for aligning classification with road user priorities and safety outcomes, ensuring it is not just administrative but tied to planning, funding and accountability. Overall, classification is seen as a foundation for reform, providing consistency and transparency across jurisdictions.

**‘Establishing a simple, legally binding classification of “state” and “local” roads and codifying essential delegations provides immediate stability and legal certainty.’**

– WaySafe

## The role of roads and streets

Rather than being viewed solely as corridors for vehicle movement, roads were described as multifunctional public spaces that should support social interaction, health, and climate resilience. Many advocated for embedding Movement and Place principles in legislation to ensure streets contribute to liveable, sustainable communities.

**‘Redefine the purpose of roads as shared public spaces that serve the movement and social interaction of people, not just vehicles.’**

– WalkSydney and Better Streets

## Roles and responsibilities of road authorities

Advocacy groups called for statutory duties that prioritise safety, accessibility and environmental outcomes, with transparent accountability across state and local governments. While some supported stronger obligations for councils, others warned against cost-shifting without adequate resourcing.

**‘Councils manage over 80 per cent of the NSW network... yet remain outside the formal framework for reducing deaths and serious injuries.’**

– Pedestrian Council of Australia

## Regulatory tools and processes

Submissions favoured replacing non-binding guidelines with enforceable standards. Mandatory codes of practice, risk-based frameworks and mechanisms to encourage innovation were commonly recommended to ensure consistency and accountability.

**‘The new Act must establish a formal “regulatory sandbox” to foster innovation and modernise procurement through a risk-based Dynamic Purchasing System.’**

– WaySafe

## Compliance and penalties

Groups called for a tiered enforcement system that includes civil penalties and stop-work powers to ensure adherence to safety and accessibility requirements. Current penalty regimes were widely viewed as ineffective and in need of reform.

**‘A law that aspires to safety must be built on enforceable standards - not on optional advice.’**

– Pedestrian Council of Australia

## Crown roads

Crown roads attracted particular attention from groups concerned with public access and rural connectivity. Recommendations included establishing a centralised digital portal for notifications, applying rigorous public interest tests before disposal or reclassification, and streamlining processes for agricultural and community use.

**‘We ask that any reform of Crown road management prioritise the maintenance of public access for recreation and conservation purposes.’**

– Bushwalking NSW

## Implementing reforms

Advocacy groups urged a phased approach supported by pilot programs and ongoing evaluation. They stressed the importance of community engagement and transparency to build trust and ensure reforms deliver intended outcomes.

**‘A pilot of selected trial areas should be undertaken prior to broader implementation – in conjunction with transparent continuous evaluation.’**

– Wagga Wagga Residents and Ratepayers Association

## Miscellaneous / other

Issues raised included kerbside management, freight corridors, climate resilience, and suggestions to rename the Act to reflect its broader purpose, such as recognising footpaths or adopting a Movement and Place focus.

**‘Guide Dogs recommends renaming the Roads Act 1993 to reflect its modernised scope and inclusive intent.’**

– Guide Dogs NSW/ACT



Vehicle traffic on Parramatta Road, Burwood

### Peak bodies

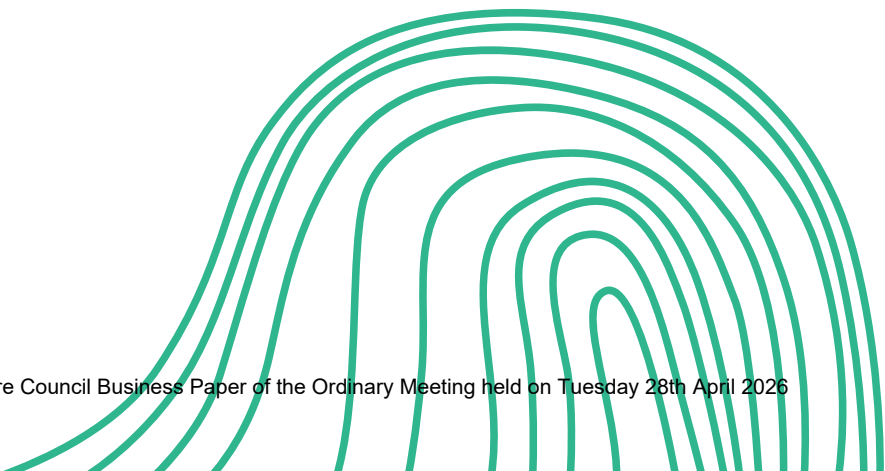
This stakeholder group represents a diverse range of sectors and priorities critical to NSW’s transport and planning landscape. Property and development organisations emphasise integrated land use and statutory road network plans to streamline approvals and support housing delivery, while engineering and professional bodies advocate for mandatory qualifications and technical oversight to ensure safe, efficient infrastructure outcomes.

Local government stakeholders focus on resourcing, legislative alignment and fair processes for Crown road transfers, whereas Aboriginal Land Councils prioritise cultural heritage protection, climate resilience and equitable access for remote communities.

Industry associations for housing, freight and logistics highlight the need for consistency, standardisation and multi-modal corridor planning to improve productivity and connectivity.

Additionally, groups representing tourism, modular construction and sustainability call for reforms that embed resilience, green infrastructure and circular economy principles into road management frameworks.

Collectively, these interests underscore the importance of a modernised, plan-led approach that balances safety, efficiency, environmental outcomes and economic growth.





Silver City Highway sealing near Milparinka

## Preferred model

Submissions from peak bodies revealed strong support for a modernised approach to road governance, with most favouring a plan-led framework that integrates road planning with land use strategies and delivers clearer, outcomes-focused processes. While some acknowledged the value of codifying current practice for short-term certainty, this was generally seen as insufficient to address systemic inefficiencies. Institutional change attracted mixed views, with some advocating for independent oversight and streamlined decision-making, while others cautioned against creating additional layers of complexity.

### Model 1: Codification of current practice

Codification was considered useful for providing clarity and consistency in existing processes, particularly for transitional arrangements. However, many submissions argued that this option would not deliver the transformative change needed to meet future transport, housing and sustainability challenges.

‘Model 1, which proposes codifying current practice with only targeted improvements, is not a supported approach given the significant and well-documented limitations of the existing system. Retaining the current legislative structure would entrench inefficiencies such as duplicated processes, lengthy and unclear approvals, and a lack of transparency around responsibilities.’

– Urban Development Institute of Australia (UDIA NSW)

‘The NRMA supports the adoption of Model 1. This model provides a rules-based regulatory approach that codifies current practice into a more coherent, transparent and accessible framework.’

– National Roads and Motorists’ Association (NRMA)

## Model 2: Plan-led framework

The plan-led model was widely endorsed as the preferred approach by peak bodies. Submissions highlighted its ability to align statutory road network plans with broader planning frameworks, improve certainty for investment, and embed resilience and place-based outcomes. This model was seen as critical for integrating freight, housing and environmental priorities.

‘PIA supports the introduction of statutory road network plans to provide a legal and spatial foundation for road management in NSW. This would be a leading step for roads management in NSW, supporting a shift from managing roads as carriageways isolated from the built environment – to streets defined by and connected to their surroundings.’

– Planning Institute of Australia (PIA)

‘Model 2 offers the most practical foundation for integrated, long-term road and freight planning. Accordingly, ALC supports a hybrid model led by the principles of Model 2 (plan-led framework), strengthened by operational clarity and governance oversight.’

– Australian Logistics Council (ALC)

## Model 3: Institutional change

Institutional reform attracted support where it could enhance transparency, accountability and technical oversight. Some submissions proposed independent regulatory functions or specialist panels to ensure qualified decision-making, while others expressed concern about potential duplication and delays.

‘Model 3 provides the structural reform needed to modernise road access management in NSW. By separating regulatory and operational functions, Transport can provide consistent, statewide oversight of road access and integrate local government roads and third-party assets into a unified access framework.’

– Crane Industry Council of Australia (CICA)

‘Model 3: Institutional change proposes the introduction of a new road regulator to oversee road authorities. This would be an unnecessary step to reform the system, when there are changes, including road network plans, that could provide road authorities with the resources they need to effectively manage roads for the greatest public outcome.’

– Property Council of Australia (PCA)



Bus on urban street

## Outcomes

Submissions from peak bodies consistently emphasised outcomes such as safety, efficiency, resilience and liveability. Performance measures and transparent reporting were recommended to track progress and maintain accountability.

**‘Incorporate measurable freight outcomes – such as reliability, efficiency and access.’**

– Australian Logistics Council (ALC)

## Road users

Feedback emphasised the need for an inclusive approach that considers all road users, including pedestrians, cyclists, public transport passengers and freight operators. Safety principles such as the Safe System approach were frequently referenced, alongside calls for equitable access and improved connectivity.

**‘The Act must serve the full spectrum of road users – drivers, riders, cyclists, pedestrians, public transport passengers, freight operators, and users of emerging micromobility devices – through an integrated, inclusive and human-centred approach.’**

– NRMA

## Planning integration

Integration with land use planning was a dominant theme, with strong support for aligning road network plans with housing, freight and environmental strategies. This was seen as vital for delivering coordinated infrastructure and meeting long-term growth targets.

**‘Legislative reforms must support a more integrated, sustainable, and resilient freight network that aligns with national transport and infrastructure priorities.’**

– Freight on Rail Group

## Classification

Submissions called for clearer classification of roads to reflect their strategic function, including freight corridors, local access routes and streets designed for placemaking. Consistency in definitions was seen as essential for planning and funding decisions.

**‘Current road classification systems are cumbersome and confusing. IPWEA are supportive of simplifying the classification system to align to the ownership and responsibility of relevant road authorities, either as state or local roads.’**

– Institute of Public Works Engineering Australasia (IPWEA NSW ACT)

## The role of roads and streets

Many responses advocated for recognising roads and streets as multifunctional spaces that support movement, economic activity and community amenity. Movement and Place principles were highlighted as a framework for balancing transport efficiency with liveability and environmental outcomes.

**‘AILA sees the design of green infrastructure... as fundamental to the definition of place.’**

– Australian Institute of Landscape Architects (AILA)

## Roles and responsibilities of roads authorities

Clarifying responsibilities between state agencies, local councils and other authorities was a recurring theme. Submissions sought streamlined processes, reduced duplication and mechanisms for shared accountability, particularly in relation to approvals and maintenance.

**‘Clearly define and publish delineation of responsibilities between TfNSW and local councils.’**

– Anonymous submission

## Regulatory tools and processes

Stakeholders recommended modernising regulatory tools to improve predictability and efficiency. Suggestions included concurrent approvals, standardised conditions, and digital platforms to reduce administrative burden.

## Compliance and penalties

There was broad agreement on the need for proportionate and enforceable compliance measures. Submissions highlighted the importance of clear penalties for breaches, coupled with education and guidance, to support voluntary compliance.

**‘IPWEA are supportive of any regulatory tools and processes which would assist in providing a clear and consistent framework for third-party works in the road corridor, with appropriate oversight and compliance controls in place.’**

– IPWEA NSW & ACT

## Crown roads

Feedback on Crown roads focused on resolving legacy issues, improving consent processes and ensuring fair treatment of landowners. Some submissions advocated for closing unformed roads and returning them to Crown land to enable land claims and better land management.

**‘Consideration should be given to closing unformed Crown roads and returning them to Crown land under the *Crown Land Management Act 2016*, with formed Crown roads being divested to more suitable road managers.’**

– NSW Aboriginal Land Council (NSWALC)

**‘Councils should have the same level of consent to accept transfers of Crown roads as Transport for NSW under Section 152I of the Roads Act.’**

– Local Government Professionals NSW

## Implementing reforms

Implementation was seen as critical to success, with calls for phased approaches, transitional arrangements, and capacity-building for councils and industry. Clear guidance and stakeholder engagement were considered essential to minimise disruption.

**‘The level of effort required to implement the reforms proposed in the Options Paper will vary depending on the final reform option chosen. Implementation of Model 1 will likely be relatively straightforward, with support limited to education and awareness. Model 2 will require support for NSW Councils to develop and implement the proposed road network plans.’**

– IPWEA NSW & ACT

## Miscellaneous/other

Additional suggestions included embedding sustainability principles, promoting innovation such as modular construction, and supporting circular economy outcomes through recycled materials in road building.



Bus going over L.H. Ford Bridge in Dubbo

## Individuals

This stakeholder group represents a diverse mix of community advocates, local government representatives, accessibility specialists and transport users. Their submissions collectively emphasise a shift towards safer, more inclusive and sustainable road management practices.

Common priorities include equity and inclusion ensuring roads serve all users, particularly pedestrians, cyclists, and people with disabilities. Safety and accessibility are recurring themes, with calls for design standards that prioritise vulnerable users and address accessibility challenges in urban design.

Environmental responsibility is also a strong focus, with stakeholders advocating for carbon reduction and biodiversity protection to be embedded into legislative objectives. Governance reform features prominently, with many supporting institutional change to improve accountability and transparency. Regional practicality is another key concern, with submissions highlighting the need to retain functional provisions for rural road administration and address cost implications for councils.

### Preferred model

Stakeholders expressed varied preferences across the three proposed models. Some supported Model 1: Codification of current practice, valuing stability and continuity, particularly for rural councils concerned about practical administration. Others favoured Model 2: Plan-led framework, highlighting its potential for strategic, risk-based planning and integration with broader transport objectives. A significant number advocated for Model 3: Institutional change, arguing that a dedicated regulator or governance body is essential to ensure accountability, transparency and prioritisation of vulnerable road users.

**‘Option 1 appears to hold the only structural format that would facilitate any retention of value of the objects and functional outcomes of the current legislation.’**

– Ross Harris

**‘Instituting a regulator is a matter of priority... organisations involved in planning and delivering transport frequently fail to follow existing policies and deliver on existing scope.’**

– Anonymous submission

## Outcomes

Desired outcomes across submissions included safer, more inclusive roads, reduced carbon emissions, improved biodiversity and governance structures that deliver accountability and efficiency. Stakeholders emphasised that reforms should align with broader sustainability and equity goals.

**‘NSW should embed bike infrastructure in statutory planning, ensuring safe, direct, and continuous connections.’**

– Sander Ottes

**‘Nature positive objectives are required in land use and transport planning and the review of the *Roads Act 1993* provides an opportunity for this to be recognised in legislation.’**

– M. Fallding

**‘My recommendation is for particular consideration to be given to the challenges and barriers experienced by blind/low vision pedestrians when walking in the community and when crossings roads.’**

– Gisele Mesnage

### Road users

Submissions consistently emphasised the need to recognise all road users, not just motorists. There was strong advocacy for prioritising pedestrians, cyclists and people with disabilities through a formal road user hierarchy. Many called for design standards that ensure safety and comfort for active transport users, alongside measures to address accessibility challenges for blind and low-vision pedestrians.

**‘Approximately 40% of the state’s population do not drive... it is absolutely vital that these people are given the ability to transport themselves independently throughout their daily lives on foot, bicycle and public transport.’**

– Anonymous submission

## Planning integration

There was strong support for integrating road planning with land use, public transport and environmental objectives. Submissions highlighted the need for a holistic approach that connects transport corridors with community spaces and climate resilience strategies.

## Classification

Stakeholders highlighted the importance of clear and consistent road classifications to avoid ambiguity in responsibilities and funding. Suggestions included refining definitions for state, regional and local roads, and clarifying how emerging modes such as e-scooters and food-delivery bikes fit within existing classifications.



Pedestrians walking in a shared zone

## The role of roads and streets

There was broad agreement that roads and streets should be seen as more than traffic corridors. Submissions supported the Movement and Place framework, advocating for streets as social, economic and environmental spaces that balance mobility with liveability.

**‘Streets serve people, not just vehicle traffic... Today, streets are also social, economic and pedestrian environments.’**

– Anonymous submission

## Roles and responsibilities of roads authorities

Many submissions called for clearer delineation of roles between Transport for NSW, local councils and Crown Lands. Concerns were raised about perceived cost-shifting and administrative burdens on councils, with recommendations for transparent funding arrangements and shared accountability.

## Regulatory tools and processes

Stakeholders supported modernising regulatory tools to enable proactive, risk-based assessments rather than reactive compliance. Suggestions included streamlined processes for approvals, better integration of technology, and mechanisms to enforce design standards for safety and accessibility.

## Compliance and penalties

There was consensus on the need for stronger enforcement of penalties to ensure compliance with road safety and planning requirements. Some submissions recommended clearer guidelines and improved transparency in enforcement practices.

## Crown roads

Submissions stressed the importance of maintaining safe and permanent access to schools and properties via Crown roads, even if roads are transferred or reclassified. Recommendations included automated updates to Crown road spatial data, and clarity on maintenance responsibilities to avoid gaps between agencies.

**‘Guarantee continued, safe and permanent access to schools where existing Crown roads provide entry or connection.’**

– Anonymous submission

### Implementing reforms

Stakeholders urged a phased and consultative approach to implementing reforms, with adequate resourcing for councils and clear communication of changes. Concerns were raised about the cost implications and the need for capacity-building at local government level.

**‘Unsympathetic changes to the current legislation may restrict or prohibit opportunities... and affect potential recovery in times of natural disaster.’**

– Ross Harris

### Miscellaneous/other

Additional points included calls for improved data transparency, integration of technology for asset management, and recognition of emerging transport trends such as micro-mobility and freight by e-bike.

### Utilities

While only one formal written submission was received from a utility provider during the consultation period, a face-to-face workshop was held with NSW Government agencies and representatives from utility companies. This event provided an opportunity for in-depth discussion and interactive activities, enabling the collection of rich and diverse feedback from participants. The insights gathered at the workshop have been synthesised alongside the formal submission to inform the analysis presented in this report.

### Model 1: Codification of current practice

Utility stakeholders generally support the codification of current practice, and see value in a third-party regulator, similar to IPART in the water sector, to provide clear governance between state and local road authorities, and resolve disputes and clarify responsibilities. There is ongoing confusion between the roles of ‘road authority’ and ‘road manager’, and stakeholders emphasise the need for the Act to clearly distinguish these functions. The integration of the Roads Act with other legislation, such as the *Sydney Water Act 1994* and the *Telecommunications Act 1997*, is considered essential to address current misalignments and complexities.

### Model 2: Plan-led framework

Feedback on a plan-led framework highlights the importance of upfront decision-making. Utilities advocate for utility locations, maintenance and coordination to be defined in Road Network Plans, jointly adopted by councils and Transport. Involving utilities in the design of typologies and the sign-off process is seen as crucial to ensuring infrastructure needs are considered from the outset. Stakeholders note that infrastructure relocation is often impractical, and access issues such as tree planting and fee structures vary significantly between councils, leading to inconsistency and inequity. There is support for shared infrastructure plans and digital portals to improve transparency and planning.

### Model 3: Institutional change

Financial clarity is a major concern under institutional change, with utilities reporting confusion over funding responsibilities, inconsistent fees and concerns about ‘double dipping’ by councils. The current Act’s unclear hierarchy leads to delays and inconsistent expectations, and there is a lack of clarity on who the road authority is at local, regional and state levels. Utilities describe ad hoc relationships with councils, a lack of strategic alignment across regions, and delays in decision-making as ongoing challenges.



Construction worker laying bricks for footpath

## Outcomes

The preferred outcomes include improved clarity of roles and responsibilities, greater consistency and transparency in decision-making, reduced financial and operational barriers for utilities, and enhanced integration of planning processes. Stakeholders believe these changes will deliver better results for road users, utilities and the broader community.

## Planning integration

There is a strong desire for consistency, transparency and strategic alignment in planning. Stakeholders support the integration of shared infrastructure plans and digital portals to facilitate better coordination and information sharing between councils, utilities and other stakeholders.

## Regulatory tools and processes

There is broad support for the development of standard templates for utility design requirements and easement processes. Stakeholders recommend aligning the treatment of Crown roads with planning system approaches and standardising regulatory tools, to ensure consistency across all road types.

## Crown roads

Feedback from some utility companies describe experiences with Crown roads that, in their view, indicate a need for legislative reform. These submitters argue for utility easements to be required before road closures and suggest that mandatory utility consent and consultation should be introduced. They report that the current process, which involves compulsory acquisition, is costly and inconsistent. Some providers propose undertaking economic analysis to compare the costs of the current and potential amended legislation, including involving economists to assess possible savings for both Crown Lands and utilities. They also recommend greater standardisation of design requirements and templates for utility infrastructure.



## NSW Government agencies

This stakeholder group comprises NSW Government agencies with a broad range of interests, spanning public health, emergency services and economic development. Their submissions reflect diverse priorities and responsibilities, which collectively influence how roads are planned, managed and regulated.

Across these submissions, several common themes emerged. Most agencies strongly support a plan-led approach (Model 2) for its flexibility and alignment with strategic planning objectives. Safety and risk management feature prominently, with calls to embed the Safe Systems approach and improve enforcement powers. Integration of Movement and Place principles is widely endorsed to balance transport efficiency with community and place-based outcomes. Agencies also emphasise the need for streamlined processes and regulatory clarity to reduce duplication and improve coordination between councils and Transport.

**‘Model 2 will likely have the best outcomes for activation, place-based outcomes and night-time economy activity due to its upfront transparency of road ownership, development standards, and street typologies.’**

– Department of Creative Industries, Tourism, Hospitality and Sport

**‘RDA Central West recommends the adoption of the Plan-Led Framework (Model 2) as the most suitable option for regional NSW. This model offers strategic alignment with land use and economic development priorities, embeds resilience and safety into planning, and enables collaborative decision-making tailored to local contexts.’**

– Regional Development Australia (RDA) Central West

Despite these shared priorities, notable differences reflect each agency’s unique mandate. Health agencies advocate for embedding public health outcomes in road planning, promoting active transport and healthier communities. The NSW Reconstruction Authority prioritises hazard resilience and evacuation route planning, while the Department of Creative Industries focuses on enabling street activations and supporting the night-time economy.

**‘The Act must explicitly prioritise the safety and accessibility of road users who are most vulnerable within the transport system, including pedestrians, cyclists, children, older adults and people with disability.’**

– South Western Sydney Local Health District

Both respondents from the emergency services – Fire and Rescue NSW and NSW Police Force – support reforms to the Roads Act that prioritise safety, resilience and improved coordination in emergency management. Fire and Rescue NSW strongly endorses a plan-led, risk and outcomes-based framework (Model 2), highlighting the need for consistent emergency access protocols, better integration of evacuation planning, and embedding bushfire resilience in road planning. NSW Police Force also sees value in Model 2, particularly for its potential to prioritise safety and local community needs, and supports a regulatory framework that balances efficiency with improved disaster response and enforcement flexibility. Both agencies emphasise the importance of statutory road network plans and clearer protocols for road closures and emergency access.

**‘The implementation of formal bushfire risk assessments for all state roads and bridges, along with statutory road network plans that include evacuation routes and emergency access, would be highly beneficial.’**

– Fire and Rescue NSW

## Freight



Grain truck on regional road

Several stakeholders who are categorised into stakeholder groups above, also have a particular interest in freight.

Feedback on freight within the consultation submissions highlights concerns about efficiency and connectivity across the road network. Stakeholders note that the current legislative framework creates duplication and unclear responsibilities, which can delay works and disrupt freight routes. Many recommend streamlining governance through statutory road network plans and aligning road management with land use planning to support mobility and productivity. There is also a strong call for reforms that improve infrastructure resilience in response to climate change and population growth, ensuring freight corridors remain reliable. Some councils raise issues around private roads, advocating for clearer powers to prevent closures that could sever freight access. Additionally, peak bodies stress the need to balance freight requirements with active transport and community priorities, promoting integrated planning approaches that maintain safety and sustainability.

**‘Roads are officially recognised as the arteries of the NSW economy... the road network is not merely infrastructure but a critical public utility responsible for delivering goods, ensuring shelves are stocked, and allowing regional and urban businesses to operate efficiently.’**

– Anonymous submission

**‘Efficient road freight underpins household access, business activity, exports and the broader economy. Reforms to the Roads Act must balance community and active transport objectives with the national interest in a safe, efficient and resilient freight network.’**

– Australian Logistics Council (ALC)

**‘In Australia Post’s view, Model 2 provides the best foundation for improving long-term road and freight planning with a hybrid approach. Several elements of the other two proposed models should also be considered for addition in the final reform choice.’**

– Australia Post

## Other

Other submissions from government stakeholders or entities and unions received reflect a wide spectrum of perspectives on the future of the Roads Act. They range from calls for significant institutional reform and stronger regulatory oversight, such as those from the Transport Workers' Union, to proposals prioritising active transport and emissions reduction. Others, like Australia Post, emphasise operational efficiency, freight movement and streamlined development processes, while NSW Land Registry Services advocates for codifying current practice to maintain administrative certainty.

**'The TWU believes that of the three proposed models in the Options Paper, Model 3: Institutional change, outlining the establishment of an independent road regulator to oversee performance and accountability, is the ideal option to recommend to the NSW Government.'**

– Transport Workers' Union of NSW

**'NSW LRS has reviewed the Options Paper and is supportive of the introduction of a more efficient and streamlined regulatory framework for roads in NSW.'**

– NSW Land Registry Services



Ivanhoe-Menindee Road, Ivanhoe



Outcomes and  
next steps

6

## Outcomes of the consultation

The consultation on the Options Paper has provided a rich and diverse set of perspectives from councils, peak bodies, advocacy groups, developers, community and road users.

This input has provided valuable insights and has helped to refine the way Transport is proposing to address the original objectives of the review: being more responsive to community needs, enabling faster local decision-making, providing a streamlined and easy-to-use statute, and ensuring operational effectiveness. The following section outlines the proposals that may be put forward, reflecting both the priorities identified through consultation and the broader aims of government.

The outcomes of the review are subject to broader government approval and parliamentary process. As a Transport-led review, any proposals and recommendations will be formally presented for the NSW Government's consideration. The final decision regarding any legislative change rests with the NSW Government, which will determine what amendments proceed through parliament.

Transport is undertaking a thorough economic analysis to ensure that the final proposed reforms are assessed against a comprehensive range of economic, social, and financial costs and benefits. This approach will ensure that practical impacts are carefully considered, with stakeholder feedback weighed alongside the broader economic and financial implications for roads authorities, communities and road users across NSW.

### Outcomes-based statute

Stakeholder feedback has underscored the need for a modern legislative framework that focuses on the outcomes roads are intended to achieve, rather than simply administrative processes. The review will focus on ways to achieve an outcomes-based statute that enables flexibility and innovation, supports performance measurement, and better aligns with broader government priorities such as Vision Zero and Net Zero.

### Road user hierarchy

Consultation has highlighted the importance of recognising the diverse needs of all road users, including pedestrians, cyclists, public transport users and freight operators. The review will focus on ways to achieve a framework that can elevate consideration of these groups, drawing on existing policies to create a more equitable and safe allocation of road space.

## State and local categorisation

Feedback has pointed to confusion and inefficiencies in the current division of responsibilities between Transport and local councils. The review will focus on ways to achieve clearer classification of roads as either state or local, with each authority responsible for its respective network. This approach could simplify governance and reduce duplication, delays and costs.

### Stewardship

Stakeholders have emphasised the need for stronger oversight and continuous improvement across the roads sector. The review will focus on ways to achieve clarity of governance frameworks, reduce conflicts of interest and improve transparency, supporting all road authorities to fulfil their statutory functions and monitor outcomes.

### Plan-led decision making

There has been strong support for integrating road planning with land use and broader government objectives. The review will focus on ways to achieve a system that embeds strategic planning and risk-based regulation in the new Act, ensuring that investment and maintenance decisions are forward-looking and aligned with community priorities.

### Integrated road management and traffic management

Feedback has highlighted the need to better match the authority responsible for building and maintaining roads with powers to manage traffic. The review will focus on ways to differentiate regulation for temporary and permanent impacts, optimising risk allocation, and expanding the regulatory framework to reflect local context and community needs.

### Statutory permitting

Stakeholders have called for more efficient and transparent permitting processes. The review will focus on ways to achieve a risk-based, tiered approach to statutory permitting, establishing roads as public spaces available for a variety of community activities, and creating process efficiencies for authorities and third parties.

## Modernised compliance framework

Consultation has identified the need for a progressive enforcement regime that is proportionate and risk-based. The review will focus on ways to achieve a tiered approach to penalties and new offences for significant safety, passage and access impacts, enabling faster and more cost-effective enforcement.

## Crown roads

Feedback has highlighted the unique role of Crown roads in the transport and land access network. It has also highlighted the need for greater understanding of their relationship to other types of roads in the NSW network. The review will focus on ways to achieve a modern management framework, while clarifying their purpose and management responsibilities.

## Next steps

The review has benefited greatly from the contributions of stakeholders across NSW. Stakeholder input has helped begin to shape a modern, outcomes-focused legislative framework that may better meet the needs of communities and government. The next phase of work will build on this foundation, aiming to deliver reforms that are practical, contemporary and responsive to the challenges ahead.

## Publishing submissions

Submissions received from stakeholders during the initial consultation phase will be published on the review website at [transport.nsw.gov.au/projects/current-projects/roads-act-1993-review](https://transport.nsw.gov.au/projects/current-projects/roads-act-1993-review).

## Report to Ministers

In early 2026, a report will be prepared for the Ministers, with recommendations and a case for a new legislative framework, an assessment of implementation pace and scope, and potential costs.

Transport for NSW would like to thank all stakeholders who have participated in the consultation to date. We look forward to your continuing collaboration.



Workers performing inspections of sediment control measures during construction of M1 Raymond Terrace extension

## Transport for NSW

### Review of the *Roads Act 1993* Options Paper Consultation Summary Report

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# Planning circular

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## PLANNING SYSTEM

<b>Circular</b>	PS 26-002
<b>Issued</b>	30 March 2026
<b>Related</b>	Nil

## Flexible approach to managing freight and logistic developments

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### Overview of this circular

Global and local supply chain disruptions can often occur due to a variety of factors (including, but not limited to global events, workforce issues at major distribution centres, natural hazards and failures in technology) causing a considerable backlog of items that need to be processed through distribution centres and delivered to wholesale and retail customers.

Essential food and grocery items and fuel supplies are affected by the delay in distribution. It is imperative that supply chain systems be provided with flexibility needed to recover and return to normal to enable stores to be restocked with these essential goods.

This circular advises councils to consider the broader context and the need for supply chain recovery when responding to any complaints that may be received regarding out of hours operations for warehouse and distribution centres.

### Councils have discretion when using their compliance powers

The *Environmental Planning and Assessment Act 1979* authorises councils to take compliance action in response to any offence under the Act or the *Environmental Planning and Assessment Regulation 2021*. This includes any non-compliance with conditions of a development consent that may regulate operating hours, noise limits or vehicle movement caps.

However, councils have discretion in choosing whether to exercise their powers and issue a penalty infringement notice or undertake other compliance action when they become aware of breaches.

During the period of disruption, in exercising their enforcement function in relation to relevantly impacted development, councils are advised to have regard to the need to restore supply chain operations to their normal level. This includes taking into account the temporary nature of any breach, the low level of harm caused and the broader public interest in restoring supply chains when responding to any complaints that may be received about out of hours operations or noise at warehouse and distribution centres.

### Further information

Department of Planning, Housing and Infrastructure circulars are available at:

[planning.nsw.gov.au/circulars](http://planning.nsw.gov.au/circulars)

### Authorised by:

**Monica Gibson**

**Deputy Secretary  
Planning Land Use Strategy, Housing and  
Infrastructure**

**Department of Planning, Housing and  
Infrastructure**

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**Important note:** This circular does not constitute legal advice. Users are advised to seek professional advice and refer to the relevant legislation, as necessary, before taking action in relation to any matters covered by this circular.

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# Dr Joe McGirr MP

HAY SHIRE COUNCIL

## Independent Member for Wagga Wagga



JM101783

2 April 2026

Mr David Webb  
General Manager  
Hay Shire Council  
134 Lachlan Street  
HAY NSW 2711

Dear Mr Webb

Thank you for offering Hay Shire Council's support of my Rural Action Plan.

I am delighted that Council is supporting the campaign and I welcome your involvement as we move forward.

I have prepared the attached open letter to the Minister for Regional Health, the Hon Ryan Park MP, and I would be pleased to include Hay Shire Council as a signatory to the letter.

If you are happy to be a signatory, could you please send me your logo to be included on the letter and on campaign promotional materials.

Again, thank you for your support.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Joe McGirr'.

Dr Joe McGirr, MP  
**Member for Wagga Wagga**

64 Baylis Street, Wagga Wagga NSW 2650

P (02) 6921 1622 F (02) 6921 4424

E [waggawagga@parliament.nsw.gov.au](mailto:waggawagga@parliament.nsw.gov.au)

www.joemcgirr.com.au No 171 of the Hay Shire Council Business Papers of the Ordinary Meeting held on Tuesday 28th April 2026





# RURAL HEALTH ACTION PLAN



2 December 2025

The Hon Ryan Park MP  
Minister for Regional Health

## Let's work together to fix Rural Health in NSW

People in rural and regional NSW face a health system that is under-resourced, unaccountable and dependent on short-term fixes.

Patients can't get in to see a GP. Birthing units have closed. Emergency departments are stretched. Locum doctors are flown in at significant public cost but do not stay.

NSW Health acknowledges the problems but continues to operate with a metropolitan-first mindset and a lack of urgency. Community voices are ignored.

This isn't a system that needs more reviews. It's a system in need of reform that is practical, affordable and long overdue.

The 'Better Care, Closer to Home' Alliance's Rural Health Action Plan is built on the recommendations of the Legislative Assembly Select Committee on Remote, Rural and Regional Health.

**The Action Plan is a roadmap for turning things around** — not with a big restructure with an unrealistic price tag, but simple, common-sense reforms that put people first and redirect funds to be more effective.

1. A GP guarantee – every town should have a doctor and flexible team-based primary care.
2. Birth closer to home – restoring rural maternity services.
3. Local staff, not fly-ins – replacing expensive locums with permanent teams.
4. Local voices, real power – embedding community input in health decisions.
5. A watchdog for rural health – an independent commissioner to keep the health system at its best.
6. One system, working together – integrating hospitals, GPs, councils and community care.

It's paid for by acting to mend the locum merry-go-round, which is currently costing NSW taxpayers \$270 million a year, and delivering poor value.

This plan delivers for:

- Patients – faster access to care, closer to home.
- Families – safer local birthing options and better access to children's health.
- Healthcare workers – secure jobs, proper support and better conditions.

The *Better Care, Closer to Home* campaign is an alliance of business groups, civil society and medical experts who are demanding urgent action on the rural health crisis in NSW. It is convened by Dr Joe McGirr MP.

This is Page No 172 of the Hay Shire Council Business Paper of the Ordinary Meeting held on Tuesday 28th April 2026



# RURAL HEALTH ACTION PLAN



- Communities – a real say in local decisions and services they can rely on.
- Taxpayers – better value for money by investing in permanent care, not stop-gap locums.

**The Rural Health Action Plan is an opportunity for you and the government to make a difference.**

***It's time to take action to implement the Rural Health Action Plan.***

**Supported by:**



The *Better Care, Closer to Home* campaign is an alliance of business groups, civil society and medical experts who are demanding urgent action on the rural health crisis in NSW. It is convened by Dr Joe McGirr MP.

**David Webb**

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**From:** Planning Panels Mailbox <enquiry@planningpanels.nsw.gov.au>  
**Sent:** Thursday, 9 April 2026 6:45 AM  
**To:** Planning Panels Mailbox  
**Subject:** Planning System Reforms (PSR) Update

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear Panellists and Council Staff,

I'm writing to provide an update on the recent Planning System Reforms (PSR) and their implications for Planning Panels, including modifications where LPPs are now determining new Regionally Significant development applications (**RSDAs**) and to draw attention again to the new to protect sensitive information as part of assessing and determining applications for group homes.

### **Planning System Reforms and Planning Panels:**

As you are aware the PSR changes to the *Environmental Planning and Assessment Act 1979 (EP&A Act)* are being commenced in stages and include a range of changes to how applications under the Act's framework are assessed and determined.

The first two tranches of changes commenced on 16 January and 21 March 2026.

A consolidated overview of what has commenced so far and any relevant savings and transitional provisions can be viewed [here](#) and more detail on the PSR changes more generally can be viewed on our [Planning Reforms webpage](#).

For panel members key changes to be aware of in your role include amendments to the EP&A Act's objects and to the mandatory considerations you are required to consider as part of determining any RSD application:

#### **1. Changes to the Objects of the EP&A Act - commenced 15 December 2025**

New and revised objects now include:

- A broader housing objective covering all housing types.
- New objectives for climate adaptation, natural disaster resilience and land-use productivity.
- A new object supporting a proportionate, risk-based assessment approach.

#### **Savings:**

These objects do not apply to development or modification applications lodged before 15 December 2025.

#### **2. Assessment of DAs and Modifications - commenced 15 December 2025**

A proportionality test is now incorporated into sections 4.15 and 4.17, requiring consent authorities to consider only the significant likely impacts of a proposal (see [practice note](#)).

#### **Savings:**

- Does not apply to DAs/mods lodged before 15 December 2025 provided, they are determined within 12 months of this date.
- After 12 months any pending application must be assessed under the new provisions.

#### **4. Modifications to Development Consents - commenced 21 March 2026**

Sections 4.55(1A), 4.55(2) and 4.56 have been updated to require consideration of section 4.15(1) matters, where relevant (see [practice note](#)).

#### **5. Reviews and Appeals - commenced 21 March 2026**

Applicants may now elect to have a review determined by an LPP (where available) if the original decision was made by council.

**Savings:**

- Does not apply to reviews or appeals already underway.
- Applies to all DAs and modifications already determined, provided no review or appeal has been lodged before commencement.

**Ensuring panels focus on applications that justify their expertise**

As part of the new statewide LPP model we are looking to review the framework as part of supporting the intent that panels focus on the complex or contentious end of the re-integrated local development pathway, with staff under delegation determining everything else. In this regard we wanted to draw your attention to two aspects of the framework that can result in panels having applications that may be more appropriately dealt with by council staff or where they are being asked to approve minor changes to an application that could easily be facilitated by council staff under delegation.

*Modification Applications:*

As previously advised all section 4.55(2) modifications that meet the current contentiousness criteria and s 4.56 modifications will continue to be determined by the Sydney District and Regional Planning Panels (SDRPPs). However if the panel has an application referred to it that either they, the Secretariat or the council feel is straightforward and is better determined by council staff this should be discussed and these matters delegated as needed:

- *Section 4.55(2) applications:*

The section 4.55(2) applications that will continue to be determined by the SDRPPs are those that councils are not permitted to determine under the *Instruction on Functions Exercisable by Council on Behalf of Sydney District or Regional Planning Panels—Applications to Modify Development Consents* (attached for your reference) published on the NSW planning portal on 30 June 2020.

We note as part of the administrative return of pending RSD applications to councils through the portal for determination by their LPP a handful of these modification applications were included and we apologise for any confusion this caused. However these returns have now all been returned back to the SDRPPs through the portal.

Please continue to check any new 4.55(2) modifications against the attached criteria and refer them accordingly. If you believe that the modification needs to be referred but is likely to be straightforward and capable of being determined by Council staff under delegation please let the relevant panels secretariat for your relevant SDRPP know.

- *Section 4.56 application delegation requests:*

In respect of section 4.56 modifications the SDRPPs can delegate their determination function for such applications, either on a case by case or across the board (i.e. a blanket delegation potentially in line with the contentious criteria for 4.55(2)), to the general manager or other employee of a council, in accordance with section 2.16(6) of the EP&A Act and the Minister's approval, dated 30 June 2020.

The Panels Team can facilitate a request for delegation. If you wish to explore this option (either across the board in certain circumstances or on a case by case basis) please let us know and send a brief memo to your relevant panel setting out this request through the Secretariat.

*Amending applications:*

We wanted to confirm that where an applicant wishes to amend their application prior to determination this can only be approved by the Panel as it is a function they exercise on behalf of council unless they have delegated it in a particular case or across the board. The Sydney Central Planning Panel and the Sydney North Planning Panels have provided a blanket **delegation for minor amendments** to their councils so they can exercise this function and will explore with the other panels putting in place a similar delegation. Again, we encourage councils to be proactive and to reach out to the Secretariat if you identify other opportunities or if a proposed amendment does not meet any existing delegation but is in your view sufficiently straightforward and more efficient to be dealt with by council staff under delegation.

## Group Homes:

As you aware, Planning Circular (PS 25-005) *Group home: Disclosure of information about domestic and family violence refuges* was issued on 3 November 2025. The circular provides information to consent authorities, practitioners and applicants about disclosure obligations when assessing and notifying planning applications for domestic and family violence refuges.

We have had a number of recent RSDAs where the circular has not been followed sufficiently and the Secretariat has had to redact certain information to meet the requirements of the circular. It is important to review all the documentation submitted with the relevant application and ensure appropriate redactions are made in line with the circular to ensure that the public facing documentation complies with its intent. This may require you to submit two versions of each affected document to ensure the SDRPP has the unredacted documents necessary for it to make a decision. Please contact us if you have questions about how to meet the requirements in the guidelines to ensure that any sensitive material is appropriately protected. The Panels team is working on a step-by-step overview of the circular for applicants and councils.

If you have any questions in relation to the PSRs and their impact on the SDRPPs or the LPPs please reach out to myself or the team. **We are taking active steps to reduce the workload of panels and** will continue to provide regular updates as necessary in relation to the PSRs and the rollout of the new statewide LPP model.

Warm regards,

Nathan Laird

Kind regards

**Sharon Edwards** (*she/her*)

Project Support Officer  
Planning Panels, Panels and Housing Delivery  
Department of Planning, Housing and Infrastructure

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*The Department of Planning, Housing and Infrastructure acknowledges that it stands on Aboriginal land. We acknowledge the traditional custodians of the land and we show our respect for elders past, present and emerging through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.*

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Australian Government

HAY SHIRE COUNCIL



Murray-Darling Basin Authority



# 2026 Murray-Darling Basin Plan Review

## Discussion Paper snapshot



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### **Acknowledgement of the Traditional Owners of the Murray–Darling Basin**

We acknowledge the Traditional Owners and Custodians of Country throughout the Murray–Darling Basin and their continuing connection to land, waters and community. We offer our respects to the people, the cultures and the Elders past and present.

Aboriginal people should be aware that this publication may contain images, names or quotations of deceased persons.

## About this snapshot

This snapshot is intended to provide a quick overview of the Basin Plan Review Discussion Paper.

If you require more detail, please refer to the relevant section of the Discussion Paper.

## About the 2026 Basin Plan Review

A requirement of the *Water Act 2007* (Cth) is that the Murray-Darling Basin Authority (Authority) must review the Basin Plan in 2026 and every 10 years thereafter.

A Discussion Paper was released on 5 February 2026, and submissions are invited until 5.00 pm AEST 1 May 2026.

The Discussion Paper sets out the issues to be explored through the 2026 Basin Plan Review. Its purpose is to provide information on Basin Plan water management issues and options being considered. Feedback is invited, to help shape the Review Report recommendations.. It provides a foundation for dialogue, to enable the Authority to hear diverse perspectives early in the review process. This feedback will assist the Authority in making recommendations on how the Basin Plan and Basin water management can be improved.

## We are seeking your feedback

The Basin Plan Review is an opportunity to improve how the Basin is managed and to move forward together. We want to hear what matters most to you.

As you read through the Discussion Paper consider these feedback questions.

- What do you think of the issues and options presented?
- Are there other issues and options that should be considered?
- What do you see as the priorities and why?



Group discussion at the MDBA Leadership Summit, 2025

## Where are we now?

The operating environment for the Basin Plan has changed substantially since 2012:

- a maturing environmental water portfolio
- increasing importance of landscape level approach
- a constrained fiscal environment
- a maturing approach to First Nations peoples' involvement
- a greater focus on accountability and compliance
- an improved knowledge base.

Together, these shifts create a more complex environment for the next decade of Basin water management.

**The benefits of the Basin Plan are clearly emerging.** The Commonwealth has recovered 20% of the Basin's consumptive water and this now forms water for the environment. It has helped internationally significant sites like Barmah-Millewa Forest, the Lower Lakes and other Ramsar-listed wetlands – stopping, and in some cases reversing their long-term decline.

**However, some outcomes cannot be achieved with water only.** Environmental flows cannot reach disconnected critical floodplains and wetlands due to physical constraints. Recovery of native fish populations also needs healthy habitats, river connectivity, and pests and barriers to be managed. More work is needed to improve the rules and regulations that constrain the use of water for the environment.

**The review is happening against the backdrop of climate change.** We are experiencing hotter temperatures and an underlying drying trend in the Basin with increasing variability and extreme events. We must improve our capacity to manage during dry times.

**There is an obligation on all of us to engage with the evidence,** acknowledge what parts of the Basin Plan are working and address its weaknesses where possible. We need to think clearly about priorities and respond flexibly to evidence as it emerges.

**One area of focus for this review is advancing First Nations peoples rights and interests,** moving beyond consultation to genuine participation in water management. Practical and effective measures to achieve this are an important objective for the Authority and Basin governments.

**After a decade of significant change and policy interventions, Basin communities are generally seeking stability** and consolidation of existing reforms. This will be an important consideration of the Authority in this review.

**This review is an opportunity to reflect on how far Basin governments and communities have come and what has been achieved.** The next decade will demand even greater collaboration to tackle the complex and multifaceted challenges the Basin faces.

## Addressing Water Act requirements

The Authority is required to consider the rights and interest of First Nations peoples and climate change risks when reviewing the Basin Plan.

### First Nations rights and interests

The Authority is taking an approach that supports and works alongside the efforts of First Nations peoples and Basin governments, to strengthen First Nations peoples' participation in water management. The Authority is proposing to add to the Basin Plan's objectives and outcomes to reflect the First Nations purpose of the Basin Plan introduced via amendments to the Water Act in 2023. This will be supported by monitoring, evaluation and reporting arrangements to track progress over time.

### Addressing climate change risks

As the climate becomes hotter and drier, we must prepare for periods of low water availability. Floods will still occur and bring some environmental benefits, but they can also cause significant damage and loss. Longer dry periods present a greater threat to the Basin's resilience under climate change. Through the Discussion Paper, the Authority is exploring options to improve drought preparedness by addressing water quality and river connectivity, strengthening planning for critical human water needs and strategically prioritising environmental watering. Given the importance of the 10-yearly review cycle, our approach is to assess and guide the management of Basin climate risks and enable climate change adaptation over the long term.



Aerial shot of the Murray Mouth

## Evidence and issues

Chapter 2 of the Discussion Paper is about the evidence base and knowledge that underpins the Review. This includes the 2025 Basin Plan Evaluation report, 2025 Murray-Darling Basin Outlook report and the initial SDL assessments.

### Summary of initial SDL assessments

The initial SDL assessments are outlined at Chapter 3 of the Discussion Paper (Page 19).

Sustainable diversion limits (SDLs) sit at the centre of the Basin Plan and set the maximum volume that can be extracted from rivers and groundwater systems. By law, these limits must reflect an environmentally sustainable level of take (ESLT). There are 29 surface water and 80 groundwater SDL units across the Basin.

### Initial surface water assessments

The initial assessment is that 21 of the 29 surface water SDLs continue to reflect an ESLT and support Basin Plan environmental outcomes.

The SDL units where there is concern that SDLs may not support environmental outcomes are:

- Barwon–Darling
- Lower Darling
- SA Murray

The SDL units where there is concern that there are environmental outcomes at risk are:

- Gwydir
- Murrumbidgee
- Goulburn
- NSW Murray
- Vic Murray.

The initial assessments show local and regional interventions are needed to address:

- inadequate base and low flows through the Barwon–Darling Menindee Lakes and into the Lower Darling, limiting river health and connectivity
- end-of-system outcomes in the Coorong, Lower Lakes and Murray Mouth
- poor wetland and floodplain condition, driven by insufficient inundation and physical barriers restricting connectivity
- declining native fish populations, exacerbated by habitat loss, barriers to movement, invasive species and poor water quality.

## Initial groundwater assessments

The initial assessment is that 77 of the 80 groundwater units support environmental outcomes and reflect an ESLT.

The groundwater SDL units where there is concern that SDLs may not support outcomes are:

- Lower Namoi Alluvium
- Upper Namoi Alluvium
- Lower Gwydir Alluvium

The Authority will be seeking to work directly with the New South Wales Government to ensure adequate rules and arrangements are in place for these units.

### Summary

- SDL assessments for surface water have identified 4 priority issues for action – river connectivity in the northern Basin, end-of-system outcomes, floodplain and wetland health, and native fish decline.
- Further work is specifically required for 3 surface water SDL units to determine whether the SDL reflects an ESLT – the Barwon–Darling, Lower Darling and SA Murray.
- SDL assessments for groundwater show more work is needed in 3 groundwater SDL units, to determine whether the SDL reflects an ESLT. These are the Upper Namoi Alluvium, Lower Namoi Alluvium and the Lower Gwydir Alluvium.



Drought at Walpolla State Forest, Vic

# Options and future directions

## Maximise the benefits of water for the environment

Chapter 4 (Page 37 of the Discussion Paper) presents options to strengthen how water for the environment is planned, prioritised, protected and delivered. The proposed changes aim to maximise the environmental, economic, Cultural and social benefits achieved with water for the environment across the Basin. Continuing to improve how water for the environment is managed is crucial to delivering outcomes under climate change.

### Issues

- **Coordinating and integrating with river operations:** there remains an ongoing challenge to integrate environmental water delivery needs into river operations systems. As river operators and environmental water managers improve how they work together, they will get better results from all water in the system.
- **Responding to climate change through clearer priorities:** climate change is very likely to make the Basin hotter and drier. Managers need clear priorities for environmental watering to respond to these changes, build drought resilience and direct environmental water to places where it brings the greatest benefit.
- **Enhancing First Nations involvement:** First Nations peoples have called for greater participation in planning for, delivering and monitoring environmental water. This will improve environmental outcomes, deliver Cultural benefits and help work towards healthier Water Country.
- **Driving investment in complementary measures:** land management actions such as pest control, fencing and revegetation, habitat restoration, fish passage, and grazing management need more integration with environmental watering. This would improve the benefits of environmental water and achieve the overall environmental objectives for critical sites.



Burrima Boardwalk, Macquarie Marshes. Photo credit: IGWC 2024

## Proposed options

- Reduce duplication and inefficiency in preparing annual environmental watering priorities and long-term watering plans.
- Improve the Basin-wide environmental watering strategy to support strategic planning and transparent prioritisation of the environmental water portfolio.
- Make adaptation explicit in environmental water planning. Require long-term watering plans to identify vulnerable environmental outcomes and transitioning ecosystems and improve knowledge sharing through the environmental watering plans.
- Ensure environmental water is transparently accounted for and protected as it moves through the system.
- Invest in coordinated and transparent environmental water delivery and outcomes reporting.
- Strengthen First Nations peoples' involvement in planning, delivery and monitoring of water for the environment to deliver improved environment outcomes, and support Cultural, spiritual and community co-benefits.
- Embed First Nations knowledge into monitoring, evaluation and reporting processes.
- Enable environmental water holders to prioritise environmental watering in areas where land and water management actions are coordinated, where appropriate.



Water being pumped through pipe for environmental watering

## Improve river connectivity in the northern Basin

Chapter 5 (Page 47 of the Discussion Paper) explores options to improve river connectivity in the northern Basin at critical times, while recognising flows in the rivers are highly variable and episodic.

The proposed changes respond to lessons learnt from the Tinderbox drought, which exposed the urgent need to improve river connectivity in the Barwon–Darling, Menindee Lakes and the Lower Darling (Baaka). As climate change brings more frequent and severe hydrological droughts, supporting connectivity will be essential to achieving the Basin Plan’s environmental outcomes.

### Issues

- **The health of the Menindee Lakes and Lower Darling (Baaka) has worsened over time.** Fish have died in mass events. Flows have stopped or stayed very low for long periods and water quality has declined. For example, in 2018–2019, thousands of fish died near Menindee due to low oxygen, barriers to fish movement, and low flows and high temperatures. These events show this system is losing its resilience.
- **Declining inflows from the northern Basin have harmed the health of the Menindee Lakes and Lower Darling.** Current operating rules, ageing infrastructure and management procedures add to the problem, and clash with local environmental and community needs. Together, these issues limit the system’s ability to deliver important Basin Plan environmental outcomes.
- **The Menindee Review, jointly commissioned by Basin governments, is currently underway with consultation expected to begin in early 2026.** Given the support from local communities and Basin governments for the Menindee Review, the Authority’s view is that this is the most comprehensive way to address these complex issues.

### Proposed options

- Include objectives and outcomes in the Basin Plan that specifically support end-of-system connectivity in the northern Basin.
- Improve environmental water management, coordination and planning in the northern Basin.
- New South Wales improves river connectivity across connected catchments of the northern Basin.

## Improve floodplain and wetland health

Chapter 6 (Page 52 of the Discussion Paper) proposes priorities for relaxing constraints to improve floodplain and wetland health, based on the lessons learnt over the past 14 years. The Authority proposes that governments continue to relax constraints in the Murrumbidgee and Gwydir. In the Goulburn Valley, the priority could be achieving bankfull flows, while in the Murray it could be gradual testing of higher flows.

### Issues

- **Only a small proportion of water for the environment currently reaches floodplains.** Under a hotter and drier future, we expect floodplain forests and wetlands will contract unless we intervene.
- **Over the past 12 years, progress to relax constraints and connect floodplains and wetlands has been slow.** The complexity of delivering water for the environment across multiple Basin states, the need to balance delivery of these flows downstream with local impacts on rivers and private land, and the challenges of projects having to negotiate thousands of landholder agreements have all contributed to limited progress.
- **Constraints relaxation programs must provide stable funding and build trust through gradual, practical demonstrations of benefit.** Governance and accountability are also equally important. Projects should then scale up once trust builds with local communities, landholders and river operators – ensuring outcomes are technically feasible, socially acceptable and resilient.
- **The initial SDL assessment has found risks to floodplain health** in the New South Wales Murray, the Victorian Murray, the South Australian Murray, Goulburn, Murrumbidgee and Gwydir SDL units.

### Proposed options

- Continue New South Wales's Murrumbidgee Reconnecting River Country program and extend the Gwydir Reconnecting Watercourse Country program beyond December 2026.
- Take practical steps to increase environmental flows in priority areas of the Goulburn and Murray, developed in consultation with, and supported by, local communities and landholders.



## Responding to native fish decline

Chapter 7 (Page 58 of the Discussion Paper) explores options to improve native fish outcomes in the Basin. Priorities include fish-friendly river infrastructure, flow and connectivity, invasive species management, breeding and restocking, and habitat restoration. To stop the long-term decline of native fish, there must be a clear strategy and a commitment to prioritise effort and investment.

### Issues

- Invasive species such as European carp have affected native fish populations
- Reduced connectivity between floodplains, wetlands and river channels has disrupted breeding and feeding cycles
- Loss of natural flow patterns has disrupted the triggers to key fish life cycle stages
- Poor water quality and altered flow regimes have degraded habitat
- Cold water from major storage dams have created unsuitable conditions for native fish
- Physical barriers such as dams, weirs and regulators have blocked fish movement and fragmented fish populations
- Irrigation diversion infrastructure (such as pumps) that draw in and kill native fish.

### Proposed options

A combined and targeted rehabilitation package to restore native fish in priority locations in the Basin that:

- addresses barriers to fish passage and other hazards like irrigation diversion pumps
- ensures ongoing maintenance of existing fishways, particularly on the River Murray
- ensures there are multi-pronged approaches to managing invasive species such as carp
- invests in stocking, reintroduction and targeted recovery programs for rare and threatened species
- identifies priority instream and riparian habitat restoration areas to support native fish recovery.



Kayaking on the Murray River, Yarrowonga, Vic  
Photo credit: Tourism Victoria

## Managing water quality

Chapter 8 (Page 64 of the Discussion Paper) proposes options to improve water quality management, including updating the Basin Plan's objectives and targets. It also considers whether a more holistic approach is required to tackle water quality problems, particularly in high-risk areas across the Basin.

The Basin Plan on its own cannot prevent and manage all water quality problems, as many causes stem from land and catchment management. Mechanisms to better manage water quality risks are required, especially as climate change is expected to increase these risks.

### Issues

- **Basin communities, industries and local governments have told us they're concerned about water quality.** Poor water quality incidents are happening more often. Water quality risks are not well managed and better mitigation of land-based pollution sources is required. There is growing concern about the impact of poor water quality on First Nations peoples' health and wellbeing.
- **Water quality in the Basin is shaped by several drivers**, including land-use and management practices, invasive species and river regulation.
- **Climate change will place more pressure on Basin water quality.** Higher temperatures, more frequent and intense floods, longer and more frequent droughts and rising sea levels and more frequent storm surges in the Lower Lakes will add to water management challenges.
- **Responsibility for water quality across the Basin is fragmented across many different agencies.** Also, linkages between land planning and management in some cases are weak, which means that causes of poor water quality are not addressed effectively.

The Authority has identified hotspots where water quality issues arise, impacting Basin values. These include:

- Lake Hume and downstream
- mid-Murray (including Edward-Wakool)
- The Coorong
- northern Basin rivers above Menindee Lakes
- Menindee and Lower Darling

## Proposed options

- Improve the Basin Plan water quality management plan, including strengthening water quality objectives and targets.
- Ensure Basin governments work together to manage Basin water quality hotspots by tackling the root causes of poor water quality and strengthen Basin governments' joint capacity for preventive action and early intervention.
- Develop opportunities for First Nations peoples to participate and contribute their science and knowledges to understanding water quality, including through monitoring programs.



Algae as evidence of poor water quality at Manilla River dam storage, Namoi Catchment, NSW

## Water infrastructure and critical human water needs

Chapter 9 (Page 69 of the Discussion Paper) highlights the risks of ageing water infrastructure and presents options to improve state-based planning for critical human water needs. Although critical to address, most of the Basin's infrastructure and water security challenges cannot be solved through the Basin Plan. Meaningful improvements will require sustained investment from Basin governments.

### Issues

- **Water infrastructure is critical to water security and regional productivity**, however much of the southern Basin's river infrastructure such as River Murray's dams, the Murray Mouth barrages and salt interception schemes are near or passed its engineered life span and vulnerable to failure. Fit-for-purpose infrastructure is vital for all those who depend on Basin water resources. Current capital expenditure is well below the necessary level.
- **There are significant concerns about the reliability of town water supplies in the northern Basin.** As climate change intensifies, these communities will increasingly face reduced water availability and deteriorating water quality during low-flow periods, requiring more intensive and costly water treatment.

### Proposed option

- Modernise water infrastructure across the Basin to reduce the risk of asset failure and safety risks, and to deliver on a broader range of values and interests, including improved Basin Plan outcomes.
- Consider minimum water resource plan requirements for state-based extreme event water planning to ensure adequate consultation processes and ensure planning is underpinned by robust climate assumptions.



Drinking from bubbler at Mildura Lock 11, VIC

## Improve Basin Plan regulatory design

Chapter 10 (Page 74 of the Discussion Paper) outlines options to reform water resource plans (WRPs), improve sustainable diversion limit (SDL) accounting and reporting, refine Basin water trading rules and streamline reporting requirements. The aim is to regulate Basin state governments efficiently and effectively. This is essential for better outcomes.

### Issues

- **Water resource plans are critical for maintaining protection of planned environmental water and ensuring compliance** however, the plans are costly and time-consuming to develop, assess and accredit, and Basin states have largely relied on existing water rules to meet WRP requirements. Community engagement in developing WRPs has also been inconsistent across Basin governments.
- **Basin Plan water trading rules are largely working as intended** however some adjustments would improve the existing rules and keep them in harmony with the other water trading reforms underway.
- **Basin Plan reporting can duplicate existing state-based reporting requirements without a clear purpose.** This creates administrative burden without improving Basin Plan outcomes. It needs to be streamlined. Updates are also needed to reflect the First Nations purpose of the Basin Plan and proposed new objectives and outcomes.

### Proposed options

- Consider options to reform WRPs that include focusing on what matters most, to ensure more effective oversight of Basin states.
- Improve SDL compliance and accounting, including clarifying definitions and improving consistency and knowledge.
- Refine water trading rules to improve how exemptions for environmental water delivery work, support compliance and align with broader water market reforms.
- Streamline the Basin Plan to support compliance, outcomes assessment and adaptive management.



Cotton farm East of Hay, NSW

## Improve science and knowledge to inform Basin water management

Chapter 11 (Page 81 of the Discussion Paper) outlines ways to ensure there is a robust information base for future decision-making in Basin water management. There are knowledge gaps, and better science and monitoring is needed. Addressing these will make future Basin water management more efficient and effective under climate change.

### Issues

- Over the past decade, Basin governments, Basin communities, industry and researchers have significantly increased investment in science and information. These important investments have often been timebound, targeting specific issues or events, supplementing what has been a long-term decline in capability across the water research sector.
- Climate change creates major challenges for Basin water management. To respond well, we need sustained funding, better data, improved science and the ability to predict change to inform adaptive decision-making.



Drones are used for comprehensive water management and environmental monitoring through the Murray–Darling Basin

## Proposed options

- Build understanding of the complexities and interactions of environmental, economic, social and Cultural outcomes in the Basin through sustained research capacity, community involvement, and a greater focus on science synthesis, collaboration and communication.
- Strengthen opportunities for First Nations peoples to contribute their science and knowledges.
- Monitor water flows, availability, and river connectivity, and how these interact with ecosystems and climate change, to ensure effective water planning and delivery across the Basin.
- Enhance groundwater knowledge across the Basin.
- Increase our knowledge on how native fish can be better protected at the Basin scale.
- Improve understanding of water quality drivers and impacts to deliver a greater predictive capacity, so water managers can pre-empt events.
- Address knowledge gaps preventing more targeted action shown by the SDL assessments relating to groundwater, environmental condition and non-water drivers.
- Improve methods for SDL accounting to more accurately estimate water take and future water demands.
- Improve modelling and predictive capacity by continuing collaborative development of models and forward-facing tools with Basin governments.



Residents of Wilcannia participate in a game of cricket where the Darling River has run dry during the Tinderbox drought in mid-April 2018.  
Photo credit: ABC News: Tim Lee



Same location, 13 June 2018.  
Photo credit: Commonwealth Environmental Water Holder

## Box 12.2 How to have your say

You can make a submission on the issues in this Discussion Paper.

All feedback will be considered and will help shape the content and recommendations of the Review Report which will be published before the end of 2026.

Submissions made to the Authority will be published on its website unless the person specifically requests the submission, in part or full, is treated confidentially (more information below).

### Consultation period

We are accepting submissions from 5 February 2026 until 5pm AEST 1 May 2026.

We will publish a ‘what we heard’ report summarising the submissions and feedback we received during the public consultation period.

### How to make a submission

Please read our submissions guideline ([getinvolved.mdba.gov.au/2026basinplanreview](https://getinvolved.mdba.gov.au/2026basinplanreview)) before you get started.

There are several ways you can make a submission.

**Online:** Visit our website to upload your submission: [getinvolved.mdba.gov.au/2026basinplanreview](https://getinvolved.mdba.gov.au/2026basinplanreview)

**Post:** Send your submission to us by post:

Basin Plan Review submissions  
Murray–Darling Basin Authority  
GPO Box 1801  
Canberra City ACT 2601

**Email:** [BPRsubmissions@mdba.gov.au](mailto:BPRsubmissions@mdba.gov.au)

For any questions about the submissions process, you can:

- Contact us via our website: [mdba.gov.au/about-us/contact-us/got-question-use-our-form](https://mdba.gov.au/about-us/contact-us/got-question-use-our-form)
- Call us on 1800 230 067

### Confidentiality

If you want your submission kept confidential and not published on the Authority’s website, please indicate this in the submission coversheet.

You can change your preference at any time by contacting the Authority, including after publication.

Contact us via our website: [mdba.gov.au/about-us/contact-us/got-question-use-our-form](https://mdba.gov.au/about-us/contact-us/got-question-use-our-form)

### Find out more

You can find out more by visiting the [website](#), watching a webinar or contacting us.

Call **1800 230 067** or contact us via our website: [mdba.gov.au/about-us/contact-us/got-question-use-our-form](https://mdba.gov.au/about-us/contact-us/got-question-use-our-form) to speak with the team or arrange a meeting during the consultation period.



## You can stay informed and be part of our progress

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Australian Government



**Murray-Darling Basin Authority**

Office location | **First Nations Country**

Adelaide | *Kaurna Country*

Albury | *Wiradjuri Country*

Canberra | *Ngunnawal Country*

Goondiwindi | *Bigambul Country*

Griffith | *Wiradjuri Country*

Mildura | *Latji Latji Country*

Murray Bridge | *Ngarrindjeri Country*

Website: [www.mdba.gov.au](http://www.mdba.gov.au)

Phone: 1800 630 114 (Toll free)

Email: [engagement@mdba.gov.au](mailto:engagement@mdba.gov.au)

**David Webb**

---

**From:** Cr Khal Asfour - Vice-President LGNSW <lgnsw@lgnsw.org.au>  
**Sent:** Tuesday, 21 April 2026 9:59 AM  
**To:** David Webb  
**Subject:** Fair Work Commission's Road Transport Contractual Chain Order – Impact for Councils



## MEMBER MESSAGE



### Fair Work Commission issues Road Transport Contractual Chain Order

**Dear Mr Webb,**

Further to last Thursday's message in our weekly newsletter, yesterday afternoon the Fair Work Commission (FWC) issued the first Road Transport Contractual Chain Order (RTCCO). The RTCCO relates to increased fuel costs in the road transport industry and the ability for contractors to now pass those cost burdens on.

The RTCCO, which comes into force today – Tuesday 21 April, 2026 - covers workers and businesses, including councils.

The following relevant material was issued by the FWC:

- [ORDER](#)
- [FULL DECISION](#)
- [FACT SHEET](#)

• [CASE PORTAL](#)

LGNSW is aware of the impacts this decision will have on councils and will continue to advocate for the sector by highlighting the significant financial repercussions for councils and for the communities we continue to serve.

We will keep you updated as matters progress and if you have any questions, please contact Senior Industrial Officer Peter Bell at [peter.bell@lgnsw.org.au](mailto:peter.bell@lgnsw.org.au).

Yours sincerely,

**Cr Khal Asfour**

Vice-President LGNSW

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# ORDER

*Fair Work Act 2009*

s.536PD—Commission may make a road transport contractual chain order

## **Application by Transport Workers’ Union of Australia and Australian Road Transport Industrial Organization**

(MS2026/1)

## **ROAD TRANSPORT CONTRACTUAL CHAIN ORDER – FUEL COST RECOVERY – 2026**

[MS900102]

Road transport industry

JUSTICE HATCHER, PRESIDENT  
VICE PRESIDENT ASBURY  
VICE PRESIDEN GIBIAN

SYDNEY, 20 APRIL 2026

*Application for a road transport contractual chain order under Part 3B-2 of the Fair Work Act 2009 (Cth) – fuel cost recovery – time-sensitive road transport contractual chain order.*

1. Further to the decision issued by an Expert Panel for the road transport industry on 20 April 2026 [[2026] FWCFB 95], the following road transport contractual chain order is made:

*Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026*

2. The road transport contractual chain order is attached.



PRESIDENT

Printed by authority of the Commonwealth Government Printer

# Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026

## Table of Contents

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## 1. Circumstance in which this Order is made

This Order relates to the circumstance of the fuel supply chain disruption resulting from, or which continues to be affected by:

- 1.1 the significant reduction in shipping through the Strait of Hormuz; and
- 1.2 conflict in the Middle East.

## 2. Definitions

In this Order:

**Act** means the *Fair Work Act 2009* (Cth).

**Digital labour platform** has the meaning set out in section 15L of the [Act](#).

**Digital labour platform operator** has the meaning set out at section 15M of the [Act](#).

**Fuel** means any liquid or gaseous energy source used to power vehicles for the performance of work in the transport industry, including petroleum and diesel products.

**Increased cost of fuel** means the difference between the cost per litre for the type of fuel used to perform the relevant work in the road transport industry at any given time and the cost as it was on or before 6 March 2026.

**Order** means this time-sensitive road transport contractual chain order.

**Primary party** means a person in a road transport contractual chain as described in section 15RA(2)(a) and (3) of the [Act](#) but does not include a person who is a passenger being transported in a motor vehicle, limousine, hire car, bus or coach.

**Rate** means the contracted, standard, ongoing or usual rate or amount paid by one person covered by this Order to another for the performance of work in the road transport industry on or before 6 March 2026, including an hourly rate, a running rate, a total amount, or any other form of payment or combination of the foregoing.

**Regulated road transport contractor** has the meaning set out in section 15Q of the [Act](#).

**Road transport business** has the meaning set out in section 15R of the [Act](#).

**Road transport contractual chain** has the meaning set out in section 15RA(1) of the [Act](#);

**Road transport employee-like worker** has the meaning set out in section 15RB of the [Act](#).

**Road transport industry** has the meaning set out in section 15S of the [Act](#) except that it does not include the cash in transit industry within the meaning of section 15S(1)(d) of the [Act](#).

**Secondary party** means a person in a road transport contractual chain as described in section 15RA(2)(b) and (3) of the [Act](#).

**Small business employer** has the meaning set out in section 23 of the [Act](#).

### **3. Coverage of this Order**

**3.1** This Order covers all work in the road transport industry.

**3.2** This Order covers the following persons in road transport contractual chains involving the performance of work in the road transport industry:

- (a) primary parties;
- (b) secondary parties;
- (c) road transport businesses;
- (d) digital labour platform operators in the road transport industry;
- (e) road transport employee-like workers performing work in the road transport industry; and
- (f) regulated road transport contractors performing work in the road transport industry.

### **4. Obligations on primary and secondary parties**

**4.1** Primary parties must, within each fortnight or twice per calendar month, adjust the rate they pay to any other primary party for the performance of work in the road transport industry by the amount necessary to ensure that the other primary party recovers the increased cost of fuel from the date of commencement of this Order.

**4.2** Primary parties in a road transport contractual chain must take reasonable steps to ensure that secondary parties engaging regulated road transport contractors or road transport employee-like workers in the same road transport contractual chain adjust the rate they pay to such regulated road transport contractors or road transport employee-like workers for the performance of work in the road transport industry by the amount necessary to ensure recovery of the increased cost of fuel from the date of commencement of this Order.

**4.3** Clause 4.2 of this Order shall not apply to a primary party which is a small business employer and which is not a road transport business

**4.4** Secondary parties must, within each fortnight or twice per calendar month, adjust the rate they pay to any other secondary party, regulated road transport contractor or road transport employee-like worker for the performance of work in the road transport industry by the amount necessary to ensure that the other secondary party, regulated road transport contractor or road transport employee-like worker recovers the increased cost of fuel from the date of commencement of this Order.

**4.5** The adjustments required under clauses 4.1, 4.2 or 4.4 of this Order may be made by an adjustment to the rate or a component of the rate, the introduction of a fuel

increment or levy, or a direct reimbursement or offset of money expended upon the increased cost of fuel, or any combination of these.

**4.6** Any of the following will constitute satisfaction of the rate adjustment obligations in clauses 4.1, 4.2 or 4.4 of this Order as applicable:

- (a)** adjustment of the rate in accordance with an applicable State or Territory industrial instrument which involves the application of a ‘rise and fall’ formula or cost model to account for or address recovery of the increased cost of fuel;
- (b)** adjustment of the rate in accordance with the application of a ‘rise and fall’ formula, cost model or cost benchmark in an applicable collective agreement or contract to account for or address recovery of the increased cost of fuel;
- (c)** an ongoing or special arrangement between persons in a road transport contractual chain which adjusts the rate in accordance with an agreed ‘rise and fall’ formula, cost model or other benchmarking methodology to account for or address recovery of the increased cost of fuel.

**4.7** For an arrangement under clause 4.6(c) of this Order, the ‘rise and fall’ formula, cost model or benchmarking methodology may be applied in a standardised way on the basis of a reasonable averaging of the increased cost of fuel to a group of regulated road transport contractors or road transport employee-like workers engaged by a single road transport business.

**4.8** For the avoidance of doubt, any rate adjustments implemented before the date of commencement of this Order may be taken into account in satisfaction of the obligations in clauses 4.1, 4.2 or 4.3.

## **5. Commencement, operation and cessation of this Order**

**5.1** This Order will take effect on 21 April 2026.

**5.2** This Order prevails over any minimum standards order which takes effect while the obligations in clause 4—Obligations on primary and secondary parties apply.

**5.3** The obligations in clause 4—Obligations on primary and secondary parties will cease to apply if the weekly average national terminal gate price for diesel, as measured in the weekly diesel price report of the Australian Institute of Petroleum, falls below \$2.00 per litre.

**5.4** This Order will be the subject of a review by the Fair Work Commission after the first month of its operation and then every three months thereafter.

## **6. Dispute settlement**

**6.1** This clause sets out the procedures to be followed in relation to disputes concerning the implementation or operation of this Order.

**6.2** The parties to the dispute must first genuinely try to resolve the dispute as between themselves.

- 6.3 If the dispute is unable to be resolved between the parties, a party to the dispute may refer the dispute to the Fair Work Commission.
- 6.4 The Fair Work Commission may use any method of dispute resolution it is permitted by the [Act](#) to use that it considers appropriate to resolve the dispute.
- 6.5 If the dispute is unable to be resolved, the Fair Work Commission may arbitrate the dispute with the consent of the parties.
- 6.6 Any party to a dispute may be represented by an industrial association at any stage of the dispute settlement process, including in proceedings before the Fair Work Commission.

**NOTE: Complying with a road transport contractual chain order**

Section 536NP of the [Act](#) provides that a person must not contravene a term of a road transport contractual chain order.

Section 536NP is a civil remedy provision. Section 539 of the [Act](#) sets out who may apply to the courts for an order in relation to contraventions of civil remedy provisions and the maximum penalties that are applicable.

# Fact sheet: Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026 commences 21 April 2026

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An Expert Panel for the road transport industry has made a time-sensitive road transport contractual chain order that requires adjustment of rates to ensure that parties in road transport contractual chains can recover the increased cost of fuel caused by conflict in the Middle East.

The order is in force from 21 April 2026.

## What is happening?

On 20 April 2026 an Expert Panel for the Road Transport Industry made the *Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026*. The order relates to increased fuel costs in the road transport industry because of conflict in the Middle East. It covers workers and businesses.

The order was made after 4 days of hearings, an engagement conference, and a consultation process that included public submissions.

## Who does the order affect?

The order covers people in road transport contractual chains that involve the performance of work in the road transport industry. This includes workers and businesses.

The cash in transit industry is not covered.

The *Fair Work Act 2009* excludes some people from being in a road transport contractual chain.

Watch our [video about road transport contractual chains](#) to learn more.

Read more [about Road transport contractual chains](#) on the Fair Work Ombudsman's website.

## When does it start?

The order starts on 21 April 2026.

## What is in the order?

- From 21 April 2026, primary parties and secondary parties in road transport contractual chains must adjust their rates fortnightly, or twice each calendar month, to ensure recovery of the increased cost of fuel.
- Existing rise-and-fall rates already in contracts, industrial instruments or other arrangements, including those commenced before 21 April 2026, may satisfy the rate adjustment obligations.
- Disputes relating to the order that can't be resolved by the parties can be referred to the Fair Work Commission.

Read the [Road Transport Contractual Chain Order – Fuel Cost Recovery – 2026 \(pdf\)](#).

## When does it stop?

The order will stop if the weekly average national terminal gate price for diesel falls below \$2 per litre.

The order will be reviewed after one month of operation, and then every 3 months.

## Who do I contact for help?

The Fair Work Ombudsman (FWO) can provide information and advice on road transport contractual chain orders. They are Australia's workplace relations regulator. They are a separate body from the Fair Work Commission.

The FWO can also investigate and take compliance action to enforce road transport contractual chain orders.

You can find [Other help for regulated workers](#) on the FWO's website.

This document has been prepared by Commission staff and does not interpret or replace the road transport contractual chain order. It aims to provide general information.

**C6 - Economic Development & Tourism****March / April 2026**

<b>REPORTING OFFICER</b>	Executive Manager Economic Development and Tourism
<b>ATTACHMENTS</b>	- Nil

**INTRODUCTION**

Monthly update on the activities of Economic Development and Tourism

**COMMENTARY****Visitor Information Centre (VIC)**

The Visitor Information Centre assisted 1134 visitors during March 2026.

Statistics below reflect the percentage of Hay VIC visitors who attended Hay attractions:

- Shear Outback attracted 530 visitors in March
- 10% visited Dunera Museum with 120 visitors
- 28% visited Hay Gaol with 323 visitors
- 5% visited Bishop's Lodge with 62 visitors
- 51% of visitors were from NSW
- 22% of visitors from Victoria.

Staff conducted a phone audit of the accommodation providers prior to the Easter weekend. Results indicated a reduction in bookings for the Easter weekend and school holidays of approximately 20%. In conversations with accommodation providers and visitors (via phone) the main reason for cancelling bookings was the uncertainty around access to fuel rather than cost. This was indicated by visitors scaling back trips particularly for the caravan and camping market which will again impact visitation. In response, staff redirected social media advertising spend to concentrate on visitor markets within 3 hours of Hay to encourage visitation. It is predicted that this will have an impact on visitor spend figures for April, traditionally the second highest visitor spend month for the year.

**Tap and Go**

The Tap and Go (payWave) option at our museums accounted for 73% of all transactions at the Hay Gaol, Bishop's Lodge and Dunera Museum in March.

**Cycle Hay**

The Cycle Hay experience attracted 15 bike hires for the month of February and March.

**LOVE Hay Program**

The Love Hay program continues to be well supported by the community.

The total number of cards loaded to date is 11 048 cards for a total value of \$739 222.

Love Hay cards for March 2026

- Number of cards sold: 71
- Total loaded on cards: \$5465
- Total redemptions: 201 cards for a total of \$7918

**TED Team providing assistance/or delivery to the following events:****Haylumminate & Easter Markets**

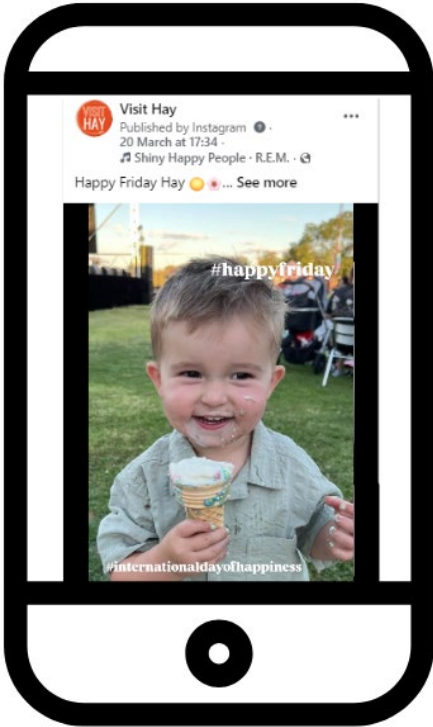

A festive atmosphere opened the Easter Long Weekend in Hay with Haylumminate in Witcombe Place. Visitors and the community enjoyed the local children's artwork illuminated on the buildings. The markets and food stalls were well supported, and a highlight of the evening was a visit from the Easter Bunny.



**Upcoming Events**

- 25 April ANZAC Day Commemoration
- 25 April Maude Hall Centenary
- 9 May 150 Years Australian Football in Hay
  
- 6/7/8 June Australian Hay Mini Nationals
- Club Standard Triumph
- Hay Plains Bowling Carnival
- Hay BnS Ball

Digital Channel	Reach	Top Content
<p>Website</p>	<ul style="list-style-type: none"> <li>• 8045 views to the Visithay website during March.</li> <li>• 1193 direct users, users who search visithay in the search engine</li> <li>• Landing page is most visited page on the visithay website for March followed closely by Top 5</li> <li>• 22 766 event counts for the month. This is an indication of how much interaction happened within the visithay website</li> </ul>	

Digital Channel	Reach	Top Content
Facebook	<ul style="list-style-type: none"> <li>• 5038 followers for the visithay facebook page. Increasing the followers by 38 in the month.</li> <li>• 65 320 Page Media Views for March (indicating the total number of times the visithay Facebook page or post was viewed in the period).</li> <li>• 49 350 Page Impressions for the month.</li> <li>• International Day of Happiness REEL was the top post for March with 10 009 reel views, 135 interactions including 12 comments. 76% of the interaction came from non-followers reaching new audience.</li> </ul>	
Instagram	<ul style="list-style-type: none"> <li>• 1687 followers and 96 engagements.</li> <li>• 3560 accounts reached for the month of March.</li> <li>• Top location for views were from Sydney with 189.</li> <li>• International Day of Happiness was the top post on Instagram for the month. It received 163 likes and 13 comments, this is a significant increase in interaction for Instagram.</li> </ul>	

### 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	Paid advertising promoting Top five things to see and do in Hay saw a 20% increase in user engagement.
Action 6.2	Strengthen collaboration across LGA boundaries as well as with the important stakeholders such as DNRM, DNSW and other Regional Tourism organisations	Visit Hay will cross promote with Visit Griffith as part of the ambassador program. This enables Visit Griffith to promote Hay to their visitors via website and brochure.
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 February, Hay attracted 12,200 Visitors, of whom 8,300 were classified as tourists (more than 4 hour between transactions or overnight). This follows the expected trend line for visitation with February being the lowest visitation month for the year.

### Economic Analysis - Monthly Analysis

Local economic activity for the quarter (\$M)

Category	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
Total Spend	\$4.33	\$4.45	\$4.7	\$4.68	\$4.20	\$4.72	\$4.18	\$3.78	\$4.39
Resident Local Spend	\$1.82	\$1.82	\$1.88	\$1.9	\$1.95	\$2.32	\$1.92	\$1.77	\$2.04
Visitor Local Spend	\$2.51	\$2.62	\$2.84	\$2.74	\$2.25	\$2.40	\$2.27	\$2.01	\$2.35
Resident Escape Spend	\$2.99	\$2.32	\$2.51	\$2.97	\$2.63	\$3.33	\$2.73	\$2.51	\$2.62
Resident online spend	\$3.10	\$3.00	\$2.97	\$3.30	\$3.09	\$3.45	\$3.18	\$2.54	\$2.88

Visitor Local Spend increased 16% from February, following expected trend lines.

### South West Renewable Energy Zone

#### Diniwan Sub Station Official Opening

Staff attended the opening of the Diniwan Sub Station. TransGrid and their construction partner Elecnor thanked all REZ councils for their support.

**Pottinger CCC**

Staff represented Hay Shire Council at the inaugural Pottinger Community Consultative Committee (CCC) meeting. The CCC is a Condition of Consent for the project and aims to deliver the following:

- Provide an overview of the proposed wind project
- Explain the planning and approval processes
- Discuss community values and potential impacts
- Share feedback and updates with the wider community

Council will continue to share updates with the community through regular business newsletters and on the Council website.

Proponent	Project Title	Turbine no. *	Generation	Type	No Jobs @ peak construction	Operational workforce	Status
Someva Renewables (Hay, Edward River)	<a href="#">Pottinger Energy Park</a>	115	831.2 MW	Wind BESS	550	35 jobs	APPROVED VPA discussion
Bay-We (Hay, Edward River)	<a href="#">Bullawah Wind Farm</a>	46-48	262.3 MW	Wind	180	35 jobs	Assessment VPA discussion
Origin (Edward River, Murrumbidgee)	<a href="#">Yanco Delta Wind Farm</a>	225	1.5GW	Wind, Solar Battery	850	50	MOD submissions
Non REZ Access Developments							
Goldwind (Hay, and 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

Proponent	Project Title	Turbine no. *	Generation	Type	No Jobs @ peak construction	Operational workforce	Status
Abercrombie	Vestas	348	2500MW (2.5GW) + 2000MWH Battery)	Wind and BESS	-		Prepare EIS

\* Final turbine numbers will be determined by during Detailed Design

### Hay 10 Year Economic Transition Roadmap

A stakeholder briefing will be held on 29 April for organisations and individuals who have contributed to the development of the Hay Economic Transition Roadmap. The session will provide an overview of the Roadmap's actions, particularly the accelerator actions.

The briefing will outline how the Roadmap moves from strategy to implementation, including the role of local organisations, industry and community groups in progressing priority initiatives. It will also assist stakeholders to identify where they may wish to participate, partner or lead specific actions that strengthen local economic diversification, community resilience and long-term regional prosperity.

### Active Regional Communities Package

Hay Shire Council seeks funding through the Active Regional Communities Program – Community Participation Stream to deliver Hay Futures – Strengthening Community Foundations, an initiative designed to strengthen community participation, social cohesion and long-term resilience in Hay. The project responds directly to priorities identified by the community through the development of the Hay 10-Year Economic Transition Roadmap, which was informed by extensive local consultation and endorsed by Council at its most recent meeting. The Roadmap recognises that strengthening community leadership, collaboration and participation are critical levers that support economic transition and long-term regional sustainability. It proposed that the project will establish a Community Facilitator role to strengthen community networks, support local organisations and deliver priority actions identified in the Roadmap. The facilitator will coordinate initiatives including the Hay Futures Roundtable, Leadership and Skills Development programs, the Welcome to Hay program, and the establishment of a Community Impact Fund. Together these initiatives will improve collaboration across community organisations, businesses and institutions, strengthen local leadership capability and increase opportunities for residents to participate in community life, supporting the community-led economic transition identified in the Roadmap.

The Community Impact Fund will provide the community with greater financial agency to support locally identified priorities and initiatives, supported through renewable energy community benefit contributions, government and philanthropic funding. Leadership and Skills Development programs will build a cohort of community leaders capable of guiding the fund and supporting community initiatives beyond the life of the grant.

The total project cost is \$575,359. This includes a grant funding application of \$460,287 and a 20% Council co-contribution of \$115,072 spread over four years. A Council resolution is sought to endorse the co-contribution over four years (\$28,767 per year) to support delivery of the program.

The program has been designed to become self-sustaining, with the Community Facilitator role transitioning to funding through the Community Impact Fund at the conclusion of the grant period, removing the need for ongoing financial support from Council.

### **Country Universities Centre Hay, Official Opening**

The Country Universities Centre (CUC) Hay was officially opened on 15 April 2026 by Mayor Carol Oataway and Steve Whan, Minister for Skills, TAFE and Training, providing local access to supported tertiary education for residents of Hay. Hay Shire Council auspiced the successful funding application, working with community stakeholders to establish the centre and improve access to higher education opportunities for the region. The facility is co-located with the TAFE NSW Connected Learning Centre and provides dedicated study spaces, high-speed internet and academic support, enabling students to undertake university study while remaining in their local community. The establishment of the centre is expected to increase participation in tertiary education, support workforce development and strengthen long-term educational opportunities for residents across the Hay Shire.



### **Youth Development**

#### ***Life Ready***

Responsible Service of Alcohol (RSA) and Responsible Gambling Services (RGS) face-to-face courses were held on 16-17 April to equip young people for work in the hospitality, liquor and gaming industries. These courses are extremely popular and provide qualifications that are in demand by both local businesses and community organisations. 16 young people completed the RSA and 16 young people completed the RGS course (18 youth in total), with both courses oversubscribed.

From 16 feedback responses, participants plan to use their qualifications as follows:

- 75% to get casual work alongside other work
- 63% to get work to earn money during the gap between finishing school and commencing other work/study
- 56% to get work to help support me while studying (e.g. school/uni/TAFE)
- 6% to get a new full time job.

In relation to future employment prospects:

- 25% have already lined up work requiring an RSA/RGS to commence in the next month
- 44% feel confident they can obtain work/employment in the next 12 months that requires an RSA or RGS
- 63% were 17 years old and must wait til they are 18 to use the qualifications.



### ***Connectivity***

#### **Community Connection & Participation**

#### **FRRR NextGEN Blue Print**

Following an initial community representative meeting and Expression of Interest process, Hay has been chosen by the Foundation for Rural and Regional Renewal (FRRR) as the Anchor Community for NSW in the NextGen Blueprint program. The program aims to support local community organisations to have generations leading side by side.

Community group representatives will be invited to attend a collaborative workshop on 11 May to develop Hay's vision for intergenerational leadership and community priorities for project funding (\$100,000 in year 1, and \$125,000 in each of years 2 & 3). Following the workshop, community groups can choose to apply for a grant, not apply for funding but stay involved with other elements, or opt out.

### ***Community***

#### **Community Participation**

Youth Taskforce members have assisted with community events including Hayluminate, the opening of the Hay Country Universities Centre, and the Hay Rodeo.

#### **Recreational and Social Activities**

Almost 40 young people enjoyed a day of bubble games at Hay Park on 10 April, funded by the NSW Government's Holiday Break program.





**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

	<p>3.2.3 Actively identify, promote and enhance tourism initiatives</p> <p>3.2.4 Showcase our open space, recreation and cultural facilities</p> <p>3.3 Our community is resilient and adaptive</p> <p>3.3.1 To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy</p> <p>3.3.2 Coordinated action for Climate Resilient Economic Development</p> <p>3.3.3 Reimagined Care Economy</p>
<b>FINANCIAL IMPLICATION</b>	Low
<b>LEGISLATIVE IMPLICATION</b>	Nil
<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Nil
<b>RISK IMPLICATION</b>	Low

**RECOMMENDATION**

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.

## C7 – Corporate Performance & Community Monthly Report: March/April

<b>REPORTING OFFICER</b>	Executive Manager Corporate Performance and Community
<b>ATTACHMENTS</b>	Nil

### 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 have continued to progress a range of governance, compliance and strategic planning initiatives during the reporting period. Key activities undertaken include:

- Review of contractor compliance obligations is approximately 60% complete. This review includes verification of required insurances, licences, inductions and legislative obligations to ensure contractors engaged by Council remain compliant with relevant standards and contractual requirements.
- Commenced preparation of Integrated Planning and Reporting (IP&R) documentation for 2026/27, including development of the draft Revenue Policy and early preparation of the Delivery Program and Operational Plan. These documents will support Council's future strategic and financial planning obligations under the Local Government Act 1993.
- Developed a compliance calendar for the Finance area to strengthen monitoring of statutory reporting deadlines, grant acquittals, policy reviews, audit milestones and key governance obligations.
- Issued updated delegations in accordance with recent organisational structure changes to ensure authorisations remain current, clear and operationally effective.
- Reviewed Council's Smoking Policy to ensure continued relevance and legislative alignment.
- Drafted a new Hazardous Noise Policy to strengthen Council's workplace safety framework and address identified risk exposures.

There were no reportable compliance breaches or significant compliance matters during the period.

### Audit, Risk and Improvement Committee (ARIC) / Internal Audit

Council's Audit, Risk and Improvement Committee (ARIC) meeting was held on 1 April 2026, with attendance by Council's external auditors. The meeting considered a range of governance, risk, financial management and internal control matters in accordance with the Committee's charter.

Minutes of the ARIC meeting are attached in the Minutes section of the Business Paper for Council's noting.

The next internal audit is scheduled for late April 2026. The agreed audit scope will focus on legislative compliance, policy and codes. Outcomes and recommendations from this audit will be reported to ARIC at its next meeting.

### **Risk Management**

Risk management activities continued throughout the month, with a focus on insurance renewals, workplace controls and incident management improvements. Key actions included:

- Completion and lodgement of the first stage of the Statewide Mutual Insurance questionnaires for the 2026/27 insurance renewal process.
- Preparation of a draft Hazardous Noise management framework, arising from improvement actions identified through the 2025 WHS self-audit.
- Review and update of external incident report forms relating to 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 included:

- Staff flu vaccinations scheduled for early May as part of Council's voluntary employee wellbeing and preventative health program.
- Ongoing workplace inspections using Council's WHS checklist framework.
- Training and support for supervisors and staff to undertake regular localised workplace safety checks and proactively identify hazards.

### **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.

Core responsibilities include recruitment and onboarding, casual workforce coordination, Award interpretation, workers compensation management, employee relations matters, performance management, training coordination and workforce compliance.

Current activities include:

- Finalising implementation of Council's mandatory online training platform. Initial modules include Code of Conduct, Fraud and Corruption Prevention, and Public Interest Disclosures, all of which require annual completion by staff. It is anticipated that organisational rollout will be completed over the next three to four months.
- Completion of governance and administrative requirements arising from the new staff structure.
- Continued testing of online timesheets through a pilot group, with users established and trained. Feedback from the pilot phase will inform broader rollout.

### **Staff Training and Development**

Council continues to invest in employee capability development through targeted training programs.

Activities completed or scheduled include:

- Child Safe Training for staff, being delivered in stages, with the first stage completed and the second stage for indoor staff to commence shortly.
- Magiq financial systems training completed for Finance staff.
- Traffic Controller Sets training scheduled for May.
- K9 Behaviour training completed.
- Finance for Non-Finance Managers training scheduled.
- Leadership training program.
- Biosecurity training completed through ACTUS, with further specialised training planned.
- Chemical Dosing (Part 1 – Water) and Fluoride training completed.

### **Other Activities**

Additional Corporate Performance activities undertaken during the reporting period include:

- Continued promotion of the Snap Send Solve platform to encourage improved community reporting of service requests, with implementation of the staff app component pending release.
- Ongoing liaison with Corrective Services regarding their Community Service Work Program and opportunities for Council support.
- Commenced collation of governance and compliance evidence for the 2025/26 Interim Audit.
- Preparation for the digital release of Council's monthly newsletter to improve communication and community engagement outcomes.

## **Community Services**

### **LIBRARY STATISTICS – MEMBERSHIPS, LIBRARY USE AND LOANS**

#### **Membership**

Seven new members were welcomed to the Hay Shire Library and 22 members were re-registered in the month of March. As of 31st March 2026, the library has 1,792 registered members.

#### **Total Library Visitors**

During March, the library recorded a total of 1,794. 28,341 people have utilised the library in the 12-month period from March 2025 – March 2026.

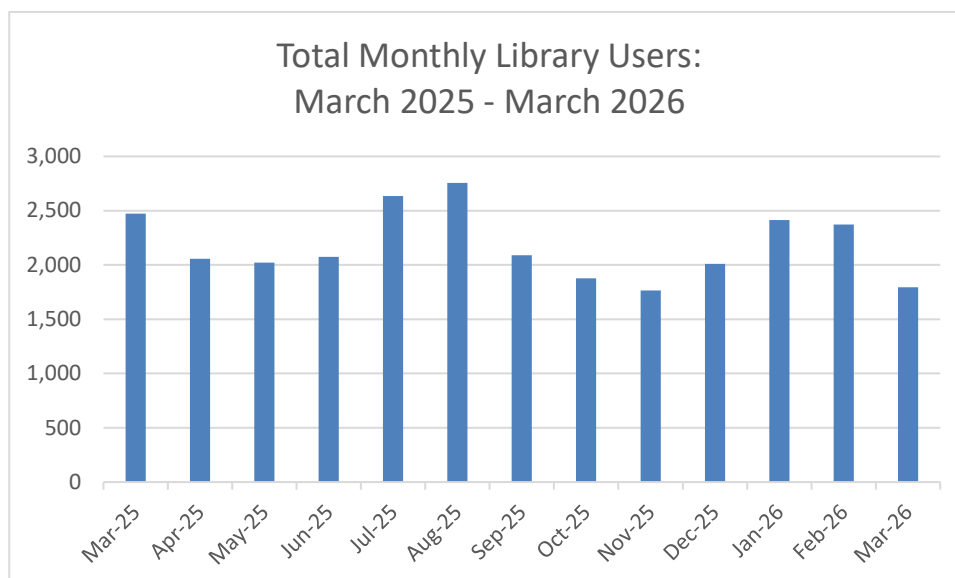


Figure 1: Total Library Users data (March 2025 - March 2026)

### Breakdown of Library Use

During the March reporting period, the library recorded a total of 214 participants across all programs and events. No special or irregular events were held, with attendance reflecting consistent program delivery.

Library technology services remain well utilised, with 30 customers assisted with free Wi-Fi access and 196 patrons utilising public computers for study, employment-related tasks, online services, research, and general use. This includes continued use of Trove, the National Library of Australia's online research portal. Locally, digitised editions of *The Riverine Grazier* (to 1955) remain a valuable resource supporting family and local history research.

Staff continue to provide support for local and family history enquiries, assisting 16 patrons during the period through access to the local history collection and provision of physical and digital materials. The collection has been relocated to the dedicated Local History Room, improving accessibility and providing an appropriate research environment.

Printing remains a significant service. Due to system upgrades and scheduled maintenance, direct printing from public computers is currently unavailable until further notice. Staff continue to facilitate printing via email to maintain service access.

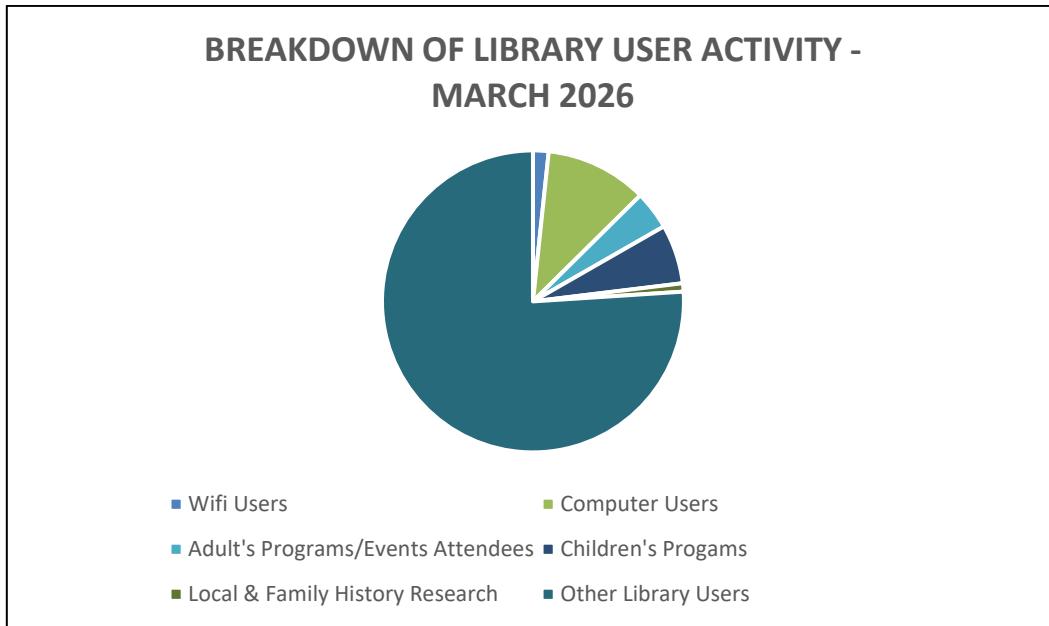


Figure 2: Breakdown of Library Users (March 2026)

**Loans**

A total of 1,099 items were loaned during the month of March, including renewals, by 713 individual patrons of the Hay Library. Members returned 1,012 items, while 81 items were reserved and 64 were allocated from the collection to both local patrons and members across the Western Riverina Libraries region.

Circulation data of this nature is an important indicator of library use and engagement. Analysis of borrowing patterns, including trends across age groups and demographics, enables the identification of gaps in engagement and areas of lower participation. This, in turn, informs targeted responses such as tailored programming, focused marketing, and increased social media engagement to better reach underrepresented groups. Additionally, collection data provides valuable insight into patron preferences, highlighting high-demand materials and subject areas. This supports informed decision-making regarding future acquisitions, ensuring resources are directed toward relevant, in-demand items while also identifying areas where the collection may require renewal or expansion.

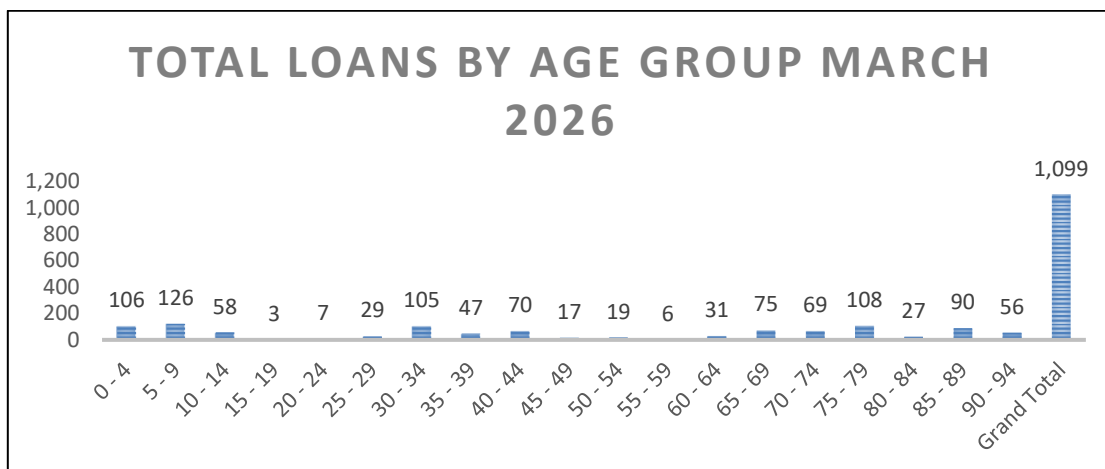


Figure 3: Loan Analysis by Age (March 2026)

### **Total Items Count – Library Collection**

- 105 new items were added based on library user interest and popularity; 920 outdated, lost or damaged items were discarded and as per the Western Riverina Collection Development Policy and advice from the State Library.
- Total collection size as of March 28, 2026: 21,151 physical items.

### **Collection Development and Standards – Service Overview**

An online meeting was held with the Western Riverina Libraries (WRL) Collections Team Leader and consultants from the State Library of NSW to review the Hay Library collection, space utilisation, and alignment with current public library standards and best practice. The session was scheduled over a two-hour period, providing a detailed and constructive discussion. This level of engagement is particularly valuable for a small rural library and reflects strong sector support and collaboration.

The review confirmed that overall service delivery is operating in accordance with relevant guidelines, with no immediate risks or compliance issues identified. Feedback was positive regarding current operations, while also acknowledging areas for ongoing improvement.

In line with the NSW Public Library Standards and Guidelines, it is recommended that a minimum of 40% of a rural library's collection be acquired within the past five years to ensure currency and relevance. The review noted that this benchmark is not currently being met, consistent with findings from previous sector reviews. This remains a key performance area, with staff actively undertaking targeted weeding and progressive collection renewal to improve alignment over time and ensure resource funding is utilised effectively to meet community needs.

The discussion also considered best practice in collection accessibility and space utilisation to support user engagement. Consultants advised that a face-to-face visit will be undertaken in the coming months, recognising the value of hands-on, in-person engagement to guide future direction, support implementation of improvements, and maximise outcomes for the service.

Overall, the review outcomes were constructive, confirming that services are being delivered appropriately, with identified actions focused on strengthening collection performance and alignment with State Library standards.

### **Ongoing Programming and Events Continue**

Library programming throughout March continued to provide meaningful opportunities for connection, learning and engagement across all age groups, with a total of 214 participants attending activities.

Children and early childhood programs accounted for the largest proportion of attendance, with 118 participants engaging in Story Time sessions and visits to Hay Children's Centre. These programs remain a vital entry point to the library, supporting early literacy development while fostering positive, familiar experiences for children and families within the space. Story Time this month explored a dinosaur theme, with monthly themes continuing to provide engaging and varied ways for children to connect with stories and extend their learning through play-based activities.

Adult programs attracted 74 participants across the month, with Knitting and Scrabble continuing to offer a consistent and welcoming environment for social interaction, creativity and conversation. The monthly Cuppa and a Chat session again drew strong attendance, reflecting its ongoing value as a key community gathering.

The library also supported broader youth engagement, hosting a Hay Youth Taskforce meeting with 22 young adult participants. This demonstrates positive integration across Council programs and reinforces the library's role as a central, accessible space for community use.

Across all programs, participation remains steady, with a mix of returning attendees and new faces each week. These activities continue to highlight the library's role as a warm, inclusive environment where people feel comfortable to attend, connect and engage at their own pace.







Figures 4, 5, 6, 7, 8, 9, 10, 11, 12, 13: Children Participating in Story Time 'Dinosaurs' Activities & Books Read During Sessions.



Figure 14: Dinosaur made from recycled materials created by the Kookaburras from Hay Children's Services during their Thursday visit outdoor experience.

**MONTHLY EVENT OF NOTE – Cuppa & a Chat: Race Meets**

March’s Cuppa and a Chat session was a highlight of the library’s adult programming, continuing to attract strong attendance and meaningful community engagement. Held on the third Monday of each month, the session has become a valued and well-supported opportunity for residents to come together in a relaxed and welcoming environment.

This month’s theme, centred on local race days, prompted a rich and engaging discussion. Over morning tea, attendees shared stories of the Melbourne Cup in Hay, memories of quieter times when streets would fall silent as people gathered in shops to listen to race broadcasts, and reflections on the Hay and Carrathool races. Conversations extended to personal experiences, including Fashions on the Field, as well as stories of local jockeys and horses who have gone on to achieve success beyond the region. The inclusion of memorabilia and photographs further enriched the session, adding depth and authenticity to the shared experiences, with Steph and Robyn Cattanach attending dressed for the occasion in striking race day headwear, and Brian White bringing along a framed souvenir tribute to Makybe Diva which generated strong interest and discussion.

Feedback from attendees highlighted the value of a more person-led format, where time is intentionally given for individuals to share their own stories, either as informal presenters or through discussion around the table. Building on this feedback, library staff will proactively engage with community members ahead of sessions to identify and invite individuals willing to share their knowledge and experiences, ensuring a more structured and prepared approach. Staff will also undertake supporting research, including sourcing material from local newspapers and historical records, to contribute to discussions and enhance the depth of each session. This approach supports more meaningful engagement with patrons and aligns with broader customer service objectives focused on connection and community relevance.

Cuppa and a Chat continues to demonstrate its importance as a key adult program, providing not only social connection but also a platform for preserving and celebrating the history, identity and shared memories of the Hay community.



*Figures 12 & 13: Steph and Robyn Cattanach and Brian White at the March Cuppa & a Chat Race Meet Event.*

## **HAY MULTI SERVICE OUTLET (HMSO) – Service Overview**

The Hay Multi Service Outlet (HMSO) continues to deliver services under the Commonwealth Home Support Programme (CHSP) in accordance with funding guidelines and operational requirements. Service delivery across all program areas remains consistent, with activities tracking in line with expected service levels and community demand.

Key service areas include Community Transport, Home Maintenance, Meals on Wheels, Social Support and Respite Care, supporting eligible residents to maintain independence and access essential services.

CHSP Social Support remains a key service area, delivered consistently in line with funding requirements and client care plans. The program supports social inclusion, community participation, and improved wellbeing outcomes, particularly within a rural context where access to services may be limited. Service delivery contributes to preventative health outcomes, including reduced social isolation and delayed reliance on higher-level care, and aligns with Council's commitment to an inclusive and age-friendly community.

Community Transport services continue to be delivered in line with program guidelines and contractual requirements, supported by strong volunteer involvement in service provision. Performance is tracking in accordance with established targets, with nil incidents or risks reported during the period. At the end of the previous reporting period, all key performance indicators for the Community Transport service were on target, with no issues raised at the Community Transport Governance Meeting.

Overall, HMSO operations are stable, with no significant service disruptions or risks identified, and services continue to meet program and community expectations.

## **CENTRELINK AGENCY – Service Overview**

Council continues to facilitate access to Services Australia through the local Centrelink Agency, providing an essential access point for government services within the community. Service provision remains stable and is delivered in accordance with Services Australia guidelines and operational requirements.

The Agency enables customers to access a range of digital and self-service functions, including internet-enabled computers, Wi-Fi, document scanning, printing and uploading, identity verification, and access to information regarding payments and services. Staff provide assistance within the scope of the Agency model, including support to access digital services, navigate online information, and connect with appropriate referral pathways. Staff capability and knowledge are maintained at a high level, ensuring services are delivered efficiently, accurately, and in line with required standards.

A Mobile Service Centre visit was conducted on 25 March, with the service highly utilised by the community. Attendance exceeded previous visits, reflecting strong demand for in-person support in rural and remote areas. The service was well promoted and supported a range of enquiries, including payments, claims, myGov access and general information.

A review and audit of the Hay Shire Centrelink Agency service was undertaken by Services Australia during this visit, with no issues or non-compliance identified. Feedback from the Services Australia representative was positive, confirming that service delivery is meeting required standards and operating in line with established guidelines.

From a governance perspective, the service is operating effectively, with performance tracking in line with expectations. No incidents or complaints were reported during the period.

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<b>Civic Leadership</b> 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
<b>FINANCIAL IMPLICATION</b>	Nil
<b>LEGISLATIVE IMPLICATION</b>	N/A
<b>POLICY IMPLICATION</b>	N/A
<b>ASSET IMPLICATION</b>	N/A
<b>RISK IMPLICATION</b>	N/A

#### RECOMMENDATION

That Council notes the information provided in the report.

**C8 – Finances Report– April 2026**

<b>REPORTING OFFICER</b>	Manager Finance and Council Business
<b>ATTACHMENTS</b>	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 31/3/2026 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 31<sup>st</sup> March 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 31<sup>st</sup> March 2026.

HAY SHIRE COUNCIL

<b>Fund</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>
General	1,832,283.80	3,358,454.17	3,408,316.98	2,377,469.44
Water	2,226,360.07	2,054,645.96	2,114,525.97	2,508,103.36
Sewer	1,371,483.00	1,092,217.99	1,391,353.62	1,340,134.11
<b>Total</b>	<b>5,430,126.87</b>	<b>6,505,318.12</b>	<b>6,914,196.57</b>	<b>6,225,706.91</b>

**RESERVES**

Council's Reserve funds are listed below: -

	<b>31/03/2026</b>
<b>GENERAL FUND</b>	
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
Renewables Planning Agreements	0.00
<b>Total General Fund</b>	<b>6,211,063.86</b>
<b>WATER FUND</b>	
Renewals Reserve	836,997.78
<b>Total Water Fund</b>	<b>836,997.78</b>
<b>SEWER FUND</b>	
Renewals Reserve	218,984.60
Future Requirements Reserve	1,668,554.74
<b>Total Sewer Fund</b>	<b>1,887,539.34</b>
<b>TOTAL RESERVES</b>	<b>8,935,600.98</b>
<b>Funds Invested other than Reserves</b>	
<i>General Working Funds</i>	1,673,686.74
<b>TOTAL FUNDS INVESTED</b>	<b>10,609,287.72</b>

**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	09-01-2026	10-04-2026	4.10	91	8,145.07	796,823.71
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
<b>Total Investments</b>						<b>10,609,287.72</b>

**CERTIFICATION**

*I hereby certify that all investments as of 31<sup>st</sup> March 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

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<p><b>Civic Leadership</b></p> <p>4.1 Our Council leads by example</p> <p>4.1.1 Implement and promote best practice governance</p> <p>4.1.2 Monitor and evaluate Council's strategic planning documents</p> <p>4.1.3 Be environmentally responsible in decision making</p> <p>4.1.4 Council will seek to continuously improve</p>
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<b>FINANCIAL IMPLICATION</b>	High Importance
<b>LEGISLATIVE IMPLICATION</b>	Local Government General Regulation 2005 Local Government Act 1993
<b>POLICY IMPLICATION</b>	Investment Policy, Asset Management Policy, Cyber security and Incident response Policy
<b>ASSET IMPLICATION</b>	The level of cash reserves needs to be considered in Councils asset management activities
<b>RISK IMPLICATION</b>	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**  
**March Budget to Actual**

Resources	Original Budget	Revised Budget	March Monthly Actuals	YTD Actuals	Commitment Value	YTD Actuals (inc Commitments)	YTD Variance (inc Commitments)
<b>Income</b>	<b>(22,848,834)</b>	<b>(22,469,165)</b>	<b>(672,496)</b>	<b>(16,956,666)</b>	<b>0</b>	<b>(16,956,666)</b>	<b>(5,512,497)</b>
<b>General Manager</b>	<b>(305,000)</b>	<b>(906,948)</b>	<b>(21,065)</b>	<b>(397,433)</b>	<b>0</b>	<b>(397,433)</b>	<b>(509,514)</b>
<b>General Manager's Office</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(890)</b>	<b>0</b>	<b>(890)</b>	<b>890</b>
<b>01000. General Managers Office Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(890)</b>	<b>0</b>	<b>(890)</b>	<b>890</b>
0130. Other Income	0	0	0	(890)	0	(890)	890
0220. Other Sundry Income	0	0	0	(890)	0	(890)	890
<b>Elected Members</b>	<b>0</b>	<b>0</b>	<b>(1,025)</b>	<b>(1,025)</b>	<b>0</b>	<b>(1,025)</b>	<b>1,025</b>
<b>01020. Elected Members Revenue</b>	<b>0</b>	<b>0</b>	<b>(1,025)</b>	<b>(1,025)</b>	<b>0</b>	<b>(1,025)</b>	<b>1,025</b>
0130. Other Income	0	0	(1,025)	(1,025)	0	(1,025)	1,025
0220. Other Sundry Income	0	0	(1,025)	(1,025)	0	(1,025)	1,025
<b>Tourism and Events</b>	<b>(55,000)</b>	<b>(85,000)</b>	<b>(3,614)</b>	<b>(48,110)</b>	<b>0</b>	<b>(48,110)</b>	<b>(36,890)</b>
<b>01910. Events Promotion Revenue</b>	<b>(20,000)</b>	<b>(30,000)</b>	<b>0</b>	<b>(8,000)</b>	<b>0</b>	<b>(8,000)</b>	<b>(22,000)</b>
0110. User Fees & Charges	(20,000)	(20,000)	0	0	0	0	(20,000)
0146. Sales - Other General	(20,000)	(20,000)	0	0	0	0	(20,000)
0115. Grants & Subsidies Recurrent	0	(10,000)	0	(8,000)	0	(8,000)	(2,000)
0172. Other Grants & Subsidies	0	(10,000)	0	(8,000)	0	(8,000)	(2,000)
<b>01920. Tourism Revenue</b>	<b>(35,000)</b>	<b>(55,000)</b>	<b>(3,614)</b>	<b>(40,110)</b>	<b>0</b>	<b>(40,110)</b>	<b>(14,890)</b>
0110. User Fees & Charges	(35,000)	(55,000)	(3,554)	(39,210)	0	(39,210)	(15,790)
0145. Tourism Sales	(35,000)	(55,000)	(3,554)	(39,210)	0	(39,210)	(15,790)
0125. Reimbursements	0	0	0	(500)	0	(500)	500
0200. Reimbursements Other	0	0	0	(500)	0	(500)	500
0130. Other Income	0	0	(60)	(400)	0	(400)	400
0220. Other Sundry Income	0	0	(60)	(400)	0	(400)	400
<b>Business and Economic Development</b>	<b>(250,000)</b>	<b>(821,948)</b>	<b>(16,426)</b>	<b>(347,408)</b>	<b>0</b>	<b>(347,408)</b>	<b>(474,539)</b>
<b>02170. Economic Development Revenue</b>	<b>(250,000)</b>	<b>(800,000)</b>	<b>0</b>	<b>(293,441)</b>	<b>0</b>	<b>(293,441)</b>	<b>(506,559)</b>
0115. Grants & Subsidies Recurrent	(250,000)	(800,000)	0	(293,441)	0	(293,441)	(506,559)
0171. State Grants & Subsidies	(250,000)	(800,000)	0	(293,441)	0	(293,441)	(506,559)
<b>02171. Youth Programs</b>	<b>0</b>	<b>(21,948)</b>	<b>(16,426)</b>	<b>(53,968)</b>	<b>0</b>	<b>(53,968)</b>	<b>32,020</b>
0115. Grants & Subsidies Recurrent	0	(21,948)	(16,426)	(53,968)	0	(53,968)	32,020
0171. State Grants & Subsidies	0	(21,948)	(16,426)	(53,968)	0	(53,968)	32,020
<b>Corporate Services</b>	<b>(8,959,821)</b>	<b>(6,605,486)</b>	<b>(94,728)</b>	<b>(5,633,243)</b>	<b>0</b>	<b>(5,633,243)</b>	<b>(972,241)</b>
<b>Manager Corporate Service Office</b>	<b>(44,500)</b>	<b>(61,500)</b>	<b>(2,601)</b>	<b>(48,564)</b>	<b>0</b>	<b>(48,564)</b>	<b>(12,936)</b>
<b>01100. Corporate Services Revenue</b>	<b>(44,500)</b>	<b>(61,500)</b>	<b>(2,601)</b>	<b>(48,564)</b>	<b>0</b>	<b>(48,564)</b>	<b>(12,936)</b>
0110. User Fees & Charges	(7,500)	(7,500)	159	(5,859)	0	(5,859)	(1,641)
0127. Forfeiture of Bonds/Deposits	(500)	(500)	250	(840)	0	(840)	340
0143. Other User Charges (Sundry)	(7,000)	(7,000)	(91)	(5,019)	0	(5,019)	(1,981)
0125. Reimbursements	(25,000)	(42,000)	(2,680)	(41,919)	0	(41,919)	(81)
0200. Reimbursements Other	(25,000)	(42,000)	(2,680)	(41,919)	0	(41,919)	(81)
0130. Other Income	(12,000)	(12,000)	(80)	(786)	0	(786)	(11,214)
0220. Other Sundry Income	(12,000)	(12,000)	(80)	(786)	0	(786)	(11,214)
<b>Rates</b>	<b>(2,919,321)</b>	<b>(2,919,321)</b>	<b>(657)</b>	<b>(2,909,996)</b>	<b>0</b>	<b>(2,909,996)</b>	<b>(9,324)</b>

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<b>01110. Rates Revenue</b>	<b>(2,919,321)</b>	<b>(2,919,321)</b>	<b>(657)</b>	<b>(2,909,996)</b>	<b>0</b>	<b>(2,909,996)</b>	<b>(9,324)</b>
0100. Rates & Charges	(2,401,295)	(2,401,295)	(357)	(2,392,691)	0	(2,392,691)	(8,603)
0010. Rates - Residential	(456,402)	(456,402)	0	(459,161)	0	(459,161)	2,759
0011. Rates - Commercial	(292,529)	(292,529)	0	(292,661)	0	(292,661)	132
0012. Rates - Rural	(1,662,364)	(1,662,364)	0	(1,660,497)	0	(1,660,497)	(1,867)
0030. Rates Council Pensioner Concession	35,000	35,000	342	34,107	0	34,107	893
0034. Rates Interest Penalty	(25,000)	(25,000)	(700)	(14,482)	0	(14,482)	(10,518)
0035. Rates Interest Written Off	0	0	0	2	0	2	(2)
0101. Base Charge Income	(489,426)	(489,426)	0	(491,052)	0	(491,052)	1,626
0001. Base Charge Income	(489,426)	(489,426)	0	(491,052)	0	(491,052)	1,626
0105. Statutory Fees & Charges	(9,000)	(9,000)	(300)	(7,500)	0	(7,500)	(1,500)
0060. Rates Search/Certificate Fee	(9,000)	(9,000)	(300)	(7,500)	0	(7,500)	(1,500)
0115. Grants & Subsidies Recurrent	(19,600)	(19,600)	0	(18,753)	0	(18,753)	(847)
0171. State Grants & Subsidies	(19,600)	(19,600)	0	0	0	0	(19,600)
0173. Contributions Received Other	0	0	0	(18,753)	0	(18,753)	18,753
<b>Finance</b>	<b>(5,209,624)</b>	<b>(2,775,776)</b>	<b>(29,148)</b>	<b>(2,079,796)</b>	<b>0</b>	<b>(2,079,796)</b>	<b>(695,980)</b>
<b>01120. Financial Control Revenue</b>	<b>(5,209,624)</b>	<b>(2,775,776)</b>	<b>(29,148)</b>	<b>(2,079,796)</b>	<b>0</b>	<b>(2,079,796)</b>	<b>(695,980)</b>
0115. Grants & Subsidies Recurrent	(4,799,624)	(2,425,776)	0	(1,819,332)	0	(1,819,332)	(606,444)
0170. Comm'th Grants & Subsidies	(4,799,624)	(2,425,776)	0	(1,819,332)	0	(1,819,332)	(606,444)
0121. Interest on Direct Investments	(410,000)	(350,000)	(29,148)	(240,751)	0	(240,751)	(109,249)
0190. Interest Received Banks & Other	(410,000)	(350,000)	(29,148)	(240,751)	0	(240,751)	(109,249)
0950. Proceeds on Sales of Assets	0	0	0	(19,713)	0	(19,713)	19,713
0950. Proceeds from Sale of Land & Buildings	0	0	0	(19,713)	0	(19,713)	19,713
<b>Libraries</b>	<b>(77,000)</b>	<b>(77,375)</b>	<b>(301)</b>	<b>(77,945)</b>	<b>0</b>	<b>(77,945)</b>	<b>570</b>
<b>01710. Libraries</b>	<b>(77,000)</b>	<b>(77,375)</b>	<b>(301)</b>	<b>(77,945)</b>	<b>0</b>	<b>(77,945)</b>	<b>570</b>
0110. User Fees & Charges	(2,000)	(2,000)	(301)	(2,510)	0	(2,510)	510
0130. Library Fees / Fines on overdue books	0	0	(22)	(275)	0	(275)	275
0133. Sale Of Library Goods	0	0	0	(405)	0	(405)	405
0134. Photocopy Charges	(2,000)	(2,000)	(279)	(1,787)	0	(1,787)	(213)
0143. Other User Charges (Sundry)	0	0	0	(43)	0	(43)	43
0115. Grants & Subsidies Recurrent	(75,000)	(72,711)	0	(72,771)	0	(72,771)	60
0171. State Grants & Subsidies	(75,000)	(72,711)	0	(72,771)	0	(72,771)	60
0130. Other Income	0	(2,664)	0	(2,664)	0	(2,664)	0
0220. Other Sundry Income	0	(2,664)	0	(2,664)	0	(2,664)	0
<b>Children Youth and Family Services</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(3,537)</b>	<b>(31,752)</b>	<b>0</b>	<b>(31,752)</b>	<b>(11,248)</b>
<b>01780. Children and Family Revenue</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(3,537)</b>	<b>(31,672)</b>	<b>0</b>	<b>(31,672)</b>	<b>(11,328)</b>
0115. Grants & Subsidies Recurrent	(43,000)	(43,000)	(3,537)	(31,672)	0	(31,672)	(11,328)
0170. Comm'th Grants & Subsidies	(43,000)	(43,000)	(3,537)	(31,672)	0	(31,672)	(11,328)
<b>01800. Other Education Revenue</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(80)</b>	<b>0</b>	<b>(80)</b>	<b>80</b>
0125. Reimbursements	0	0	0	(80)	0	(80)	80
0200. Reimbursements Other	0	0	0	(80)	0	(80)	80
<b>Aged and Disability Care Services</b>	<b>(457,376)</b>	<b>(561,630)</b>	<b>(47,708)</b>	<b>(363,447)</b>	<b>0</b>	<b>(363,447)</b>	<b>(198,181)</b>
<b>01810. Aged &amp; Disabled Revenue</b>	<b>(394,376)</b>	<b>(498,630)</b>	<b>(45,454)</b>	<b>(340,730)</b>	<b>0</b>	<b>(340,730)</b>	<b>(157,898)</b>
0110. User Fees & Charges	(17,000)	(17,000)	(1,033)	(7,175)	0	(7,175)	(9,825)
0143. Other User Charges (Sundry)	(17,000)	(17,000)	(1,033)	(7,175)	0	(7,175)	(9,825)
0115. Grants & Subsidies Recurrent	(366,376)	(470,630)	(42,850)	(322,870)	0	(322,870)	(147,760)
0170. Comm'th Grants & Subsidies	(366,376)	(470,630)	(42,850)	(322,870)	0	(322,870)	(147,760)
0125. Reimbursements	(8,000)	(8,000)	(1,571)	(9,779)	0	(9,779)	1,779

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0200. Reimbursements Other	(8,000)	(8,000)	(1,571)	(9,779)	0	(9,779)	1,779
0130. Other Income	(3,000)	(3,000)	0	(908)	0	(908)	(2,092)
0220. Other Sundry Income	(3,000)	(3,000)	0	(908)	0	(908)	(2,092)
<b>01820. Health Related Transport Revenue</b>	<b>(35,000)</b>	<b>(35,000)</b>	<b>0</b>	<b>(4,319)</b>	<b>0</b>	<b>(4,319)</b>	<b>(30,681)</b>
0110. User Fees & Charges	(10,000)	(10,000)	0	(289)	0	(289)	(9,711)
0143. Other User Charges (Sundry)	(10,000)	(10,000)	0	(289)	0	(289)	(9,711)
0115. Grants & Subsidies Recurrent	(25,000)	(25,000)	0	(4,030)	0	(4,030)	(20,970)
0171. State Grants & Subsidies	(25,000)	(25,000)	0	(4,030)	0	(4,030)	(20,970)
<b>01830. Meals On Wheels Revenue</b>	<b>(28,000)</b>	<b>(28,000)</b>	<b>(2,254)</b>	<b>(18,398)</b>	<b>0</b>	<b>(18,398)</b>	<b>(9,602)</b>
0110. User Fees & Charges	(28,000)	(28,000)	(2,254)	(18,398)	0	(18,398)	(9,602)
0143. Other User Charges (Sundry)	(28,000)	(28,000)	(2,254)	(18,398)	0	(18,398)	(9,602)
<b>Community Transport</b>	<b>(174,000)</b>	<b>(111,384)</b>	<b>(8,347)</b>	<b>(76,374)</b>	<b>0</b>	<b>(76,374)</b>	<b>(35,010)</b>
<b>01860. Community Transport Revenue</b>	<b>(174,000)</b>	<b>(111,384)</b>	<b>(8,347)</b>	<b>(76,374)</b>	<b>0</b>	<b>(76,374)</b>	<b>(35,010)</b>
0110. User Fees & Charges	(12,000)	(12,000)	(65)	(1,834)	0	(1,834)	(10,166)
0143. Other User Charges (Sundry)	(12,000)	(12,000)	(65)	(1,834)	0	(1,834)	(10,166)
0115. Grants & Subsidies Recurrent	(162,000)	(99,384)	(8,282)	(74,540)	0	(74,540)	(24,844)
0171. State Grants & Subsidies	(162,000)	(99,384)	(8,282)	(74,540)	0	(74,540)	(24,844)
<b>Arts and Culture</b>	<b>(35,000)</b>	<b>(55,500)</b>	<b>(2,429)</b>	<b>(45,369)</b>	<b>0</b>	<b>(45,369)</b>	<b>(10,132)</b>
<b>01880. Theatres &amp; Museums Revenue</b>	<b>0</b>	<b>(12,500)</b>	<b>0</b>	<b>(12,500)</b>	<b>0</b>	<b>(12,500)</b>	<b>0</b>
0115. Grants & Subsidies Recurrent	0	(12,500)	0	(12,500)	0	(12,500)	0
0171. State Grants & Subsidies	0	(12,500)	0	(12,500)	0	(12,500)	0
<b>01881. Bishops Lodge Museum</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(235)</b>	<b>(4,845)</b>	<b>0</b>	<b>(4,845)</b>	<b>(3,155)</b>
0110. User Fees & Charges	(8,000)	(8,000)	(235)	(4,845)	0	(4,845)	(3,155)
0110. Admission Fees	0	0	(235)	(4,390)	0	(4,390)	4,390
0124. Other Facility Hire	(8,000)	(8,000)	0	(455)	0	(455)	(7,545)
<b>01882. Hay Gaol Museum</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(1,661)</b>	<b>(15,314)</b>	<b>0</b>	<b>(15,314)</b>	<b>(4,687)</b>
0110. User Fees & Charges	(20,000)	(20,000)	(1,661)	(15,314)	0	(15,314)	(4,687)
0100. Domestic Waste Service User Charge	0	0	(394)	(2,124)	0	(2,124)	2,124
0110. Admission Fees	(20,000)	(20,000)	(1,267)	(12,762)	0	(12,762)	(7,238)
0124. Other Facility Hire	0	0	0	(427)	0	(427)	427
<b>01883. Dunera Museum</b>	<b>(7,000)</b>	<b>(15,000)</b>	<b>(533)</b>	<b>(12,710)</b>	<b>0</b>	<b>(12,710)</b>	<b>(2,290)</b>
0110. User Fees & Charges	(7,000)	(15,000)	(533)	(12,710)	0	(12,710)	(2,290)
0110. Admission Fees	(7,000)	(15,000)	(533)	(12,710)	0	(12,710)	(2,290)
<b>Engineering</b>	<b>(13,408,013)</b>	<b>(14,760,731)</b>	<b>(551,115)</b>	<b>(10,772,463)</b>	<b>0</b>	<b>(10,772,463)</b>	<b>(3,988,269)</b>
<b>Manager Engineering Office</b>	<b>(49,000)</b>	<b>(56,000)</b>	<b>(1,463)</b>	<b>(30,642)</b>	<b>0</b>	<b>(30,642)</b>	<b>(25,359)</b>
<b>01200. Engineering Operations Revenue</b>	<b>(49,000)</b>	<b>(56,000)</b>	<b>(1,463)</b>	<b>(30,642)</b>	<b>0</b>	<b>(30,642)</b>	<b>(25,359)</b>
0110. User Fees & Charges	(5,000)	(12,000)	(1,243)	(12,683)	0	(12,683)	683
0143. Other User Charges (Sundry)	(5,000)	(12,000)	(1,243)	(12,683)	0	(12,683)	683
0125. Reimbursements	(42,000)	(42,000)	0	(16,808)	0	(16,808)	(25,192)
0200. Reimbursements Other	(42,000)	(42,000)	0	(16,808)	0	(16,808)	(25,192)
0130. Other Income	(2,000)	(2,000)	(220)	(1,150)	0	(1,150)	(850)
0220. Other Sundry Income	(2,000)	(2,000)	(220)	(1,150)	0	(1,150)	(850)
<b>Parks and Reserves</b>	<b>(35,000)</b>	<b>(68,449)</b>	<b>(11,700)</b>	<b>(68,449)</b>	<b>0</b>	<b>(68,449)</b>	<b>0</b>
<b>01210. Foreshores &amp; Beaches Revenue</b>	<b>0</b>	<b>(19,904)</b>	<b>0</b>	<b>(19,904)</b>	<b>0</b>	<b>(19,904)</b>	<b>0</b>
0115. Grants & Subsidies Recurrent	0	(2,006)	0	(2,006)	0	(2,006)	0
0171. State Grants & Subsidies	0	(2,006)	0	(2,006)	0	(2,006)	0
0135. Capital Grants Received	0	(17,898)	0	(17,898)	0	(17,898)	0
0821. State Grants for new or upgraded assets	0	(17,898)	0	(17,898)	0	(17,898)	0

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<b>01220. Noxious Weeds Revenue</b>	<b>(35,000)</b>	<b>(48,545)</b>	<b>(11,700)</b>	<b>(48,545)</b>	<b>0</b>	<b>(48,545)</b>	<b>0</b>
0115. Grants & Subsidies Recurrent	(35,000)	(48,545)	(11,700)	(48,545)	0	(48,545)	0
0171. State Grants & Subsidies	(35,000)	(48,545)	(11,700)	(48,545)	0	(48,545)	0
<b>Sport and Recreation Facilities</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(3,698)</b>	<b>(17,273)</b>	<b>0</b>	<b>(17,273)</b>	<b>(2,727)</b>
<b>01240. Sport Grounds &amp; Recreation Facilities Revenue</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(3,698)</b>	<b>(17,273)</b>	<b>0</b>	<b>(17,273)</b>	<b>(2,727)</b>
0110. User Fees & Charges	(20,000)	(20,000)	(3,698)	(17,273)	0	(17,273)	(2,727)
0124. Other Facility Hire	(2,000)	(2,000)	(273)	(575)	0	(575)	(1,425)
0143. Other User Charges (Sundry)	(18,000)	(18,000)	(3,425)	(16,698)	0	(16,698)	(1,302)
<b>Roads Bridges Footpaths</b>	<b>(5,059,515)</b>	<b>(4,942,167)</b>	<b>(100)</b>	<b>(1,643,419)</b>	<b>0</b>	<b>(1,643,419)</b>	<b>(3,298,749)</b>
<b>01260. Roads &amp; Bridges Revenue</b>	<b>(3,290,515)</b>	<b>(3,232,167)</b>	<b>(100)</b>	<b>(474,271)</b>	<b>0</b>	<b>(474,271)</b>	<b>(2,757,897)</b>
0110. User Fees & Charges	0	0	(100)	(345)	0	(345)	345
0143. Other User Charges (Sundry)	0	0	(100)	(345)	0	(345)	345
0115. Grants & Subsidies Recurrent	(813,901)	(839,469)	0	(25,568)	0	(25,568)	(813,902)
0170. Comm'th Grants & Subsidies	(813,901)	(839,469)	0	(25,568)	0	(25,568)	(813,901)
0820. Comm'th Grants new or upgraded assets	0	0	0	1	0	1	(1)
0135. Capital Grants Received	(2,476,614)	(2,392,698)	0	(448,358)	0	(448,358)	(1,944,340)
0820. Comm'th Grants new or upgraded assets	(2,476,614)	(2,392,698)	0	0	0	0	(2,392,698)
0821. State Grants for new or upgraded assets	0	0	0	(448,358)	0	(448,358)	448,358
<b>01280. Bridges Revenue</b>	<b>(800,000)</b>	<b>(800,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(800,000)</b>
0135. Capital Grants Received	(800,000)	(800,000)	0	0	0	0	(800,000)
0820. Comm'th Grants new or upgraded assets	(800,000)	(800,000)	0	0	0	0	(800,000)
<b>01300. Footpaths &amp; Bike Track Revenue</b>	<b>(110,000)</b>	<b>(40,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(40,000)</b>
0135. Capital Grants Received	(110,000)	(40,000)	0	0	0	0	(40,000)
0821. State Grants for new or upgraded assets	(110,000)	(40,000)	0	0	0	0	(40,000)
<b>01340. Regional Roads Revenue</b>	<b>(859,000)</b>	<b>(870,000)</b>	<b>0</b>	<b>(1,169,148)</b>	<b>0</b>	<b>(1,169,148)</b>	<b>299,148</b>
0115. Grants & Subsidies Recurrent	(859,000)	(870,000)	0	(870,000)	0	(870,000)	0
0171. State Grants & Subsidies	(859,000)	(870,000)	0	(870,000)	0	(870,000)	0
0135. Capital Grants Received	0	0	0	(299,148)	0	(299,148)	299,148
0820. Comm'th Grants new or upgraded assets	0	0	0	(299,148)	0	(299,148)	299,148
<b>Street Lighting</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>0</b>	<b>(42,000)</b>	<b>0</b>
<b>01390. Street Lighting Revenue</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>(42,000)</b>	<b>0</b>	<b>(42,000)</b>	<b>0</b>
0115. Grants & Subsidies Recurrent	(42,000)	(42,000)	(42,000)	(42,000)	0	(42,000)	0
0171. State Grants & Subsidies	(42,000)	(42,000)	(42,000)	(42,000)	0	(42,000)	0
<b>Stormwater Drainage</b>	<b>(117,000)</b>	<b>(117,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(117,000)</b>
<b>01400. Stormwater Drainage Revenue</b>	<b>(117,000)</b>	<b>(117,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(117,000)</b>
0115. Grants & Subsidies Recurrent	(117,000)	(117,000)	0	0	0	0	(117,000)
0171. State Grants & Subsidies	(117,000)	(117,000)	0	0	0	0	(117,000)
<b>Waste Management</b>	<b>(977,246)</b>	<b>(977,246)</b>	<b>(29,126)</b>	<b>(985,832)</b>	<b>0</b>	<b>(985,832)</b>	<b>8,585</b>
<b>01410. Waste Management Revenue</b>	<b>(977,246)</b>	<b>(977,246)</b>	<b>(29,126)</b>	<b>(985,832)</b>	<b>0</b>	<b>(985,832)</b>	<b>8,585</b>
0100. Rates & Charges	(825,746)	(825,746)	(92)	(829,057)	0	(829,057)	3,311
0030. Rates Council Pensioner Concession	30,000	30,000	283	30,329	0	30,329	(329)
0034. Rates Interest Penalty	(8,000)	(8,000)	(375)	(5,711)	0	(5,711)	(2,289)
0035. Rates Interest Written Off	0	0	0	0	0	0	0
0040. Domestic Waste Annual Charge	(653,898)	(653,898)	0	(659,236)	0	(659,236)	5,338
0041. Non Domestic Waste Annual Charge	(151,088)	(151,088)	0	(152,319)	0	(152,319)	1,231
0045. Tip Access Charge	(42,760)	(42,760)	0	(42,120)	0	(42,120)	(640)
0110. User Fees & Charges	(135,000)	(135,000)	(29,033)	(140,038)	0	(140,038)	5,038
0143. Other User Charges (Sundry)	(135,000)	(135,000)	(29,033)	(140,038)	0	(140,038)	5,038

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0115. Grants & Subsidies Recurrent	(16,500)	(16,500)	0	(16,736)	0	(16,736)	236
0171. State Grants & Subsidies	(16,500)	(16,500)	0	0	0	0	(16,500)
0173. Contributions Received Other	0	0	0	(16,736)	0	(16,736)	16,736
<b>Water</b>	<b>(1,461,000)</b>	<b>(1,587,930)</b>	<b>(86,901)</b>	<b>(1,184,261)</b>	<b>0</b>	<b>(1,184,261)</b>	<b>(403,668)</b>
<b>21000. Water Revenue Fund 2</b>	<b>(1,461,000)</b>	<b>(1,587,930)</b>	<b>(86,901)</b>	<b>(1,184,261)</b>	<b>0</b>	<b>(1,184,261)</b>	<b>(403,668)</b>
0100. Rates & Charges	(840,000)	(840,000)	0	(557,675)	0	(557,675)	(282,325)
0030. Rates Council Pensioner Concession	20,000	20,000	0	13,621	0	13,621	6,379
0034. Rates Interest Penalty	0	0	0	(6)	0	(6)	6
0042. Water Supply Annual Charge	(860,000)	(860,000)	0	(571,290)	0	(571,290)	(288,710)
0110. User Fees & Charges	(570,000)	(520,000)	(700)	(444,239)	0	(444,239)	(75,761)
0034. Rates Interest Penalty	(25,000)	(25,000)	(550)	(16,275)	0	(16,275)	(8,725)
0102. Water Supply Services User Charge	(525,000)	(475,000)	0	(421,797)	0	(421,797)	(53,203)
0143. Other User Charges (Sundry)	(20,000)	(20,000)	(150)	(6,167)	0	(6,167)	(13,833)
0115. Grants & Subsidies Recurrent	(11,000)	(61,772)	0	(62,264)	0	(62,264)	493
0171. State Grants & Subsidies	(11,000)	(61,772)	0	(50,772)	0	(50,772)	(11,000)
0173. Contributions Received Other	0	0	0	(11,493)	0	(11,493)	11,493
0120. Interest & Investment Income	(30,000)	(30,000)	(3,094)	(25,528)	0	(25,528)	(4,472)
0190. Interest Received Banks & Other	(30,000)	(30,000)	(3,094)	(25,528)	0	(25,528)	(4,472)
0130. Other Income	(10,000)	(98,000)	(83,107)	(83,107)	0	(83,107)	(14,893)
0135. Printing charges	(10,000)	0	0	0	0	0	0
0220. Other Sundry Income	0	(98,000)	(83,107)	(83,107)	0	(83,107)	(14,893)
0135. Capital Grants Received	0	(38,158)	0	(11,448)	0	(11,448)	(26,710)
0820. Comm'th Grants new or upgraded assets	0	(38,158)	0	(11,448)	0	(11,448)	(26,710)
<b>Sewer</b>	<b>(1,243,252)</b>	<b>(1,341,411)</b>	<b>(9,497)</b>	<b>(1,279,017)</b>	<b>0</b>	<b>(1,279,017)</b>	<b>(62,394)</b>
<b>31000. Sewerage Services Revenue Fund 3</b>	<b>(1,243,252)</b>	<b>(1,341,411)</b>	<b>(9,497)</b>	<b>(1,279,017)</b>	<b>0</b>	<b>(1,279,017)</b>	<b>(62,394)</b>
0100. Rates & Charges	(1,126,752)	(1,126,752)	(370)	(1,123,432)	0	(1,123,432)	(3,320)
0030. Rates Council Pensioner Concession	22,300	22,300	219	22,668	0	22,668	(368)
0034. Rates Interest Penalty	(15,000)	(15,000)	(589)	(8,888)	0	(8,888)	(6,112)
0043. Sewer Annual Charge	(1,132,052)	(1,132,052)	0	(1,137,212)	0	(1,137,212)	5,160
0143. Other User Charges (Sundry)	(2,000)	(2,000)	0	0	0	0	(2,000)
0110. User Fees & Charges	(45,000)	(45,000)	(676)	(44,298)	0	(44,298)	(702)
0034. Rates Interest Penalty	0	0	(2)	(329)	0	(329)	329
0103. Sewer Service User Charge	(40,000)	(40,000)	0	(37,729)	0	(37,729)	(2,271)
0143. Other User Charges (Sundry)	(5,000)	(5,000)	(675)	(6,240)	0	(6,240)	1,240
0115. Grants & Subsidies Recurrent	(11,500)	(11,500)	0	(10,961)	0	(10,961)	(539)
0171. State Grants & Subsidies	(11,500)	(11,500)	0	0	0	0	(11,500)
0173. Contributions Received Other	0	0	0	(10,961)	0	(10,961)	10,961
0120. Interest & Investment Income	(60,000)	(70,000)	(6,978)	(57,819)	0	(57,819)	(12,181)
0190. Interest Received Banks & Other	(60,000)	(70,000)	(6,978)	(57,819)	0	(57,819)	(12,181)
0130. Other Income	0	(50,000)	(1,473)	(31,060)	0	(31,060)	(18,941)
0200. Reimbursements Other	0	0	0	(4,827)	0	(4,827)	4,827
0220. Other Sundry Income	0	(50,000)	(1,473)	(26,232)	0	(26,232)	(23,768)
0135. Capital Grants Received	0	(38,159)	0	(11,448)	0	(11,448)	(26,711)
0820. Comm'th Grants new or upgraded assets	0	(38,159)	0	(11,448)	0	(11,448)	(26,711)
<b>Aerodrome</b>	<b>(12,000)</b>	<b>(12,000)</b>	<b>0</b>	<b>(9,547)</b>	<b>0</b>	<b>(9,547)</b>	<b>(2,453)</b>
<b>01510. Aerodrome Revenue</b>	<b>(12,000)</b>	<b>(12,000)</b>	<b>0</b>	<b>(9,547)</b>	<b>0</b>	<b>(9,547)</b>	<b>(2,453)</b>
0110. User Fees & Charges	(12,000)	(12,000)	0	(9,547)	0	(9,547)	(2,453)
0138. Rental / Lease Properties Income	(12,000)	(12,000)	0	(9,547)	0	(9,547)	(2,453)

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<b>Cemeteries</b>	<b>(87,000)</b>	<b>(87,000)</b>	<b>(5,132)</b>	<b>(37,027)</b>	<b>0</b>	<b>(37,027)</b>	<b>(49,974)</b>
<b>01530. Cemetery Revenue</b>	<b>(87,000)</b>	<b>(87,000)</b>	<b>(5,132)</b>	<b>(37,027)</b>	<b>0</b>	<b>(37,027)</b>	<b>(49,974)</b>
0110. User Fees & Charges	(87,000)	(87,000)	(4,664)	(34,786)	0	(34,786)	(52,215)
0119. Cemetery/crematoria fees	(52,000)	(52,000)	(4,428)	(22,199)	0	(22,199)	(29,801)
0143. Other User Charges (Sundry)	(35,000)	(35,000)	(236)	(12,309)	0	(12,309)	(22,691)
0146. Sales - Other General	0	0	0	(277)	0	(277)	277
0125. Reimbursements	0	0	(468)	(2,241)	0	(2,241)	2,241
0200. Reimbursements Other	0	0	(468)	(2,241)	0	(2,241)	2,241
<b>Plant Operations</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(93,448)</b>	<b>(107,586)</b>	<b>0</b>	<b>(107,586)</b>	<b>92,586</b>
<b>01540. Plant &amp; Workshop Operating Revenue</b>	<b>(15,000)</b>	<b>(15,000)</b>	<b>(738)</b>	<b>(8,010)</b>	<b>0</b>	<b>(8,010)</b>	<b>(6,990)</b>
0110. User Fees & Charges	(15,000)	(15,000)	(738)	(8,010)	0	(8,010)	(6,990)
0143. Other User Charges (Sundry)	(15,000)	(15,000)	(738)	(8,010)	0	(8,010)	(6,990)
<b>01550. Plant Disposal Proceeds Revenue</b>	<b>0</b>	<b>0</b>	<b>(92,710)</b>	<b>(99,576)</b>	<b>0</b>	<b>(99,576)</b>	<b>99,576</b>
0950. Proceeds on Sales of Assets	0	0	(92,710)	(99,576)	0	(99,576)	99,576
0955. Proceeds from Sales & Trade in of Plant	0	0	(92,710)	(99,576)	0	(99,576)	99,576
<b>Private Works</b>	<b>(140,000)</b>	<b>(140,000)</b>	<b>(11,610)</b>	<b>(145,619)</b>	<b>0</b>	<b>(145,619)</b>	<b>5,619</b>
<b>01600. Private Works Revenue</b>	<b>(140,000)</b>	<b>(140,000)</b>	<b>(11,610)</b>	<b>(145,619)</b>	<b>0</b>	<b>(145,619)</b>	<b>5,619</b>
0110. User Fees & Charges	(140,000)	(140,000)	(11,610)	(145,619)	0	(145,619)	5,619
0143. Other User Charges (Sundry)	(140,000)	(140,000)	(11,610)	(145,619)	0	(145,619)	5,619
<b>Recreation Sport Leisure</b>	<b>(4,000,000)</b>	<b>(5,211,528)</b>	<b>(256,333)</b>	<b>(5,112,930)</b>	<b>0</b>	<b>(5,112,930)</b>	<b>(98,598)</b>
<b>01720. Swimming Pool(s) Revenue</b>	<b>(4,000,000)</b>	<b>(5,211,528)</b>	<b>(256,333)</b>	<b>(5,112,930)</b>	<b>0</b>	<b>(5,112,930)</b>	<b>(98,598)</b>
0110. User Fees & Charges	0	(1,800)	(600)	(2,600)	0	(2,600)	800
0120. Lease/Rent Fees Received	0	(1,800)	(600)	(2,600)	0	(2,600)	800
0115. Grants & Subsidies Recurrent	0	(6,020)	0	(114,387)	0	(114,387)	108,367
0171. State Grants & Subsidies	0	0	0	(107,765)	0	(107,765)	107,765
0173. Contributions Received Other	0	(6,020)	0	(6,622)	0	(6,622)	602
0135. Capital Grants Received	(4,000,000)	(5,203,708)	(255,733)	(4,995,943)	0	(4,995,943)	(207,765)
0820. Comm'th Grants new or upgraded assets	(4,000,000)	(5,203,708)	0	0	0	0	(5,203,708)
0821. State Grants for new or upgraded assets	0	0	(255,733)	(4,995,943)	0	(4,995,943)	4,995,943
<b>Fire Prevention and Emergency Services</b>	<b>(150,000)</b>	<b>(143,000)</b>	<b>(107)</b>	<b>(108,864)</b>	<b>0</b>	<b>(108,864)</b>	<b>(34,137)</b>
<b>02070. Fire Control Revenue</b>	<b>(150,000)</b>	<b>(143,000)</b>	<b>(107)</b>	<b>(108,864)</b>	<b>0</b>	<b>(108,864)</b>	<b>(34,137)</b>
0115. Grants & Subsidies Recurrent	(150,000)	(143,000)	0	(108,756)	0	(108,756)	(34,244)
0171. State Grants & Subsidies	(150,000)	(143,000)	0	(108,756)	0	(108,756)	(34,244)
0125. Reimbursements	0	0	(107)	(107)	0	(107)	107
0200. Reimbursements Other	0	0	(107)	(107)	0	(107)	107
<b>Development and Environmental Services</b>	<b>(176,000)</b>	<b>(196,000)</b>	<b>(5,589)</b>	<b>(153,527)</b>	<b>0</b>	<b>(153,527)</b>	<b>(42,473)</b>
<b>Buildings and Property</b>	<b>(88,000)</b>	<b>(88,000)</b>	<b>(1,082)</b>	<b>(58,866)</b>	<b>0</b>	<b>(58,866)</b>	<b>(29,134)</b>
<b>01490. Buildings Revenue</b>	<b>(88,000)</b>	<b>(88,000)</b>	<b>(1,082)</b>	<b>(58,866)</b>	<b>0</b>	<b>(58,866)</b>	<b>(29,134)</b>
0105. Statutory Fees & Charges	(3,000)	(3,000)	0	(641)	0	(641)	(2,359)
0091. Other Statutory Charges (Sundry)	(3,000)	(3,000)	0	(641)	0	(641)	(2,359)
0110. User Fees & Charges	(85,000)	(85,000)	(1,082)	(57,478)	0	(57,478)	(27,522)
0124. Other Facility Hire	(41,000)	(41,000)	0	(32,010)	0	(32,010)	(8,990)
0138. Rental / Lease Properties Income	(43,000)	(43,000)	(1,082)	(25,468)	0	(25,468)	(17,532)
0143. Other User Charges (Sundry)	(1,000)	(1,000)	0	0	0	0	(1,000)
0130. Other Income	0	0	0	(747)	0	(747)	747
0220. Other Sundry Income	0	0	0	(747)	0	(747)	747
<b>Planning</b>	<b>(56,000)</b>	<b>(76,000)</b>	<b>(2,330)</b>	<b>(63,180)</b>	<b>0</b>	<b>(63,180)</b>	<b>(12,820)</b>
<b>02010. Town Planning Office Revenue</b>	<b>(56,000)</b>	<b>(76,000)</b>	<b>(2,330)</b>	<b>(63,180)</b>	<b>0</b>	<b>(63,180)</b>	<b>(12,820)</b>

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0105. Statutory Fees & Charges	(48,000)	(68,000)	(1,813)	(54,390)	0	(54,390)	(13,610)
0060. Rates Search/Certificate Fee	(7,000)	(7,000)	(730)	(4,999)	0	(4,999)	(2,001)
0061. Development Act Fees	(40,000)	(60,000)	(413)	(47,084)	0	(47,084)	(12,916)
0062. Town Planning Fees	0	0	(545)	(2,132)	0	(2,132)	2,132
0091. Other Statutory Charges (Sundry)	(1,000)	(1,000)	(125)	(175)	0	(175)	(825)
0110. User Fees & Charges	0	0	(41)	(164)	0	(164)	164
0143. Other User Charges (Sundry)	0	0	(41)	(164)	0	(164)	164
0125. Reimbursements	(8,000)	(8,000)	(477)	(8,626)	0	(8,626)	626
0200. Reimbursements Other	(8,000)	(8,000)	(477)	(8,626)	0	(8,626)	626
<b>Building</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(1,120)</b>	<b>(18,130)</b>	<b>0</b>	<b>(18,130)</b>	<b>1,130</b>
<b>01740. Halls &amp; Community Centres Revenue</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(646)</b>	<b>(2,573)</b>	<b>0</b>	<b>(2,573)</b>	<b>(2,427)</b>
0110. User Fees & Charges	(5,000)	(5,000)	(646)	(2,573)	0	(2,573)	(2,427)
0125. Hall Hire	(5,000)	(5,000)	(646)	(2,573)	0	(2,573)	(2,427)
<b>02020. Building Control Office Revenue</b>	<b>(12,000)</b>	<b>(12,000)</b>	<b>(474)</b>	<b>(15,557)</b>	<b>0</b>	<b>(15,557)</b>	<b>3,557</b>
0105. Statutory Fees & Charges	(12,000)	(12,000)	(474)	(15,557)	0	(15,557)	3,557
0061. Development Act Fees	(12,000)	(12,000)	(474)	(14,145)	0	(14,145)	2,145
0063. Lodgement Fees	0	0	0	(700)	0	(700)	700
0091. Other Statutory Charges (Sundry)	0	0	0	(712)	0	(712)	712
<b>Regulatory Services</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(696)</b>	<b>(8,556)</b>	<b>0</b>	<b>(8,556)</b>	<b>(1,444)</b>
<b>02030. Parking &amp; Other Ranger Services Revenue</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(696)</b>	<b>(6,167)</b>	<b>0</b>	<b>(6,167)</b>	<b>(1,833)</b>
0105. Statutory Fees & Charges	(7,000)	(7,000)	(696)	(6,167)	0	(6,167)	(833)
0077. Other Infringements Fines & Penalties	(2,000)	(2,000)	(330)	(1,045)	0	(1,045)	(955)
0083. Other Registration Fees	(5,000)	(5,000)	(366)	(5,122)	0	(5,122)	122
0110. User Fees & Charges	(1,000)	(1,000)	0	0	0	0	(1,000)
0143. Other User Charges (Sundry)	(1,000)	(1,000)	0	0	0	0	(1,000)
<b>02050. Other Law &amp; Order Revenue</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>0</b>	<b>(2,389)</b>	<b>0</b>	<b>(2,389)</b>	<b>389</b>
0110. User Fees & Charges	(2,000)	(2,000)	0	(2,389)	0	(2,389)	389
0014. ESPL Levy	0	0	0	120	0	120	(120)
0143. Other User Charges (Sundry)	(2,000)	(2,000)	0	(2,509)	0	(2,509)	509
<b>Public Health</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(360)</b>	<b>(4,795)</b>	<b>0</b>	<b>(4,795)</b>	<b>(205)</b>
<b>02100. Health Administration &amp; Inspection Revenue</b>	<b>(5,000)</b>	<b>(5,000)</b>	<b>(360)</b>	<b>(4,795)</b>	<b>0</b>	<b>(4,795)</b>	<b>(205)</b>
0105. Statutory Fees & Charges	(5,000)	(5,000)	(360)	(4,795)	0	(4,795)	(205)
0086. Licences & Permits	0	0	0	(640)	0	(640)	640
0091. Other Statutory Charges (Sundry)	(5,000)	(5,000)	(360)	(4,155)	0	(4,155)	(845)
<b>Expenditure</b>	<b>28,416,370</b>	<b>32,580,656</b>	<b>1,749,969</b>	<b>19,252,697</b>	<b>1,477,571</b>	<b>20,730,267</b>	<b>11,850,378</b>
<b>General Manager</b>	<b>2,320,555</b>	<b>3,112,849</b>	<b>270,433</b>	<b>1,639,872</b>	<b>355,600</b>	<b>1,995,472</b>	<b>1,117,379</b>
<b>General Manager's Office</b>	<b>507,200</b>	<b>543,200</b>	<b>87,018</b>	<b>419,174</b>	<b>0</b>	<b>419,174</b>	<b>124,025</b>
<b>03000. General Manager's Office</b>	<b>507,200</b>	<b>543,200</b>	<b>87,018</b>	<b>419,174</b>	<b>0</b>	<b>419,174</b>	<b>124,025</b>
0300. Employee Costs	404,000	440,000	47,592	328,830	0	328,830	111,170
0300. Salaries	404,000	440,000	47,592	328,830	0	328,830	111,170
0310. Staff Training	15,000	15,000	1,408	9,978	0	9,978	5,021
0644. Course Seminar & Conference Registration	7,000	7,000	1,408	6,168	0	6,168	832
0645. Air Travel	3,000	3,000	0	2,434	0	2,434	566
0646. Travel Accommodation	5,000	5,000	0	1,290	0	1,290	3,710
0649. Meal Reimbursements	0	0	0	87	0	87	(87)
0350. Office Administration Expenditure	1,000	1,000	60	878	0	878	122
0603. Other Sundry Expenses	1,000	1,000	0	818	0	818	182
0620. Food & Catering Costs	0	0	60	60	0	60	(60)

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0360. Professional Services	70,200	50,200	37,958	56,025	0	56,025	(5,825)
0405. Consultants Other	38,000	48,000	37,958	56,025	0	56,025	(8,025)
0420. Internal Audit	30,000	0	0	0	0	0	0
0503. Subscriptions Reference Materials	2,200	2,200	0	0	0	0	2,200
0370. Subscriptions and Memberships	2,000	22,000	0	20,184	0	20,184	1,816
0503. Subscriptions Reference Materials	0	20,000	0	20,184	0	20,184	(184)
0603. Other Sundry Expenses	2,000	2,000	0	0	0	0	2,000
0970. Plant Hire (Internal)	15,000	15,000	0	3,279	0	3,279	11,721
0970. Plant Hire - Internal Usage	15,000	15,000	0	3,279	0	3,279	11,721
<b>Elected Members</b>	<b>198,500</b>	<b>192,850</b>	<b>12,322</b>	<b>130,083</b>	<b>2,120</b>	<b>132,203</b>	<b>60,649</b>
<b>03020. Elected Members Expenses</b>	<b>198,500</b>	<b>188,000</b>	<b>12,322</b>	<b>125,233</b>	<b>2,120</b>	<b>127,353</b>	<b>60,649</b>
0310. Staff Training	10,500	5,000	0	890	0	890	4,110
0644. Course Seminar & Conference Registration	7,500	2,000	0	890	0	890	1,110
0646. Travel Accommodation	3,000	3,000	0	0	0	0	3,000
0330. Mayor & Elected Member Expenses	151,000	146,000	11,569	101,733	355	102,087	43,914
0506. Materials Purchased	0	0	0	125	0	125	(125)
0603. Other Sundry Expenses	10,000	5,000	0	171	355	525	4,475
0615. Corporate Card Expenses	0	0	0	105	0	105	(105)
0618. Elected Members Allowances	122,000	122,000	7,020	69,175	0	69,175	52,825
0644. Course Seminar & Conference Registration	8,000	8,000	2,816	10,061	0	10,061	(2,061)
0646. Travel Accommodation	8,000	8,000	0	4,052	0	4,052	3,948
0649. Meal Reimbursements	2,000	2,000	0	839	0	839	1,161
0695. Mayoral Allowance	0	0	1,733	17,204	0	17,204	(17,204)
0970. Plant Hire - Internal Usage	1,000	1,000	0	0	0	0	1,000
0340. Civic Functions & Ceremonies	24,000	24,000	707	12,464	1,765	14,230	9,770
0507. Inventory Issued From Store	0	0	0	13	0	13	(13)
0603. Other Sundry Expenses	24,000	24,000	707	11,047	1,765	12,813	11,187
0605. Other Audit Services	0	0	0	395	0	395	(395)
0620. Food & Catering Costs	0	0	0	1,009	0	1,009	(1,009)
0405. Grants / Donations Paid	13,000	13,000	45	10,145	0	10,145	2,855
0622. Donations Paid	13,000	13,000	45	7,145	0	7,145	5,855
0623. Sponsorships Paid	0	0	0	3,000	0	3,000	(3,000)
<b>03040. Election Expenditure</b>	<b>0</b>	<b>4,850</b>	<b>0</b>	<b>4,850</b>	<b>0</b>	<b>4,850</b>	<b>0</b>
0335. Election Expenses	0	4,850	0	4,850	0	4,850	0
0603. Other Sundry Expenses	0	4,850	0	4,850	0	4,850	0
<b>Governance</b>	<b>413,355</b>	<b>419,355</b>	<b>36,866</b>	<b>266,192</b>	<b>0</b>	<b>266,192</b>	<b>153,163</b>
<b>03050. Other Governance</b>	<b>413,355</b>	<b>419,355</b>	<b>36,866</b>	<b>266,192</b>	<b>0</b>	<b>266,192</b>	<b>153,163</b>
0300. Employee Costs	335,000	335,000	35,669	216,556	0	216,556	118,444
0300. Salaries	335,000	335,000	34,425	212,410	0	212,410	122,590
0311. Other Employee Allowances	0	0	1,244	4,146	0	4,146	(4,146)
0310. Staff Training	7,355	7,355	0	871	0	871	6,484
0644. Course Seminar & Conference Registration	5,355	5,355	0	871	0	871	4,484
0646. Travel Accommodation	2,000	2,000	0	0	0	0	2,000
0350. Office Administration Expenditure	1,000	1,000	0	212	0	212	788
0502. Reference Materials	0	0	0	212	0	212	(212)
0601. Advertising Press	1,000	1,000	0	0	0	0	1,000
0360. Professional Services	40,000	40,000	1,197	12,591	0	12,591	27,409
0405. Consultants Other	10,000	10,000	1,197	3,591	0	3,591	6,409

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0420. Internal Audit	30,000	30,000	0	9,000	0	9,000	21,000
0370. Subscriptions and Memberships	30,000	36,000	0	35,962	0	35,962	38
0503. Subscriptions Reference Materials	30,000	36,000	0	35,962	0	35,962	38
<b>Tourism and Events</b>	<b>488,500</b>	<b>513,500</b>	<b>50,220</b>	<b>273,463</b>	<b>8,921</b>	<b>282,383</b>	<b>231,118</b>
<b>03900. Area Promotion</b>	<b>77,000</b>	<b>92,000</b>	<b>8,613</b>	<b>69,795</b>	<b>0</b>	<b>69,795</b>	<b>22,206</b>
0350. Office Administration Expenditure	16,000	16,000	115	15,531	0	15,531	470
0500. Stationery & Office Consumables	1,000	1,000	0	0	0	0	1,000
0501. Printing & Photocopying Costs	0	0	0	1,677	0	1,677	(1,677)
0503. Subscriptions Reference Materials	0	0	0	168	0	168	(168)
0506. Materials Purchased	0	0	0	3,248	0	3,248	(3,248)
0601. Advertising Press	0	0	0	2,586	0	2,586	(2,586)
0602. Advertising Other	15,000	15,000	0	7,695	0	7,695	7,305
0603. Other Sundry Expenses	0	0	115	137	0	137	(137)
0620. Food & Catering Costs	0	0	0	19	0	19	(19)
0396. Merchandise	29,000	44,000	998	31,683	0	31,683	12,317
0530. Goods For Sale	25,000	40,000	998	31,683	0	31,683	8,317
0603. Other Sundry Expenses	4,000	4,000	0	0	0	0	4,000
0405. Grants / Donations Paid	30,000	30,000	7,500	22,500	0	22,500	7,500
0603. Other Sundry Expenses	0	0	0	7,500	0	7,500	(7,500)
0623. Sponsorships Paid	30,000	30,000	7,500	15,000	0	15,000	15,000
0460. Community Programs & Events	2,000	2,000	0	81	0	81	1,919
0603. Other Sundry Expenses	2,000	2,000	0	81	0	81	1,919
<b>03910. Events Staging &amp; Promotion</b>	<b>148,500</b>	<b>158,500</b>	<b>15,451</b>	<b>36,230</b>	<b>455</b>	<b>36,685</b>	<b>121,814</b>
0350. Office Administration Expenditure	1,000	1,000	0	445	0	445	555
0500. Stationery & Office Consumables	1,000	1,000	0	0	0	0	1,000
0503. Subscriptions Reference Materials	0	0	0	445	0	445	(445)
0460. Community Programs & Events	147,500	157,500	15,451	35,733	455	36,187	121,311
0300. Salaries	10,000	10,000	0	0	0	0	10,000
0301. Wages	0	0	0	6,249	0	6,249	(6,249)
0302. Overtime	0	0	0	900	0	900	(900)
0311. Other Employee Allowances	0	0	0	25	0	25	(25)
0401. Contractors	90,000	100,000	0	0	455	455	99,545
0410. Other External Services	0	0	8,787	16,058	0	16,058	(16,058)
0501. Printing & Photocopying Costs	0	0	0	650	0	650	(650)
0506. Materials Purchased	15,000	15,000	5,705	9,425	0	9,425	5,575
0602. Advertising Other	15,000	15,000	864	1,664	0	1,664	13,336
0603. Other Sundry Expenses	15,000	15,000	0	0	0	0	15,000
0620. Food & Catering Costs	0	0	95	561	0	561	(561)
0970. Plant Hire - Internal Usage	2,500	2,500	0	202	0	202	2,298
0500. General Maintenance	0	0	0	52	0	52	(52)
0500. Stationery & Office Consumables	0	0	0	52	0	52	(52)
<b>03920. Tourism Operations</b>	<b>263,000</b>	<b>263,000</b>	<b>26,156</b>	<b>167,437</b>	<b>8,466</b>	<b>175,903</b>	<b>87,098</b>
0300. Employee Costs	209,000	209,000	20,098	139,071	0	139,071	69,929
0300. Salaries	209,000	209,000	20,098	139,064	0	139,064	69,936
0311. Other Employee Allowances	0	0	0	7	0	7	(7)
0310. Staff Training	5,000	5,000	0	134	0	134	4,866
0644. Course Seminar & Conference Registration	3,000	3,000	0	134	0	134	2,866
0646. Travel Accommodation	2,000	2,000	0	0	0	0	2,000

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0350. Office Administration Expenditure	9,000	9,000	226	5,207	868	6,075	2,925
0500. Stationery & Office Consumables	3,000	3,000	0	1,582	732	2,314	686
0506. Materials Purchased	0	0	0	0	136	136	(136)
0600. Postage	1,000	1,000	78	497	0	497	503
0603. Other Sundry Expenses	1,000	1,000	46	830	0	830	170
0640. Telephone Charges	4,000	4,000	102	2,238	0	2,238	1,762
0642. Internet & Other Communication Charges	0	0	0	60	0	60	(60)
0360. Professional Services	0	0	0	109	0	109	(109)
0500. Stationery & Office Consumables	0	0	0	109	0	109	(109)
0370. Subscriptions and Memberships	32,000	32,000	5,759	21,764	7,598	29,361	2,638
0410. Other External Services	0	0	77	6,442	466	6,908	(6,908)
0503. Subscriptions Reference Materials	32,000	32,000	0	9,459	1,450	10,909	21,091
0601. Advertising Press	0	0	0	181	0	181	(181)
0602. Advertising Other	0	0	5,682	5,682	5,682	11,364	(11,364)
0375. Office Equipment & Furniture	1,000	1,000	0	405	0	405	595
0527. Furniture & Equip under \$xxxx - Expensed	1,000	1,000	0	0	0	0	1,000
0603. Other Sundry Expenses	0	0	0	405	0	405	(405)
0460. Community Programs & Events	5,000	5,000	73	733	0	733	4,268
0506. Materials Purchased	0	0	0	78	0	78	(78)
0603. Other Sundry Expenses	5,000	5,000	0	0	0	0	5,000
0640. Telephone Charges	0	0	73	654	0	654	(654)
0970. Plant Hire (Internal)	2,000	2,000	0	14	0	14	1,986
0970. Plant Hire - Internal Usage	2,000	2,000	0	14	0	14	1,986
<b>Business and Economic Development</b>	<b>713,000</b>	<b>1,443,944</b>	<b>84,007</b>	<b>550,961</b>	<b>344,559</b>	<b>895,520</b>	<b>548,424</b>
<b>04160. Commercial Undertakings Operations</b>	<b>10,000</b>	<b>208,996</b>	<b>0</b>	<b>6,951</b>	<b>0</b>	<b>6,951</b>	<b>202,045</b>
0415. Utilities	10,000	10,000	0	6,951	0	6,951	3,049
0518. Water Charges	10,000	10,000	0	6,951	0	6,951	3,049
0690. Loss on Disposal of Assets	0	198,996	0	0	0	0	198,996
0801. Loss on Sale of Asset	0	198,996	0	0	0	0	198,996
<b>04170. Economic Development</b>	<b>521,000</b>	<b>138,000</b>	<b>8,037</b>	<b>68,242</b>	<b>7,800</b>	<b>76,042</b>	<b>61,959</b>
0300. Employee Costs	291,000	58,000	7,887	57,097	0	57,097	904
0300. Salaries	291,000	58,000	7,532	55,679	0	55,679	2,321
0311. Other Employee Allowances	0	0	355	1,417	0	1,417	(1,417)
0310. Staff Training	5,000	5,000	0	0	0	0	5,000
0644. Course Seminar & Conference Registration	3,000	3,000	0	0	0	0	3,000
0646. Travel Accommodation	2,000	2,000	0	0	0	0	2,000
0350. Office Administration Expenditure	2,000	2,000	0	0	0	0	2,000
0603. Other Sundry Expenses	2,000	2,000	0	0	0	0	2,000
0360. Professional Services	175,000	25,000	0	0	0	0	25,000
0401. Contractors	25,000	25,000	0	0	0	0	25,000
0405. Consultants Other	150,000	0	0	0	0	0	0
0370. Subscriptions and Memberships	13,000	13,000	0	5,327	7,800	13,127	(127)
0503. Subscriptions Reference Materials	13,000	13,000	0	5,000	7,800	12,800	200
0603. Other Sundry Expenses	0	0	0	327	0	327	(327)
0460. Community Programs & Events	30,000	30,000	150	5,818	0	5,818	24,182
0401. Contractors	30,000	30,000	0	0	0	0	30,000
0410. Other External Services	0	0	0	4,982	0	4,982	(4,982)
0506. Materials Purchased	0	0	0	136	0	136	(136)

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0620. Food & Catering Costs	0	0	150	450	0	450	(450)
0644. Course Seminar & Conference Registration	0	0	0	250	0	250	(250)
0970. Plant Hire (Internal)	5,000	5,000	0	0	0	0	5,000
0970. Plant Hire - Internal Usage	5,000	5,000	0	0	0	0	5,000
<b>04171. Economic Development Programs</b>	<b>0</b>	<b>893,000</b>	<b>38,062</b>	<b>338,635</b>	<b>333,495</b>	<b>672,130</b>	<b>220,870</b>
0300. Employee Costs	0	433,000	0	0	211,722	211,722	221,278
0300. Salaries	0	433,000	0	0	211,722	211,722	221,278
0360. Professional Services	0	460,000	0	0	17,273	17,273	442,727
0401. Contractors	0	460,000	0	0	17,273	17,273	442,727
0460. Community Programs & Events	0	0	38,062	338,635	104,500	443,135	(443,135)
0300. Salaries	0	0	29,288	96,093	0	96,093	(96,093)
0301. Wages	0	0	4,634	21,594	0	21,594	(21,594)
0311. Other Employee Allowances	0	0	888	2,101	0	2,101	(2,101)
0401. Contractors	0	0	0	101,763	0	101,763	(101,763)
0410. Other External Services	0	0	3,252	115,817	104,500	220,317	(220,317)
0602. Advertising Other	0	0	0	800	0	800	(800)
0620. Food & Catering Costs	0	0	0	467	0	467	(467)
<b>04172. Youth Programs</b>	<b>182,000</b>	<b>203,948</b>	<b>37,907</b>	<b>137,133</b>	<b>3,264</b>	<b>140,397</b>	<b>63,550</b>
0300. Employee Costs	84,000	84,000	14,351	67,522	0	67,522	16,478
0300. Salaries	84,000	84,000	0	14,598	0	14,598	69,402
0301. Wages	0	0	14,351	51,150	0	51,150	(51,150)
0321. Public Holidays	0	0	0	1,774	0	1,774	(1,774)
0310. Staff Training	2,000	2,000	0	141	0	141	1,859
0301. Wages	2,000	2,000	0	0	0	0	2,000
0646. Travel Accommodation	0	0	0	141	0	141	(141)
0350. Office Administration Expenditure	2,000	2,000	0	0	0	0	2,000
0603. Other Sundry Expenses	2,000	2,000	0	0	0	0	2,000
0360. Professional Services	40,000	40,000	4,150	6,482	860	7,342	32,658
0401. Contractors	40,000	40,000	0	0	0	0	40,000
0410. Other External Services	0	0	4,150	6,482	273	6,755	(6,755)
0620. Food & Catering Costs	0	0	0	0	587	587	(587)
0370. Subscriptions and Memberships	2,000	2,000	0	0	0	0	2,000
0603. Other Sundry Expenses	2,000	2,000	0	0	0	0	2,000
0460. Community Programs & Events	50,000	71,948	19,406	62,988	2,404	65,392	6,555
0401. Contractors	0	0	0	408	0	408	(408)
0410. Other External Services	50,000	71,948	17,527	58,249	493	58,742	13,206
0506. Materials Purchased	0	0	0	554	0	554	(554)
0620. Food & Catering Costs	0	0	390	1,833	1,911	3,745	(3,745)
0646. Travel Accommodation	0	0	1,489	1,944	0	1,944	(1,944)
0970. Plant Hire (Internal)	2,000	2,000	0	0	0	0	2,000
0970. Plant Hire - Internal Usage	2,000	2,000	0	0	0	0	2,000
<b>Corporate Services</b>	<b>2,188,583</b>	<b>2,457,421</b>	<b>348,578</b>	<b>2,013,850</b>	<b>172,178</b>	<b>2,186,028</b>	<b>271,396</b>
<b>Manager Corporate Service Office</b>	<b>227,200</b>	<b>346,400</b>	<b>214,661</b>	<b>592,191</b>	<b>118,129</b>	<b>710,321</b>	<b>(363,920)</b>
<b>03100. Corporate Services Management</b>	<b>227,200</b>	<b>346,400</b>	<b>214,661</b>	<b>592,191</b>	<b>118,129</b>	<b>710,321</b>	<b>(363,920)</b>
0300. Employee Costs	890,000	940,000	158,345	767,771	0	767,771	172,230
0300. Salaries	890,000	940,000	156,949	761,805	0	761,805	178,195
0311. Other Employee Allowances	0	0	1,395	5,965	0	5,965	(5,965)
0310. Staff Training	10,000	6,000	2,100	4,189	0	4,189	1,810

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0644. Course Seminar & Conference Registration	6,000	3,000	2,100	3,724	0	3,724	(724)
0645. Air Travel	2,000	1,000	0	105	0	105	895
0646. Travel Accommodation	2,000	2,000	0	361	0	361	1,639
0350. Office Administration Expenditure	88,000	96,200	7,675	69,513	5,213	74,726	21,474
0500. Stationery & Office Consumables	30,000	30,000	2,055	17,315	1,959	19,274	10,726
0502. Reference Materials	0	0	0	212	0	212	(212)
0506. Materials Purchased	0	0	0	81	0	81	(81)
0600. Postage	12,000	16,000	1,902	12,453	0	12,453	3,547
0601. Advertising Press	20,000	22,000	1,573	14,673	2,264	16,937	5,063
0603. Other Sundry Expenses	2,000	4,200	188	5,537	0	5,537	(1,337)
0640. Telephone Charges	20,000	20,000	1,700	18,250	990	19,240	760
0642. Internet & Other Communication Charges	4,000	4,000	257	992	0	992	3,008
0360. Professional Services	148,000	148,000	17,910	89,114	76,428	165,542	(17,542)
0402. Accounting Services	68,000	68,000	17,910	47,360	39,863	87,223	(19,223)
0405. Consultants Other	25,000	25,000	0	20,450	0	20,450	4,550
0409. Valuation Expenses	55,000	55,000	0	21,304	36,565	57,869	(2,869)
0365. Legal & Debt Recovery Costs	10,000	75,000	28,631	60,962	36,489	97,451	(22,451)
0403. Solicitors Fees	10,000	75,000	28,631	60,962	36,489	97,451	(22,451)
0375. Office Equipment & Furniture	2,000	2,000	0	2,889	0	2,889	(889)
0527. Furniture & Equip under \$xxxx - Expensed	2,000	2,000	0	2,889	0	2,889	(889)
0680. Depreciation	12,200	12,200	0	0	0	0	12,200
0740. Depreciation Expense	12,200	12,200	0	0	0	0	12,200
0970. Plant Hire (Internal)	4,000	4,000	0	1,252	0	1,252	2,748
0970. Plant Hire - Internal Usage	4,000	4,000	0	1,252	0	1,252	2,748
0980. Overheads / Internal Recharges	(937,000)	(937,000)	0	(403,500)	0	(403,500)	(533,500)
0980. Overheads Allocated	(937,000)	(937,000)	0	(403,500)	0	(403,500)	(533,500)
<b>Finance</b>	<b>391,207</b>	<b>391,207</b>	<b>9,894</b>	<b>296,257</b>	<b>0</b>	<b>296,257</b>	<b>94,950</b>
<b>03120. Financial Control Operations</b>	<b>227,000</b>	<b>227,000</b>	<b>9,894</b>	<b>214,153</b>	<b>0</b>	<b>214,153</b>	<b>12,847</b>
0380. Bank Charges	20,000	20,000	1,367	11,884	0	11,884	8,116
0614. Merchant Fees	20,000	20,000	1,367	11,884	0	11,884	8,116
0410. Insurance	207,000	207,000	8,527	202,267	0	202,267	4,734
0632. General Asset Insurance	65,000	60,000	0	56,257	0	56,257	3,743
0633. Public Liability Insurance	142,000	147,000	8,527	146,009	0	146,009	991
0450. Sundry Expenses	0	0	1	3	0	3	(3)
0691. Cashiers Rounding Adjustments	0	0	1	3	0	3	(3)
<b>03121. Loan Repayments</b>	<b>164,207</b>	<b>164,207</b>	<b>0</b>	<b>82,104</b>	<b>0</b>	<b>82,104</b>	<b>82,103</b>
0945. Loan Repayments	164,207	164,207	0	82,104	0	82,104	82,103
0701. Interest Payment on Other Loans	24,464	24,464	0	13,017	0	13,017	11,447
0945. Principal Repayments	139,743	139,743	0	69,087	0	69,087	70,656
<b>Information Technology</b>	<b>492,000</b>	<b>562,000</b>	<b>15,125</b>	<b>366,173</b>	<b>45,364</b>	<b>411,537</b>	<b>150,463</b>
<b>03140. IT Services</b>	<b>452,000</b>	<b>522,000</b>	<b>15,125</b>	<b>366,173</b>	<b>45,364</b>	<b>411,537</b>	<b>110,463</b>
0355. Computer / IT Costs	452,000	522,000	15,125	366,173	45,364	411,537	110,463
0401. Contractors	337,000	377,000	14,373	247,369	34,915	282,284	94,716
0404. Building Consultant Fees	0	0	0	5,372	0	5,372	(5,372)
0502. Reference Materials	0	0	0	2,380	0	2,380	(2,380)
0506. Materials Purchased	21,000	21,000	0	3,651	613	4,264	16,736
0529. Software Purchase & Upgrade - Expensed	0	0	0	10,700	0	10,700	(10,700)
0638. Software Licenses	94,000	124,000	752	96,701	9,836	106,537	17,463

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<b>07140. IT Services Capital Expenditure</b>	<b>40,000</b>	<b>40,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>40,000</b>
0703. IT Capital Expenditure	40,000	40,000	0	0	0	0	40,000
0552. Computer Hardware - Assets	40,000	40,000	0	0	0	0	40,000
<b>Libraries</b>	<b>281,100</b>	<b>338,100</b>	<b>36,797</b>	<b>257,221</b>	<b>1,864</b>	<b>259,085</b>	<b>79,016</b>
<b>03710. Libraries</b>	<b>281,100</b>	<b>338,100</b>	<b>36,797</b>	<b>257,221</b>	<b>1,864</b>	<b>259,085</b>	<b>79,016</b>
0300. Employee Costs	135,000	200,000	29,670	166,283	0	166,283	33,717
0300. Salaries	135,000	200,000	29,670	166,283	0	166,283	33,717
0310. Staff Training	2,000	2,000	0	830	0	830	1,170
0603. Other Sundry Expenses	0	0	0	40	0	40	(40)
0644. Course Seminar & Conference Registration	2,000	2,000	0	790	0	790	1,210
0350. Office Administration Expenditure	10,000	10,000	2,934	6,213	136	6,350	3,651
0412. Freight Delivery	0	0	0	56	136	192	(192)
0500. Stationery & Office Consumables	7,500	7,500	2,755	4,374	0	4,374	3,126
0527. Furniture & Equip under \$xxxx - Expensed	1,000	1,000	0	49	0	49	951
0640. Telephone Charges	1,500	1,500	179	1,615	0	1,615	(115)
0642. Internet & Other Communication Charges	0	0	0	119	0	119	(119)
0360. Professional Services	34,000	34,000	0	35,179	0	35,179	(1,179)
0405. Consultants Other	34,000	34,000	0	35,179	0	35,179	(1,179)
0370. Subscriptions and Memberships	6,000	6,000	1,384	2,450	0	2,450	3,550
0503. Subscriptions Reference Materials	6,000	6,000	1,384	2,450	0	2,450	3,550
0375. Office Equipment & Furniture	4,000	4,000	0	952	455	1,406	2,593
0401. Contractors	0	0	0	0	455	455	(455)
0527. Furniture & Equip under \$xxxx - Expensed	4,000	4,000	0	952	0	952	3,048
0390. Library Resources	23,000	23,000	214	4,625	0	4,625	18,375
0510. Book Purchases	23,000	23,000	214	4,625	0	4,625	18,375
0410. Insurance	15,000	15,000	0	14,461	0	14,461	539
0632. General Asset Insurance	15,000	15,000	0	14,461	0	14,461	539
0415. Utilities	5,100	5,100	295	2,984	0	2,984	2,116
0518. Water Charges	600	600	295	609	0	609	(9)
0520. Electricity	4,500	4,500	0	2,375	0	2,375	2,125
0420. Security	1,000	1,000	0	495	0	495	505
0419. Security Building Surveillance	1,000	1,000	0	495	0	495	505
0425. Cleaning Costs	15,000	12,000	0	8,291	0	8,291	3,709
0401. Contractors	15,000	12,000	0	8,291	0	8,291	3,709
0450. Sundry Expenses	1,500	1,500	119	3,073	199	3,272	(1,772)
0506. Materials Purchased	1,500	1,500	119	3,073	199	3,272	(1,772)
0460. Community Programs & Events	3,000	3,000	0	2,002	620	2,622	378
0603. Other Sundry Expenses	3,000	3,000	0	2,002	620	2,622	378
0510. Grounds Maintenance	10,000	8,000	1,213	4,711	0	4,711	3,290
0300. Salaries	9,000	7,000	915	3,537	0	3,537	3,463
0301. Wages	0	0	159	515	0	515	(515)
0311. Other Employee Allowances	0	0	9	48	0	48	(48)
0506. Materials Purchased	0	0	0	131	0	131	(131)
0507. Inventory Issued From Store	0	0	0	3	0	3	(3)
0970. Plant Hire - Internal Usage	1,000	1,000	130	476	0	476	524
0530. Building Maintenance	15,000	12,000	969	4,607	455	5,061	6,938
0301. Wages	0	0	329	2,121	0	2,121	(2,121)
0311. Other Employee Allowances	0	0	3	20	0	20	(20)

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0401. Contractors	15,000	12,000	519	2,269	455	2,724	9,276
0506. Materials Purchased	0	0	0	35	0	35	(35)
0970. Plant Hire - Internal Usage	0	0	118	162	0	162	(162)
0970. Plant Hire (Internal)	1,500	1,500	0	64	0	64	1,436
0970. Plant Hire - Internal Usage	1,500	1,500	0	64	0	64	1,436
<b>Children Youth and Family Services</b>	<b>40,000</b>	<b>40,000</b>	<b>4,240</b>	<b>27,059</b>	<b>0</b>	<b>27,059</b>	<b>12,941</b>
<b>03780. Children and Family Services</b>	<b>40,000</b>	<b>40,000</b>	<b>4,240</b>	<b>27,059</b>	<b>0</b>	<b>27,059</b>	<b>12,941</b>
0300. Employee Costs	36,000	36,000	3,931	25,256	0	25,256	10,744
0300. Salaries	36,000	36,000	3,931	25,256	0	25,256	10,744
0350. Office Administration Expenditure	4,000	4,000	309	1,803	0	1,803	2,197
0603. Other Sundry Expenses	4,000	4,000	309	1,803	0	1,803	2,197
<b>Aged and Disability Care Services</b>	<b>450,376</b>	<b>554,630</b>	<b>47,518</b>	<b>313,295</b>	<b>2,727</b>	<b>316,023</b>	<b>238,607</b>
<b>03810. Aged &amp; Disabled</b>	<b>422,376</b>	<b>526,630</b>	<b>47,383</b>	<b>310,716</b>	<b>2,727</b>	<b>313,443</b>	<b>213,186</b>
0300. Employee Costs	199,000	272,254	35,439	198,073	0	198,073	74,181
0300. Salaries	99,000	109,000	12,511	69,838	0	69,838	39,162
0301. Wages	100,000	163,254	21,961	121,055	0	121,055	42,199
0311. Other Employee Allowances	0	0	967	6,354	0	6,354	(6,354)
0321. Public Holidays	0	0	0	826	0	826	(826)
0310. Staff Training	7,000	7,000	0	0	0	0	7,000
0300. Salaries	7,000	7,000	0	0	0	0	7,000
0350. Office Administration Expenditure	48,376	53,376	251	12,680	0	12,680	40,695
0401. Contractors	25,000	25,000	0	1,920	0	1,920	23,080
0506. Materials Purchased	1,000	1,000	0	0	0	0	1,000
0603. Other Sundry Expenses	20,000	25,000	122	9,602	0	9,602	15,398
0640. Telephone Charges	2,376	2,376	129	1,159	0	1,159	1,217
0375. Office Equipment & Furniture	13,000	13,000	0	782	0	782	12,218
0401. Contractors	1,000	1,000	0	0	0	0	1,000
0500. Stationery & Office Consumables	0	0	0	36	0	36	(36)
0506. Materials Purchased	3,000	3,000	0	735	0	735	2,265
0603. Other Sundry Expenses	9,000	9,000	0	11	0	11	8,989
0400. Volunteer Support	15,000	21,000	1,500	13,828	0	13,828	7,172
0603. Other Sundry Expenses	15,000	21,000	1,500	13,828	0	13,828	7,172
0460. Community Programs & Events	140,000	160,000	10,193	85,352	2,727	88,080	71,920
0401. Contractors	40,000	60,000	2,145	20,655	0	20,655	39,345
0410. Other External Services	10,000	10,000	0	0	0	0	10,000
0506. Materials Purchased	10,000	10,000	0	0	0	0	10,000
0603. Other Sundry Expenses	80,000	80,000	8,048	64,698	2,727	67,425	12,575
<b>03820. Health Related Transport</b>	<b>28,000</b>	<b>28,000</b>	<b>135</b>	<b>2,579</b>	<b>0</b>	<b>2,579</b>	<b>25,421</b>
0400. Volunteer Support	10,000	10,000	135	450	0	450	9,550
0603. Other Sundry Expenses	10,000	10,000	135	450	0	450	9,550
0460. Community Programs & Events	10,000	10,000	0	2,129	0	2,129	7,871
0603. Other Sundry Expenses	10,000	10,000	0	2,129	0	2,129	7,871
0680. Depreciation	8,000	8,000	0	0	0	0	8,000
0740. Depreciation Expense	8,000	8,000	0	0	0	0	8,000
<b>Community Transport</b>	<b>174,000</b>	<b>111,384</b>	<b>9,394</b>	<b>60,675</b>	<b>0</b>	<b>60,675</b>	<b>50,709</b>
<b>03860. Community Transport</b>	<b>174,000</b>	<b>111,384</b>	<b>9,394</b>	<b>60,675</b>	<b>0</b>	<b>60,675</b>	<b>50,709</b>
0300. Employee Costs	51,500	31,500	4,250	25,924	0	25,924	5,576
0300. Salaries	51,500	31,500	4,250	24,347	0	24,347	7,153

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0321. Public Holidays	0	0	0	1,577	0	1,577	(1,577)
0310. Staff Training	4,500	4,500	0	0	0	0	4,500
0644. Course Seminar & Conference Registration	4,500	4,500	0	0	0	0	4,500
0350. Office Administration Expenditure	15,000	5,000	61	2,769	0	2,769	2,231
0500. Stationery & Office Consumables	0	0	0	36	0	36	(36)
0506. Materials Purchased	0	0	0	620	0	620	(620)
0603. Other Sundry Expenses	15,000	5,000	0	1,566	0	1,566	3,434
0640. Telephone Charges	0	0	61	547	0	547	(547)
0375. Office Equipment & Furniture	6,000	6,000	0	0	0	0	6,000
0506. Materials Purchased	2,000	2,000	0	0	0	0	2,000
0527. Furniture & Equip under \$xxxx - Expensed	4,000	4,000	0	0	0	0	4,000
0400. Volunteer Support	12,000	7,000	0	454	0	454	6,546
0603. Other Sundry Expenses	12,000	7,000	0	454	0	454	6,546
0460. Community Programs & Events	85,000	57,384	5,084	31,527	0	31,527	25,856
0401. Contractors	75,000	47,384	3,483	21,910	0	21,910	25,474
0410. Other External Services	0	0	792	7,127	0	7,127	(7,127)
0603. Other Sundry Expenses	10,000	10,000	809	2,491	0	2,491	7,509
<b>Arts and Culture</b>	<b>132,700</b>	<b>113,700</b>	<b>10,950</b>	<b>100,978</b>	<b>4,093</b>	<b>105,071</b>	<b>8,630</b>
<b>03880. Theatres &amp; Museums</b>	<b>121,700</b>	<b>102,700</b>	<b>10,950</b>	<b>97,978</b>	<b>4,093</b>	<b>102,071</b>	<b>630</b>
0410. Insurance	23,500	23,500	0	23,686	0	23,686	(186)
0632. General Asset Insurance	23,500	23,500	0	23,686	0	23,686	(186)
0415. Utilities	17,200	17,200	5,332	16,558	45	16,603	597
0410. Other External Services	0	0	45	410	0	410	(410)
0506. Materials Purchased	0	0	0	0	45	45	(45)
0518. Water Charges	4,000	4,000	5,287	6,977	0	6,977	(2,977)
0520. Electricity	9,000	9,000	0	5,062	0	5,062	3,938
0521. Internal Rates	4,200	4,200	0	4,109	0	4,109	91
0425. Cleaning Costs	3,500	3,500	0	0	0	0	3,500
0401. Contractors	3,500	3,500	0	0	0	0	3,500
0460. Community Programs & Events	0	0	395	655	0	655	(655)
0506. Materials Purchased	0	0	395	395	0	395	(395)
0620. Food & Catering Costs	0	0	0	260	0	260	(260)
0510. Grounds Maintenance	54,000	35,000	4,436	31,184	1,009	32,193	2,807
0301. Wages	30,000	20,000	2,252	16,459	0	16,459	3,541
0311. Other Employee Allowances	0	0	23	168	0	168	(168)
0401. Contractors	15,000	6,000	0	1,800	0	1,800	4,200
0410. Other External Services	0	0	1,600	8,000	0	8,000	(8,000)
0506. Materials Purchased	3,000	3,000	0	490	1,009	1,498	1,502
0507. Inventory Issued From Store	0	0	58	176	0	176	(176)
0571. Oils/Grease	0	0	0	73	0	73	(73)
0572. Miscellaneous	0	0	78	854	0	854	(854)
0573. Maintenance	0	0	0	47	0	47	(47)
0970. Plant Hire - Internal Usage	6,000	6,000	425	3,118	0	3,118	2,882
0530. Building Maintenance	17,000	17,000	787	25,815	3,039	28,854	(11,853)
0301. Wages	5,000	5,000	172	1,708	0	1,708	3,292
0302. Overtime	0	0	0	96	0	96	(96)
0311. Other Employee Allowances	0	0	2	16	0	16	(16)
0401. Contractors	10,000	10,000	0	10,423	1,818	12,241	(2,241)

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0410. Other External Services	0	0	152	9,207	864	10,070	(10,070)
0506. Materials Purchased	0	0	433	2,067	357	2,424	(2,424)
0507. Inventory Issued From Store	0	0	0	78	0	78	(78)
0573. Maintenance	0	0	0	1,362	0	1,362	(1,362)
0620. Food & Catering Costs	0	0	0	360	0	360	(360)
0642. Internet & Other Communication Charges	0	0	0	275	0	275	(275)
0970. Plant Hire - Internal Usage	2,000	2,000	29	223	0	223	1,777
0532. Other Structures Maintenance	0	0	0	80	0	80	(80)
0410. Other External Services	0	0	0	80	0	80	(80)
0680. Depreciation	6,500	6,500	0	0	0	0	6,500
0740. Depreciation Expense	6,500	6,500	0	0	0	0	6,500
<b>03890. Other Culture</b>	<b>11,000</b>	<b>11,000</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>3,000</b>	<b>8,000</b>
0460. Community Programs & Events	11,000	11,000	0	3,000	0	3,000	8,000
0410. Other External Services	6,000	6,000	0	0	0	0	6,000
0603. Other Sundry Expenses	5,000	5,000	0	3,000	0	3,000	2,000
<b>Engineering</b>	<b>21,907,232</b>	<b>24,901,886</b>	<b>922,720</b>	<b>14,492,926</b>	<b>897,669</b>	<b>15,390,595</b>	<b>9,511,278</b>
<b>Manager Engineering Office</b>	<b>724,600</b>	<b>726,790</b>	<b>195,054</b>	<b>668,219</b>	<b>3,428</b>	<b>671,647</b>	<b>55,142</b>
<b>03200. Engineering Operations Management</b>	<b>724,600</b>	<b>726,790</b>	<b>195,054</b>	<b>668,219</b>	<b>3,428</b>	<b>671,647</b>	<b>55,142</b>
0300. Employee Costs	665,000	665,000	191,668	625,354	0	625,354	39,646
0300. Salaries	665,000	665,000	191,469	623,084	0	623,084	41,916
0311. Other Employee Allowances	0	0	199	2,250	0	2,250	(2,250)
0316. Staff Reimbursements	0	0	0	20	0	20	(20)
0310. Staff Training	17,100	10,100	73	3,758	3,110	6,868	3,233
0301. Wages	0	0	0	588	0	588	(588)
0311. Other Employee Allowances	0	0	0	13	0	13	(13)
0644. Course Seminar & Conference Registration	10,000	5,000	0	1,259	3,110	4,369	631
0646. Travel Accommodation	7,100	5,100	0	1,705	0	1,705	3,395
0649. Meal Reimbursements	0	0	73	192	0	192	(192)
0350. Office Administration Expenditure	9,000	9,000	1,064	6,743	318	7,061	1,938
0500. Stationery & Office Consumables	7,000	7,000	463	4,782	318	5,101	1,899
0603. Other Sundry Expenses	2,000	2,000	601	1,300	0	1,300	700
0646. Travel Accommodation	0	0	0	536	0	536	(536)
0649. Meal Reimbursements	0	0	0	125	0	125	(125)
0360. Professional Services	0	2,190	0	4,282	0	4,282	(2,092)
0405. Consultants Other	0	2,190	0	4,282	0	4,282	(2,092)
0370. Subscriptions and Memberships	3,000	10,000	0	9,810	0	9,810	190
0503. Subscriptions Reference Materials	3,000	10,000	0	9,810	0	9,810	190
0375. Office Equipment & Furniture	500	500	0	0	0	0	500
0500. Stationery & Office Consumables	500	500	0	0	0	0	500
0970. Plant Hire (Internal)	30,000	30,000	2,249	18,273	0	18,273	11,727
0970. Plant Hire - Internal Usage	30,000	30,000	2,249	18,273	0	18,273	11,727
<b>Parks and Reserves</b>	<b>793,500</b>	<b>803,699</b>	<b>58,646</b>	<b>411,411</b>	<b>13,197</b>	<b>424,608</b>	<b>379,088</b>
<b>03220. Noxious Weeds Expenditure</b>	<b>80,000</b>	<b>128,295</b>	<b>721</b>	<b>53,392</b>	<b>1,832</b>	<b>55,223</b>	<b>73,071</b>
0519. Pest Plant Control	80,000	128,295	721	53,392	1,832	55,223	73,071
0301. Wages	50,000	70,000	665	34,172	0	34,172	35,828
0311. Other Employee Allowances	0	0	5	374	0	374	(374)
0506. Materials Purchased	5,000	15,000	0	251	1,832	2,083	12,917
0507. Inventory Issued From Store	0	0	0	123	0	123	(123)

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0603. Other Sundry Expenses	0	0	0	139	0	139	(139)
0640. Telephone Charges	0	0	51	458	0	458	(458)
0644. Course Seminar & Conference Registration	0	0	0	923	0	923	(923)
0646. Travel Accommodation	0	5,000	0	3,247	0	3,247	1,753
0970. Plant Hire - Internal Usage	25,000	38,295	0	13,705	0	13,705	24,590
<b>03230. Parks Reserves &amp; Horticulture</b>	<b>681,500</b>	<b>634,500</b>	<b>57,925</b>	<b>334,200</b>	<b>7,330</b>	<b>341,530</b>	<b>292,967</b>
0415. Utilities	61,500	61,500	17,807	44,988	0	44,988	16,512
0518. Water Charges	40,000	40,000	17,273	27,430	0	27,430	12,570
0520. Electricity	20,000	20,000	450	16,795	0	16,795	3,205
0640. Telephone Charges	1,500	1,500	85	763	0	763	737
0510. Grounds Maintenance	297,000	250,000	34,378	206,367	2,694	209,061	40,938
0301. Wages	178,200	131,200	23,261	146,194	0	146,194	(14,994)
0302. Overtime	0	0	0	350	0	350	(350)
0311. Other Employee Allowances	0	0	255	1,517	0	1,517	(1,517)
0401. Contractors	14,850	14,850	1,801	5,819	909	6,728	8,122
0410. Other External Services	0	0	0	400	0	400	(400)
0506. Materials Purchased	44,550	44,550	1,643	7,137	1,058	8,195	36,355
0507. Inventory Issued From Store	14,850	14,850	349	1,247	0	1,247	13,603
0572. Miscellaneous	0	0	2,228	19,047	727	19,775	(19,775)
0573. Maintenance	0	0	930	2,850	0	2,850	(2,850)
0970. Plant Hire - Internal Usage	44,550	44,550	3,910	21,806	0	21,806	22,744
0512. Irrigation System Maintenance	15,500	15,500	1,555	16,077	0	16,077	(578)
0301. Wages	6,200	6,200	751	2,384	0	2,384	3,816
0302. Overtime	0	0	0	27	0	27	(27)
0311. Other Employee Allowances	0	0	7	24	0	24	(24)
0401. Contractors	775	775	0	0	0	0	775
0506. Materials Purchased	7,750	7,750	0	28	0	28	7,722
0507. Inventory Issued From Store	465	465	0	0	0	0	465
0554. Other Asset Purchases	0	0	0	3,865	0	3,865	(3,865)
0572. Miscellaneous	0	0	712	8,096	0	8,096	(8,096)
0573. Maintenance	0	0	0	1,451	0	1,451	(1,451)
0970. Plant Hire - Internal Usage	310	310	85	203	0	203	107
0513. Playground Maintenance	6,500	6,500	892	4,641	0	4,641	1,858
0301. Wages	3,250	3,250	794	4,107	0	4,107	(857)
0311. Other Employee Allowances	0	0	8	39	0	39	(39)
0506. Materials Purchased	2,925	2,925	0	0	0	0	2,925
0507. Inventory Issued From Store	130	130	0	18	0	18	112
0970. Plant Hire - Internal Usage	195	195	91	478	0	478	(283)
0515. Tree Maintenance/Management	20,000	20,000	1,347	17,379	0	17,379	2,621
0301. Wages	14,000	14,000	953	12,179	0	12,179	1,821
0302. Overtime	0	0	0	64	0	64	(64)
0311. Other Employee Allowances	0	0	10	149	0	149	(149)
0401. Contractors	4,000	4,000	0	0	0	0	4,000
0573. Maintenance	0	0	0	1,000	0	1,000	(1,000)
0970. Plant Hire - Internal Usage	2,000	2,000	384	3,987	0	3,987	(1,987)
0530. Building Maintenance	51,000	51,000	1,945	44,747	4,636	49,383	1,616
0301. Wages	6,600	6,600	550	4,390	0	4,390	2,210
0302. Overtime	0	0	0	228	0	228	(228)

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0311. Other Employee Allowances	0	0	5	42	0	42	(42)
0401. Contractors	19,800	19,800	1,349	18,942	4,636	23,579	(3,779)
0410. Other External Services	18,000	18,000	0	0	0	0	18,000
0500. Stationery & Office Consumables	0	0	0	27	0	27	(27)
0506. Materials Purchased	4,950	4,950	0	0	0	0	4,950
0507. Inventory Issued From Store	0	0	0	10	0	10	(10)
0572. Miscellaneous	0	0	0	122	0	122	(122)
0573. Maintenance	0	0	0	1,251	0	1,251	(1,251)
0632. General Asset Insurance	0	0	0	19,227	0	19,227	(19,227)
0970. Plant Hire - Internal Usage	1,650	1,650	41	508	0	508	1,142
0680. Depreciation	230,000	230,000	0	0	0	0	230,000
0740. Depreciation Expense	230,000	230,000	0	0	0	0	230,000
<b>07230. Parks Reserves &amp; Horticulture Capital Works</b>	<b>32,000</b>	<b>40,904</b>	<b>0</b>	<b>23,819</b>	<b>4,035</b>	<b>27,855</b>	<b>13,050</b>
0712. Other Improvements to Land Capital Works	27,000	35,904	0	23,819	4,035	27,855	8,050
0300. Salaries	11,200	200	0	0	0	0	200
0301. Wages	0	0	0	710	0	710	(710)
0311. Other Employee Allowances	0	0	0	2	0	2	(2)
0401. Contractors	3,200	23,104	0	20,470	1,364	21,833	1,271
0506. Materials Purchased	11,000	11,000	0	0	2,672	2,672	8,328
0554. Other Asset Purchases	0	0	0	2,594	0	2,594	(2,594)
0970. Plant Hire - Internal Usage	1,600	1,600	0	43	0	43	1,557
0713. Playground Capital Works	5,000	5,000	0	0	0	0	5,000
0401. Contractors	5,000	5,000	0	0	0	0	5,000
<b>Sport and Recreation Facilities</b>	<b>47,000</b>	<b>47,000</b>	<b>1,086</b>	<b>43,378</b>	<b>91</b>	<b>43,469</b>	<b>3,531</b>
<b>03240. Sport Grounds &amp; Recreation Facilities</b>	<b>47,000</b>	<b>47,000</b>	<b>1,086</b>	<b>39,607</b>	<b>91</b>	<b>39,697</b>	<b>7,303</b>
0510. Grounds Maintenance	47,000	47,000	392	30,148	0	30,148	16,853
0301. Wages	14,100	14,100	370	2,245	0	2,245	11,855
0311. Other Employee Allowances	0	0	3	23	0	23	(23)
0401. Contractors	0	0	0	1,225	0	1,225	(1,225)
0505. Cleaning Supplies	0	0	0	465	0	465	(465)
0506. Materials Purchased	3,200	3,200	0	0	0	0	3,200
0507. Inventory Issued From Store	0	0	0	64	0	64	(64)
0573. Maintenance	0	0	0	415	0	415	(415)
0603. Other Sundry Expenses	25,000	25,000	0	25,000	0	25,000	0
0970. Plant Hire - Internal Usage	4,700	4,700	19	710	0	710	3,990
0530. Building Maintenance	0	0	694	9,458	91	9,549	(9,550)
0301. Wages	0	0	641	4,670	0	4,670	(4,670)
0311. Other Employee Allowances	0	0	5	44	0	44	(44)
0401. Contractors	0	0	0	3,638	0	3,638	(3,638)
0506. Materials Purchased	0	0	0	0	91	91	(91)
0507. Inventory Issued From Store	0	0	0	46	0	46	(46)
0572. Miscellaneous	0	0	0	21	0	21	(21)
0573. Maintenance	0	0	0	377	0	377	(377)
0970. Plant Hire - Internal Usage	0	0	48	663	0	663	(663)
<b>07240. Sport Grounds &amp; Recreation Facilities Capital Work</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,772</b>	<b>0</b>	<b>3,772</b>	<b>(3,772)</b>
0711. Sport & Recreation Capital Works	0	0	0	3,772	0	3,772	(3,772)
0301. Wages	0	0	0	64	0	64	(64)
0311. Other Employee Allowances	0	0	0	1	0	1	(1)

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0401. Contractors	0	0	0	250	0	250	(250)
0506. Materials Purchased	0	0	0	3,445	0	3,445	(3,445)
0970. Plant Hire - Internal Usage	0	0	0	12	0	12	(12)
<b>Roads Bridges Footpaths</b>	<b>9,061,066</b>	<b>9,014,760</b>	<b>212,466</b>	<b>3,472,735</b>	<b>334,568</b>	<b>3,807,303</b>	<b>5,207,450</b>
<b>03260. Roads &amp; Bridges Maintenance</b>	<b>46,124</b>	<b>46,124</b>	<b>1,766</b>	<b>27,589</b>	<b>450</b>	<b>28,039</b>	<b>18,083</b>
0550. Road Signs Maintenance	46,124	46,124	1,766	27,589	450	28,039	18,083
0301. Wages	29,981	29,981	436	4,986	0	4,986	24,995
0302. Overtime	0	0	0	481	0	481	(481)
0311. Other Employee Allowances	0	0	5	57	0	57	(57)
0401. Contractors	0	0	0	173	450	623	(623)
0506. Materials Purchased	11,531	11,531	745	1,701	0	1,701	9,830
0507. Inventory Issued From Store	2,306	2,306	0	57	0	57	2,249
0526. Signs & Posts	0	0	262	14,943	0	14,943	(14,943)
0572. Miscellaneous	0	0	0	3,057	0	3,057	(3,057)
0573. Maintenance	0	0	0	310	0	310	(310)
0640. Telephone Charges	0	0	188	1,547	0	1,547	(1,547)
0970. Plant Hire - Internal Usage	2,306	2,306	130	279	0	279	2,027
<b>03280. Bridges Maintenance</b>	<b>100,000</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
0680. Depreciation	100,000	100,000	0	0	0	0	100,000
0740. Depreciation Expense	100,000	100,000	0	0	0	0	100,000
<b>03300. Footpaths &amp; Bike Track Maintenance</b>	<b>160,000</b>	<b>160,000</b>	<b>548</b>	<b>15,751</b>	<b>5,855</b>	<b>21,605</b>	<b>138,393</b>
0560. Footpath Maintenance	30,000	30,000	548	15,751	5,855	21,605	8,393
0301. Wages	11,400	11,400	496	4,255	0	4,255	7,145
0302. Overtime	0	0	0	252	0	252	(252)
0311. Other Employee Allowances	0	0	6	42	0	42	(42)
0401. Contractors	12,000	12,000	0	9,578	5,855	15,433	(3,433)
0506. Materials Purchased	3,000	3,000	0	813	0	813	2,187
0507. Inventory Issued From Store	600	600	0	41	0	41	559
0970. Plant Hire - Internal Usage	3,000	3,000	46	771	0	771	2,229
0680. Depreciation	130,000	130,000	0	0	0	0	130,000
0740. Depreciation Expense	130,000	130,000	0	0	0	0	130,000
<b>03310. Kerb &amp; Gutter Maintenance</b>	<b>20,000</b>	<b>20,000</b>	<b>1,009</b>	<b>4,829</b>	<b>1,818</b>	<b>6,647</b>	<b>13,352</b>
0546. Kerb & Gutter Maintenance	20,000	20,000	1,009	4,829	1,818	6,647	13,352
0301. Wages	6,000	6,000	857	3,434	0	3,434	2,566
0311. Other Employee Allowances	0	0	8	37	0	37	(37)
0401. Contractors	7,000	7,000	0	0	1,818	1,818	5,182
0506. Materials Purchased	4,000	4,000	0	0	0	0	4,000
0572. Miscellaneous	0	0	0	833	0	833	(833)
0970. Plant Hire - Internal Usage	3,000	3,000	144	526	0	526	2,474
<b>03320. Road Furniture Maintenance</b>	<b>22,000</b>	<b>42,000</b>	<b>0</b>	<b>7,702</b>	<b>91</b>	<b>7,793</b>	<b>34,206</b>
0547. Road Furniture Maintenance	9,000	29,000	0	7,702	91	7,793	21,206
0301. Wages	2,700	2,700	0	1,703	0	1,703	997
0311. Other Employee Allowances	0	0	0	13	0	13	(13)
0401. Contractors	0	20,000	0	4,272	0	4,272	15,728
0506. Materials Purchased	5,400	5,400	0	0	0	0	5,400
0507. Inventory Issued From Store	270	270	0	0	0	0	270
0572. Miscellaneous	0	0	0	1,295	0	1,295	(1,295)
0573. Maintenance	0	0	0	163	91	254	(254)

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0970. Plant Hire - Internal Usage	630	630	0	257	0	257	373
0680. Depreciation	13,000	13,000	0	0	0	0	13,000
0740. Depreciation Expense	13,000	13,000	0	0	0	0	13,000
<b>03330. Urban Streets Maintenance</b>	<b>534,251</b>	<b>534,251</b>	<b>56,302</b>	<b>202,264</b>	<b>10,557</b>	<b>212,821</b>	<b>321,428</b>
0515. Tree Maintenance/Management	51,251	51,251	3,683	69,747	409	70,156	(18,906)
0301. Wages	20,500	20,500	2,743	28,875	0	28,875	(8,375)
0302. Overtime	0	0	0	64	0	64	(64)
0311. Other Employee Allowances	0	0	25	279	0	279	(279)
0401. Contractors	20,500	20,500	0	26,550	0	26,550	(6,050)
0506. Materials Purchased	2,563	2,563	0	3,596	0	3,596	(1,033)
0507. Inventory Issued From Store	1,025	1,025	0	36	0	36	989
0572. Miscellaneous	0	0	0	1,346	409	1,755	(1,755)
0573. Maintenance	0	0	0	2,017	0	2,017	(2,017)
0970. Plant Hire - Internal Usage	6,663	6,663	916	6,985	0	6,985	(322)
0540. Road Maintenance	123,000	123,000	52,619	132,516	10,148	142,665	(19,666)
0301. Wages	49,200	49,200	17,903	35,018	0	35,018	14,182
0302. Overtime	0	0	46	674	0	674	(674)
0311. Other Employee Allowances	0	0	177	478	0	478	(478)
0401. Contractors	18,450	18,450	674	15,701	9,518	25,220	(6,770)
0506. Materials Purchased	36,900	36,900	0	13,476	630	14,106	22,794
0507. Inventory Issued From Store	6,150	6,150	16	22,858	0	22,858	(16,708)
0518. Water Charges	0	0	415	813	0	813	(813)
0526. Signs & Posts	0	0	219	1,759	0	1,759	(1,759)
0573. Maintenance	0	0	15,402	15,402	0	15,402	(15,402)
0970. Plant Hire - Internal Usage	12,300	12,300	17,766	26,338	0	26,338	(14,038)
0680. Depreciation	360,000	360,000	0	0	0	0	360,000
0740. Depreciation Expense	360,000	360,000	0	0	0	0	360,000
<b>03340. Regional Roads Maintenance</b>	<b>890,000</b>	<b>987,000</b>	<b>3,872</b>	<b>306,879</b>	<b>18,202</b>	<b>325,081</b>	<b>661,918</b>
0540. Road Maintenance	300,000	397,000	3,872	306,879	18,202	325,081	71,918
0301. Wages	90,000	90,000	1,359	21,963	0	21,963	68,037
0302. Overtime	0	0	201	2,643	0	2,643	(2,643)
0311. Other Employee Allowances	0	0	15	336	0	336	(336)
0401. Contractors	105,000	202,000	0	183,827	7,522	191,348	10,652
0506. Materials Purchased	30,000	30,000	0	20,000	10,680	30,680	(680)
0507. Inventory Issued From Store	30,000	30,000	0	49,734	0	49,734	(19,734)
0970. Plant Hire - Internal Usage	45,000	45,000	2,296	28,378	0	28,378	16,622
0680. Depreciation	590,000	590,000	0	0	0	0	590,000
0740. Depreciation Expense	590,000	590,000	0	0	0	0	590,000
<b>03350. Sealed Rural Roads</b>	<b>835,973</b>	<b>835,973</b>	<b>3,936</b>	<b>94,760</b>	<b>14,250</b>	<b>109,010</b>	<b>726,964</b>
0540. Road Maintenance	120,973	120,973	3,936	94,760	14,250	109,010	11,964
0301. Wages	54,438	54,438	1,481	18,886	0	18,886	35,552
0302. Overtime	0	0	124	543	0	543	(543)
0311. Other Employee Allowances	0	0	15	232	0	232	(232)
0401. Contractors	12,097	12,097	0	2,080	14,250	16,330	(4,233)
0506. Materials Purchased	18,146	18,146	0	0	0	0	18,146
0507. Inventory Issued From Store	18,146	18,146	0	53,688	0	53,688	(35,542)
0573. Maintenance	0	0	0	215	0	215	(215)
0970. Plant Hire - Internal Usage	18,146	18,146	2,317	19,115	0	19,115	(969)

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0680. Depreciation	715,000	715,000	0	0	0	0	715,000
0740. Depreciation Expense	715,000	715,000	0	0	0	0	715,000
<b>03360. Unsealed Rural Roads Maintenance</b>	<b>1,224,000</b>	<b>972,880</b>	<b>102,371</b>	<b>607,312</b>	<b>29,859</b>	<b>637,171</b>	<b>335,710</b>
0540. Road Maintenance	1,224,000	972,880	102,371	607,312	29,859	637,171	335,710
0301. Wages	574,000	322,880	42,509	207,234	0	207,234	115,646
0302. Overtime	0	0	4,385	32,189	0	32,189	(32,189)
0311. Other Employee Allowances	0	0	1,807	11,395	0	11,395	(11,395)
0401. Contractors	160,800	160,800	7,410	37,585	19,950	57,535	103,265
0506. Materials Purchased	80,200	80,200	0	5,960	7,636	13,596	66,604
0507. Inventory Issued From Store	46,000	46,000	6	7,985	0	7,985	38,015
0572. Miscellaneous	0	0	0	7,682	2,273	9,955	(9,955)
0573. Maintenance	0	0	0	21,440	0	21,440	(21,440)
0970. Plant Hire - Internal Usage	363,000	363,000	46,253	275,841	0	275,841	87,159
<b>07280. Bridges Capital Works</b>	<b>0</b>	<b>1,347,120</b>	<b>8,974</b>	<b>1,615,278</b>	<b>120,619</b>	<b>1,735,898</b>	<b>(388,779)</b>
0745. Bridge & Culvert Capital Works	0	1,347,120	8,974	1,615,278	120,619	1,735,898	(388,779)
0301. Wages	0	0	0	78,473	0	78,473	(78,473)
0302. Overtime	0	0	0	14,395	0	14,395	(14,395)
0311. Other Employee Allowances	0	0	0	2,476	0	2,476	(2,476)
0401. Contractors	0	1,347,120	2,160	840,524	111,769	952,294	394,826
0506. Materials Purchased	0	0	6,814	548,281	8,623	556,904	(556,904)
0507. Inventory Issued From Store	0	0	0	32,925	0	32,925	(32,925)
0554. Other Asset Purchases	0	0	0	9,995	227	10,222	(10,222)
0970. Plant Hire - Internal Usage	0	0	0	88,210	0	88,210	(88,210)
<b>07300. Footpaths &amp; Bike Track Capital Works</b>	<b>120,151</b>	<b>50,151</b>	<b>0</b>	<b>8,146</b>	<b>0</b>	<b>8,146</b>	<b>42,005</b>
0761. Bike Track Capital Works	120,151	50,151	0	8,146	0	8,146	42,005
0301. Wages	12,015	12,015	0	0	0	0	12,015
0401. Contractors	63,680	23,680	0	8,146	0	8,146	15,534
0506. Materials Purchased	33,642	3,642	0	0	0	0	3,642
0507. Inventory Issued From Store	3,605	3,605	0	0	0	0	3,605
0970. Plant Hire - Internal Usage	7,209	7,209	0	0	0	0	7,209
<b>07320. Road Furniture Capital Works</b>	<b>17,000</b>	<b>37,000</b>	<b>0</b>	<b>12,396</b>	<b>136</b>	<b>12,532</b>	<b>24,468</b>
0749. Road Furniture Capital Works	17,000	37,000	0	12,396	136	12,532	24,468
0300. Salaries	3,740	3,740	0	0	0	0	3,740
0506. Materials Purchased	11,900	31,900	0	12,396	136	12,532	19,368
0507. Inventory Issued From Store	340	340	0	0	0	0	340
0970. Plant Hire - Internal Usage	1,020	1,020	0	0	0	0	1,020
<b>07330. Urban Streets Capital Works</b>	<b>384,747</b>	<b>190,000</b>	<b>0</b>	<b>107,497</b>	<b>0</b>	<b>107,497</b>	<b>82,502</b>
0740. Road Capital Works	384,747	190,000	0	107,497	0	107,497	82,502
0301. Wages	28,975	28,975	0	0	0	0	28,975
0302. Overtime	0	0	0	1,148	0	1,148	(1,148)
0311. Other Employee Allowances	0	0	0	8	0	8	(8)
0401. Contractors	150,100	50,100	0	106,260	0	106,260	(56,160)
0506. Materials Purchased	161,498	66,751	0	0	0	0	66,751
0507. Inventory Issued From Store	13,537	13,537	0	0	0	0	13,537
0970. Plant Hire - Internal Usage	30,637	30,637	0	82	0	82	30,555
<b>07340. Regional Roads Capital Works</b>	<b>1,459,000</b>	<b>200,000</b>	<b>0</b>	<b>91,163</b>	<b>(0)</b>	<b>91,163</b>	<b>108,838</b>
0740. Road Capital Works	1,459,000	200,000	0	91,163	(0)	91,163	108,838
0301. Wages	132,900	0	0	2,487	0	2,487	(2,487)

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0302. Overtime	0	0	0	1,683	0	1,683	(1,683)
0311. Other Employee Allowances	0	0	0	38	0	38	(38)
0401. Contractors	1,117,450	200,000	0	78,554	(0)	78,554	121,446
0506. Materials Purchased	57,970	0	0	0	0	0	0
0507. Inventory Issued From Store	0	0	0	4,618	0	4,618	(4,618)
0554. Other Asset Purchases	28,580	0	0	0	0	0	0
0970. Plant Hire - Internal Usage	122,100	0	0	3,782	0	3,782	(3,782)
<b>07350. Sealed Rural Roads Capital Works</b>	<b>3,247,820</b>	<b>3,492,261</b>	<b>33,689</b>	<b>371,168</b>	<b>132,730</b>	<b>503,899</b>	<b>2,988,362</b>
0740. Road Capital Works	3,247,820	3,492,261	33,689	371,168	132,730	503,899	2,988,362
0301. Wages	137,173	137,173	0	4,916	0	4,916	132,257
0311. Other Employee Allowances	0	0	0	48	0	48	(48)
0401. Contractors	2,486,301	2,730,742	33,689	273,943	46,341	320,284	2,410,458
0506. Materials Purchased	324,782	324,782	0	87,329	86,389	173,718	151,064
0507. Inventory Issued From Store	162,391	162,391	0	0	0	0	162,391
0554. Other Asset Purchases	0	0	0	3,380	0	3,380	(3,380)
0970. Plant Hire - Internal Usage	137,173	137,173	0	1,553	0	1,553	135,620
<b>Street Lighting</b>	<b>100,000</b>	<b>100,000</b>	<b>11,326</b>	<b>59,383</b>	<b>0</b>	<b>59,383</b>	<b>40,617</b>
<b>03390. Street Lighting Operations</b>	<b>100,000</b>	<b>100,000</b>	<b>11,326</b>	<b>59,383</b>	<b>0</b>	<b>59,383</b>	<b>40,617</b>
0415. Utilities	100,000	100,000	11,326	59,383	0	59,383	40,617
0520. Electricity	100,000	100,000	11,326	59,383	0	59,383	40,617
<b>Stormwater Drainage</b>	<b>486,500</b>	<b>451,500</b>	<b>17,636</b>	<b>57,768</b>	<b>1,818</b>	<b>59,586</b>	<b>391,913</b>
<b>03400. Stormwater Drainage Maintenance</b>	<b>431,500</b>	<b>406,500</b>	<b>17,636</b>	<b>37,492</b>	<b>1,818</b>	<b>39,310</b>	<b>367,189</b>
0570. Stormwater Drainage Maintenance	60,000	35,000	17,636	37,492	1,818	39,310	(4,311)
0301. Wages	15,000	15,000	14,380	23,269	0	23,269	(8,269)
0302. Overtime	0	0	172	653	0	653	(653)
0311. Other Employee Allowances	0	0	134	212	0	212	(212)
0401. Contractors	39,000	14,000	0	500	1,818	2,318	11,682
0506. Materials Purchased	0	0	0	746	0	746	(746)
0507. Inventory Issued From Store	0	0	39	69	0	69	(69)
0521. Internal Rates	0	0	0	2,477	0	2,477	(2,477)
0572. Miscellaneous	0	0	0	3,853	0	3,853	(3,853)
0573. Maintenance	0	0	0	122	0	122	(122)
0970. Plant Hire - Internal Usage	6,000	6,000	2,912	5,592	0	5,592	408
0572. Levy Works	136,500	136,500	0	0	0	0	136,500
0401. Contractors	136,500	136,500	0	0	0	0	136,500
0680. Depreciation	235,000	235,000	0	0	0	0	235,000
0740. Depreciation Expense	235,000	235,000	0	0	0	0	235,000
<b>07400. Stormwater Drainage Capital Works</b>	<b>55,000</b>	<b>45,000</b>	<b>0</b>	<b>20,276</b>	<b>0</b>	<b>20,276</b>	<b>24,724</b>
0770. Stormwater Drainage Capital Works	55,000	45,000	0	20,276	0	20,276	24,724
0301. Wages	16,500	6,500	0	0	0	0	6,500
0401. Contractors	5,500	5,500	0	20,276	0	20,276	(14,776)
0506. Materials Purchased	27,500	27,500	0	0	0	0	27,500
0970. Plant Hire - Internal Usage	5,500	5,500	0	0	0	0	5,500
<b>Waste Management</b>	<b>1,069,550</b>	<b>1,062,000</b>	<b>86,766</b>	<b>642,195</b>	<b>15,610</b>	<b>657,805</b>	<b>404,193</b>
<b>03420. Domestic Refuse Collection</b>	<b>160,000</b>	<b>125,000</b>	<b>21,687</b>	<b>105,634</b>	<b>13,600</b>	<b>119,234</b>	<b>5,765</b>
0622. Kerb Side Collections	160,000	125,000	18,596	102,544	3,400	105,944	19,056
0301. Wages	85,000	75,000	10,393	57,933	0	57,933	17,067
0302. Overtime	0	0	243	2,493	0	2,493	(2,493)

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0311. Other Employee Allowances	0	0	199	1,028	0	1,028	(1,028)
0401. Contractors	0	0	0	1,500	0	1,500	(1,500)
0414. Plant Short term External Hire	0	0	6,800	6,800	3,400	10,200	(10,200)
0506. Materials Purchased	5,000	5,000	55	407	0	407	4,593
0507. Inventory Issued From Store	0	0	0	2	0	2	(2)
0570. Tyres/Tubes	0	0	0	135	0	135	(135)
0572. Miscellaneous	0	0	0	1,524	0	1,524	(1,524)
0640. Telephone Charges	0	0	0	379	0	379	(379)
0970. Plant Hire - Internal Usage	70,000	45,000	906	30,343	0	30,343	14,657
0623. Waste Site Maintenance	0	0	3,091	3,091	10,200	13,291	(13,291)
0414. Plant Short term External Hire	0	0	3,091	3,091	10,200	13,291	(13,291)
<b>03430. Waste Disposal Site Operations</b>	<b>865,000</b>	<b>900,000</b>	<b>64,129</b>	<b>535,611</b>	<b>2,010</b>	<b>537,621</b>	<b>362,378</b>
0623. Waste Site Maintenance	580,000	510,000	17,417	359,796	2,010	361,806	148,194
0300. Salaries	0	0	0	484	0	484	(484)
0301. Wages	280,000	240,000	12,627	202,286	0	202,286	37,714
0302. Overtime	10,000	10,000	747	6,216	0	6,216	3,784
0311. Other Employee Allowances	0	0	194	4,887	0	4,887	(4,887)
0401. Contractors	10,000	10,000	153	3,981	0	3,981	6,019
0410. Other External Services	130,000	130,000	0	65,000	0	65,000	65,000
0506. Materials Purchased	50,000	20,000	463	5,984	0	5,984	14,016
0507. Inventory Issued From Store	0	0	44	867	0	867	(867)
0518. Water Charges	0	0	370	589	0	589	(589)
0520. Electricity	0	0	138	407	0	407	(407)
0521. Internal Rates	0	0	0	1,109	0	1,109	(1,109)
0526. Signs & Posts	0	0	0	835	0	835	(835)
0572. Miscellaneous	0	0	0	3,413	2,010	5,422	(5,422)
0573. Maintenance	0	0	0	640	0	640	(640)
0614. Merchant Fees	0	0	54	502	0	502	(502)
0632. General Asset Insurance	0	0	0	3,648	0	3,648	(3,648)
0640. Telephone Charges	0	0	156	1,672	0	1,672	(1,672)
0970. Plant Hire - Internal Usage	100,000	100,000	2,470	57,277	0	57,277	42,723
0624. Recycling Operations	105,000	210,000	46,712	175,815	0	175,815	34,184
0301. Wages	40,000	170,000	38,315	154,443	0	154,443	15,557
0302. Overtime	0	0	0	1,225	0	1,225	(1,225)
0311. Other Employee Allowances	0	0	1,013	3,976	0	3,976	(3,976)
0401. Contractors	30,000	10,000	0	240	0	240	9,760
0506. Materials Purchased	10,000	5,000	0	482	0	482	4,518
0520. Electricity	0	0	209	618	0	618	(618)
0970. Plant Hire - Internal Usage	25,000	25,000	7,176	14,832	0	14,832	10,168
0680. Depreciation	180,000	180,000	0	0	0	0	180,000
0740. Depreciation Expense	180,000	180,000	0	0	0	0	180,000
<b>07410. Waste Management Capital Works</b>	<b>17,550</b>	<b>10,000</b>	<b>950</b>	<b>950</b>	<b>0</b>	<b>950</b>	<b>9,050</b>
0821. Waste Management Capital Works	17,550	10,000	950	950	0	950	9,050
0301. Wages	16,200	8,650	0	0	0	0	8,650
0401. Contractors	0	0	950	950	0	950	(950)
0970. Plant Hire - Internal Usage	1,350	1,350	0	0	0	0	1,350
<b>07430. Waste Disposal Site Capital Works</b>	<b>27,000</b>	<b>27,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,000</b>
0820. Waste Disposal Capital Works	27,000	27,000	0	0	0	0	27,000

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0301. Wages	16,200	16,200	0	0	0	0	16,200
0401. Contractors	9,450	9,450	0	0	0	0	9,450
0970. Plant Hire - Internal Usage	1,350	1,350	0	0	0	0	1,350
<b>Sanitation</b>	<b>192,000</b>	<b>180,000</b>	<b>19,801</b>	<b>148,286</b>	<b>1,986</b>	<b>150,272</b>	<b>29,727</b>
<b>03450. Public Amenities Maintenance</b>	<b>170,000</b>	<b>170,000</b>	<b>17,972</b>	<b>142,213</b>	<b>1,986</b>	<b>144,199</b>	<b>25,800</b>
0425. Cleaning Costs	170,000	170,000	17,924	141,472	1,986	143,458	26,541
0301. Wages	100,000	100,000	11,826	80,006	0	80,006	19,994
0302. Overtime	20,000	20,000	2,648	15,293	0	15,293	4,707
0311. Other Employee Allowances	0	0	355	1,774	0	1,774	(1,774)
0401. Contractors	10,000	10,000	860	7,760	0	7,760	2,240
0505. Cleaning Supplies	25,000	25,000	0	14,346	136	14,482	10,518
0506. Materials Purchased	0	0	0	3,887	1,850	5,737	(5,737)
0507. Inventory Issued From Store	0	0	119	468	0	468	(468)
0572. Miscellaneous	0	0	0	1,628	0	1,628	(1,628)
0573. Maintenance	0	0	0	349	0	349	(349)
0970. Plant Hire - Internal Usage	15,000	15,000	2,117	15,962	0	15,962	(962)
0531. Public Amenities Maintenance	0	0	48	741	0	741	(741)
0301. Wages	0	0	47	696	0	696	(696)
0311. Other Employee Allowances	0	0	1	9	0	9	(9)
0507. Inventory Issued From Store	0	0	0	36	0	36	(36)
<b>03460. Other Sanitation Expenditure</b>	<b>22,000</b>	<b>10,000</b>	<b>1,829</b>	<b>6,073</b>	<b>0</b>	<b>6,073</b>	<b>3,927</b>
0500. General Maintenance	22,000	10,000	1,829	6,073	0	6,073	3,927
0301. Wages	0	0	293	604	0	604	(604)
0311. Other Employee Allowances	0	0	3	5	0	5	(5)
0401. Contractors	6,000	6,000	0	1,153	0	1,153	4,847
0410. Other External Services	0	0	1,089	2,283	0	2,283	(2,283)
0506. Materials Purchased	15,000	3,000	0	1,408	0	1,408	1,592
0573. Maintenance	0	0	0	154	0	154	(154)
0603. Other Sundry Expenses	1,000	1,000	0	0	0	0	1,000
0970. Plant Hire - Internal Usage	0	0	444	466	0	466	(466)
<b>Water</b>	<b>1,898,000</b>	<b>2,032,842</b>	<b>106,360</b>	<b>964,796</b>	<b>97,401</b>	<b>1,062,198</b>	<b>970,642</b>
<b>23000. Water Infrastructure Operations Fund 2</b>	<b>961,000</b>	<b>1,013,799</b>	<b>11,498</b>	<b>347,856</b>	<b>1,949</b>	<b>349,805</b>	<b>663,993</b>
0310. Staff Training	10,000	10,000	886	10,769	240	11,009	(1,009)
0301. Wages	5,000	5,000	0	2,803	0	2,803	2,197
0311. Other Employee Allowances	0	0	0	56	0	56	(56)
0644. Course Seminar & Conference Registration	3,000	3,000	886	4,760	240	5,000	(2,000)
0646. Travel Accommodation	2,000	2,000	0	3,150	0	3,150	(1,150)
0350. Office Administration Expenditure	30,000	60,026	379	60,406	0	60,406	(380)
0603. Other Sundry Expenses	30,000	60,026	379	9,035	0	9,035	50,991
0632. General Asset Insurance	0	0	0	51,371	0	51,371	(51,371)
0360. Professional Services	0	22,773	0	0	1,455	1,455	21,318
0401. Contractors	0	22,773	0	0	1,455	1,455	21,318
0370. Subscriptions and Memberships	1,000	1,000	0	727	0	727	273
0401. Contractors	1,000	1,000	0	727	0	727	273
0415. Utilities	148,000	148,000	10,232	92,454	255	92,709	55,291
0401. Contractors	0	0	0	301	0	301	(301)
0506. Materials Purchased	0	0	1,179	8,540	255	8,794	(8,794)
0518. Water Charges	35,000	35,000	0	18,486	0	18,486	16,514

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0520. Electricity	110,000	110,000	8,955	56,284	0	56,284	53,716
0521. Internal Rates	0	0	0	6,769	0	6,769	(6,769)
0640. Telephone Charges	3,000	3,000	99	2,075	0	2,075	925
0680. Depreciation	405,000	405,000	0	0	0	0	405,000
0740. Depreciation Expense	405,000	405,000	0	0	0	0	405,000
0980. Overheads / Internal Recharges	367,000	367,000	0	183,500	0	183,500	183,500
0980. Overheads Allocated	367,000	367,000	0	183,500	0	183,500	183,500
<b>23100. Water Infrastructure Asset Maintenance Fund 2</b>	<b>500,000</b>	<b>550,000</b>	<b>78,415</b>	<b>423,356</b>	<b>58,271</b>	<b>481,627</b>	<b>68,371</b>
0581. Water Mains Maintenance	150,000	150,000	21,006	112,440	10,971	123,411	26,589
0301. Wages	75,000	75,000	9,351	53,524	0	53,524	21,476
0302. Overtime	0	0	589	5,843	0	5,843	(5,843)
0311. Other Employee Allowances	0	0	84	538	0	538	(538)
0401. Contractors	22,500	22,500	0	4,065	4,545	8,610	13,890
0506. Materials Purchased	22,500	22,500	0	4,568	471	5,039	17,461
0507. Inventory Issued From Store	15,000	15,000	189	599	0	599	14,401
0572. Miscellaneous	0	0	8,623	18,477	5,955	24,432	(24,432)
0573. Maintenance	0	0	0	11,193	0	11,193	(11,193)
0603. Other Sundry Expenses	0	0	59	842	0	842	(842)
0604. Audit Services Financial Reports	0	0	59	164	0	164	(164)
0970. Plant Hire - Internal Usage	15,000	15,000	2,052	12,627	0	12,627	2,373
0582. Water Meter Maintenance	40,000	40,000	8,974	33,475	9,582	43,056	(3,058)
0300. Salaries	0	0	602	7,903	0	7,903	(7,903)
0301. Wages	24,000	24,000	6,293	29,712	0	29,712	(5,712)
0302. Overtime	0	0	0	984	0	984	(984)
0311. Other Employee Allowances	0	0	62	343	0	343	(343)
0401. Contractors	4,000	4,000	0	255	25	280	3,720
0412. Freight Delivery	0	0	0	0	150	150	(150)
0506. Materials Purchased	8,000	8,000	0	0	9,407	9,407	(1,407)
0507. Inventory Issued From Store	0	0	0	89	0	89	(89)
0572. Miscellaneous	0	0	551	(695)	0	(695)	695
0573. Maintenance	0	0	546	(7,559)	0	(7,559)	7,559
0970. Plant Hire - Internal Usage	4,000	4,000	920	2,444	0	2,444	1,556
0583. Filtration Plant Maintenance	150,000	250,000	35,934	213,714	23,904	237,618	12,381
0301. Wages	75,000	125,000	7,628	64,511	0	64,511	60,489
0302. Overtime	0	0	4,426	35,012	0	35,012	(35,012)
0311. Other Employee Allowances	0	0	94	1,077	0	1,077	(1,077)
0401. Contractors	27,000	47,000	1,039	24,291	0	24,291	22,709
0412. Freight Delivery	0	0	0	75	0	75	(75)
0506. Materials Purchased	40,500	40,500	0	7,879	8,109	15,988	24,512
0507. Inventory Issued From Store	0	0	0	214	0	214	(214)
0572. Miscellaneous	0	0	22,288	38,542	15,341	53,883	(53,883)
0573. Maintenance	0	30,000	0	38,270	455	38,724	(8,724)
0970. Plant Hire - Internal Usage	7,500	7,500	459	3,844	0	3,844	3,656
0584. Reservoir Maintenance	40,000	40,000	2,593	27,601	11,087	38,688	1,313
0301. Wages	9,200	9,200	885	3,556	0	3,556	5,644
0302. Overtime	0	0	75	150	0	150	(150)
0311. Other Employee Allowances	0	0	8	32	0	32	(32)
0401. Contractors	26,800	26,800	1,548	15,282	11,087	26,369	431

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0506. Materials Purchased	3,200	3,200	0	787	0	787	2,413
0573. Maintenance	0	0	0	7,107	0	7,107	(7,107)
0970. Plant Hire - Internal Usage	800	800	77	686	0	686	114
0590. Pump Station Maintenance	120,000	70,000	9,907	36,127	2,727	38,854	31,146
0301. Wages	61,200	36,200	1,036	7,726	0	7,726	28,474
0302. Overtime	0	0	113	1,929	0	1,929	(1,929)
0311. Other Employee Allowances	0	0	9	80	0	80	(80)
0401. Contractors	42,000	17,000	8,611	18,396	2,727	21,123	(4,123)
0506. Materials Purchased	10,800	10,800	0	762	0	762	10,038
0573. Maintenance	0	0	0	6,195	0	6,195	(6,195)
0970. Plant Hire - Internal Usage	6,000	6,000	138	1,039	0	1,039	4,961
<b>27000. Water Infrastructure Capital Works Fund 2</b>	<b>437,000</b>	<b>469,043</b>	<b>16,447</b>	<b>193,584</b>	<b>37,181</b>	<b>230,766</b>	<b>238,278</b>
0781. Water Mains Capital Works	120,000	120,000	0	38,854	3,436	42,290	77,710
0301. Wages	0	0	0	2,849	0	2,849	(2,849)
0311. Other Employee Allowances	0	0	0	49	0	49	(49)
0401. Contractors	120,000	120,000	0	0	3,436	3,436	116,564
0506. Materials Purchased	0	0	0	35,847	0	35,847	(35,847)
0970. Plant Hire - Internal Usage	0	0	0	109	0	109	(109)
0783. Filtration Plant Capital Works	135,000	217,043	0	73,448	3,732	77,179	139,864
0401. Contractors	135,000	217,043	0	34,337	1,557	35,893	181,150
0506. Materials Purchased	0	0	0	39,111	1,357	40,468	(40,468)
0554. Other Asset Purchases	0	0	0	0	818	818	(818)
0790. Pump Station Capital Works	182,000	132,000	16,447	81,283	30,013	111,296	20,704
0401. Contractors	182,000	132,000	16,447	20,781	30,013	50,794	81,206
0506. Materials Purchased	0	0	0	60,502	0	60,502	(60,502)
<b>Sewer</b>	<b>1,569,876</b>	<b>2,259,161</b>	<b>104,036</b>	<b>753,642</b>	<b>176,329</b>	<b>929,970</b>	<b>1,329,190</b>
<b>33000. Sewerage Services Operations Fund 3</b>	<b>976,376</b>	<b>1,629,344</b>	<b>85,646</b>	<b>576,858</b>	<b>149,451</b>	<b>726,309</b>	<b>903,035</b>
0310. Staff Training	6,000	12,000	0	11,525	886	12,411	(412)
0301. Wages	2,000	6,000	0	6,350	0	6,350	(350)
0311. Other Employee Allowances	0	0	0	103	0	103	(103)
0506. Materials Purchased	0	0	0	767	0	767	(767)
0644. Course Seminar & Conference Registration	3,000	5,000	0	3,329	886	4,216	784
0646. Travel Accommodation	1,000	1,000	0	940	0	940	60
0970. Plant Hire - Internal Usage	0	0	0	36	0	36	(36)
0350. Office Administration Expenditure	30,000	55,180	0	45,180	0	45,180	10,000
0603. Other Sundry Expenses	30,000	55,180	0	0	0	0	55,180
0632. General Asset Insurance	0	0	0	45,180	0	45,180	(45,180)
0360. Professional Services	0	121,788	0	28,753	29,438	58,191	63,598
0300. Salaries	0	101,169	0	24,342	0	24,342	76,827
0311. Other Employee Allowances	0	707	0	707	0	707	0
0401. Contractors	0	19,912	0	3,703	29,438	33,141	(13,229)
0365. Legal & Debt Recovery Costs	0	500,000	0	137,764	119,127	256,891	243,109
0403. Solicitors Fees	0	500,000	0	137,764	119,127	256,891	243,109
0370. Subscriptions and Memberships	1,000	1,000	0	0	0	0	1,000
0506. Materials Purchased	1,000	1,000	0	0	0	0	1,000
0415. Utilities	61,600	61,600	11,758	50,859	0	50,859	10,741
0518. Water Charges	7,000	7,000	5,661	6,460	0	6,460	540
0520. Electricity	48,000	48,000	4,869	27,869	0	27,869	20,131

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0521. Internal Rates	3,600	3,600	0	6,995	0	6,995	(3,395)
0640. Telephone Charges	3,000	3,000	1,229	9,535	0	9,535	(6,535)
0680. Depreciation	420,000	420,000	0	0	0	0	420,000
0740. Depreciation Expense	420,000	420,000	0	0	0	0	420,000
0945. Loan Repayments	147,776	147,776	73,888	147,777	0	147,777	(1)
0701. Interest Payment on Other Loans	14,908	14,908	6,910	14,908	0	14,908	0
0945. Principal Repayments	132,868	132,868	66,978	132,869	0	132,869	(1)
0980. Overheads / Internal Recharges	310,000	310,000	0	155,000	0	155,000	155,000
0980. Overheads Allocated	310,000	310,000	0	155,000	0	155,000	155,000
<b>33100. Sewerage Services Asset Maintenance Fund 3</b>	<b>275,500</b>	<b>205,500</b>	<b>16,481</b>	<b>141,475</b>	<b>7,843</b>	<b>149,318</b>	<b>56,181</b>
0590. Pump Station Maintenance	70,500	50,500	4,343	27,146	5,727	32,873	17,627
0301. Wages	38,775	28,775	2,727	14,339	0	14,339	14,436
0302. Overtime	0	0	372	1,952	0	1,952	(1,952)
0311. Other Employee Allowances	0	0	22	104	0	104	(104)
0401. Contractors	21,150	11,150	0	7,983	5,727	13,710	(2,560)
0506. Materials Purchased	7,050	7,050	690	690	0	690	6,360
0507. Inventory Issued From Store	0	0	52	150	0	150	(150)
0573. Maintenance	0	0	0	440	0	440	(440)
0970. Plant Hire - Internal Usage	3,525	3,525	479	1,488	0	1,488	2,037
0591. Fixed Plant & Equipment Maintenance	130,000	80,000	6,885	53,974	70	54,044	25,956
0301. Wages	78,000	48,000	2,651	21,029	0	21,029	26,971
0302. Overtime	0	0	280	3,973	0	3,973	(3,973)
0311. Other Employee Allowances	0	0	1,153	8,463	0	8,463	(8,463)
0401. Contractors	26,000	16,000	2,437	7,346	0	7,346	8,654
0506. Materials Purchased	19,500	9,500	0	2,833	70	2,903	6,597
0507. Inventory Issued From Store	0	0	42	301	0	301	(301)
0572. Miscellaneous	0	0	0	2,744	0	2,744	(2,744)
0573. Maintenance	0	0	0	2,968	0	2,968	(2,968)
0970. Plant Hire - Internal Usage	6,500	6,500	322	4,317	0	4,317	2,183
0601. Sewer Mains Maintenance	75,000	75,000	5,253	60,355	2,045	62,401	12,598
0301. Wages	41,250	41,250	2,549	20,542	0	20,542	20,708
0302. Overtime	0	0	648	4,044	0	4,044	(4,044)
0311. Other Employee Allowances	0	0	184	2,292	0	2,292	(2,292)
0401. Contractors	22,500	22,500	220	18,455	0	18,455	4,045
0506. Materials Purchased	4,500	4,500	0	82	0	82	4,418
0507. Inventory Issued From Store	3,000	3,000	187	1,387	0	1,387	1,613
0572. Miscellaneous	0	0	0	306	227	534	(534)
0573. Maintenance	0	0	0	3,461	1,818	5,279	(5,279)
0603. Other Sundry Expenses	0	0	0	671	0	671	(671)
0970. Plant Hire - Internal Usage	3,750	3,750	1,466	9,116	0	9,116	(5,366)
<b>37000. Sewerage Services Infrastructure Capital Works F3</b>	<b>318,000</b>	<b>424,317</b>	<b>1,909</b>	<b>35,309</b>	<b>19,035</b>	<b>54,344</b>	<b>369,974</b>
0790. Pump Station Capital Works	28,000	28,000	0	5,852	764	6,616	21,384
0401. Contractors	28,000	28,000	0	0	764	764	27,236
0506. Materials Purchased	0	0	0	5,852	0	5,852	(5,852)
0791. Fixed Plant & Equipment Capital Works	0	146,317	1,909	4,809	7,827	12,636	133,681
0401. Contractors	0	146,317	0	2,900	7,827	10,727	135,590
0506. Materials Purchased	0	0	1,909	1,909	0	1,909	(1,909)
0801. Sewer Mains Capital Works	290,000	250,000	0	24,648	10,444	35,092	214,909

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0301. Wages	0	0	0	917	0	917	(917)
0311. Other Employee Allowances	0	0	0	8	0	8	(8)
0401. Contractors	290,000	250,000	0	23,130	10,444	33,573	216,427
0970. Plant Hire - Internal Usage	0	0	0	593	0	593	(593)
<b>Car Parks</b>	<b>14,200</b>	<b>14,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,200</b>
<b>03500. Parking Facilities</b>	<b>14,200</b>	<b>14,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,200</b>
0680. Depreciation	14,200	14,200	0	0	0	0	14,200
0740. Depreciation Expense	14,200	14,200	0	0	0	0	14,200
<b>Aerodrome</b>	<b>163,500</b>	<b>187,208</b>	<b>5,496</b>	<b>57,078</b>	<b>0</b>	<b>57,078</b>	<b>130,129</b>
<b>03510. Aerodrome Operations</b>	<b>163,500</b>	<b>187,208</b>	<b>5,496</b>	<b>57,078</b>	<b>0</b>	<b>57,078</b>	<b>130,129</b>
0350. Office Administration Expenditure	600	2,100	41	1,838	0	1,838	262
0603. Other Sundry Expenses	0	1,500	0	1,473	0	1,473	27
0640. Telephone Charges	600	600	41	365	0	365	235
0410. Insurance	0	2,208	0	2,208	0	2,208	0
0632. General Asset Insurance	0	2,208	0	2,208	0	2,208	0
0415. Utilities	12,000	12,000	1,139	8,294	0	8,294	3,706
0518. Water Charges	6,000	6,000	1,042	2,379	0	2,379	3,621
0520. Electricity	6,000	6,000	98	2,701	0	2,701	3,299
0521. Internal Rates	0	0	0	3,214	0	3,214	(3,214)
0510. Grounds Maintenance	20,400	20,400	1,510	10,703	0	10,703	9,697
0301. Wages	14,700	14,700	1,156	7,528	0	7,528	7,172
0311. Other Employee Allowances	0	0	11	86	0	86	(86)
0401. Contractors	600	600	0	0	0	0	600
0506. Materials Purchased	200	200	0	0	0	0	200
0507. Inventory Issued From Store	0	0	0	79	0	79	(79)
0970. Plant Hire - Internal Usage	4,900	4,900	343	3,010	0	3,010	1,890
0530. Building Maintenance	13,000	13,000	231	4,970	0	4,970	8,030
0301. Wages	1,000	1,000	86	501	0	501	499
0311. Other Employee Allowances	0	0	1	5	0	5	(5)
0401. Contractors	6,000	6,000	0	1,804	0	1,804	4,196
0403. Solicitors Fees	0	0	0	2,309	0	2,309	(2,309)
0410. Other External Services	5,500	5,500	0	0	0	0	5,500
0506. Materials Purchased	0	0	130	130	0	130	(130)
0507. Inventory Issued From Store	0	0	0	24	0	24	(24)
0572. Miscellaneous	0	0	0	113	0	113	(113)
0970. Plant Hire - Internal Usage	500	500	14	84	0	84	416
0610. Airstrip Apron & Marker Maintenance	19,500	39,500	2,575	29,066	0	29,066	10,434
0301. Wages	6,000	6,000	2,454	10,954	0	10,954	(4,954)
0302. Overtime	0	0	0	108	0	108	(108)
0311. Other Employee Allowances	0	0	19	92	0	92	(92)
0401. Contractors	4,350	24,350	0	17,427	0	17,427	6,923
0506. Materials Purchased	6,850	6,850	0	0	0	0	6,850
0507. Inventory Issued From Store	0	0	0	3	0	3	(3)
0970. Plant Hire - Internal Usage	2,300	2,300	102	482	0	482	1,818
0680. Depreciation	98,000	98,000	0	0	0	0	98,000
0740. Depreciation Expense	98,000	98,000	0	0	0	0	98,000
<b>Quarry Operations</b>	<b>18,000</b>	<b>18,000</b>	<b>0</b>	<b>5,784</b>	<b>0</b>	<b>5,784</b>	<b>12,216</b>
<b>03520. Quarries &amp; Pits Operations</b>	<b>18,000</b>	<b>18,000</b>	<b>0</b>	<b>5,784</b>	<b>0</b>	<b>5,784</b>	<b>12,216</b>

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0640. Quarry Operations	10,000	10,000	0	5,784	0	5,784	4,216
0300. Salaries	1,500	1,500	0	0	0	0	1,500
0301. Wages	1,000	1,000	0	0	0	0	1,000
0401. Contractors	0	0	0	3,256	0	3,256	(3,256)
0410. Other External Services	7,500	7,500	0	0	0	0	7,500
0521. Internal Rates	0	0	0	2,528	0	2,528	(2,528)
0680. Depreciation	8,000	8,000	0	0	0	0	8,000
0740. Depreciation Expense	8,000	8,000	0	0	0	0	8,000
<b>Cemeteries</b>	<b>186,240</b>	<b>172,240</b>	<b>14,143</b>	<b>89,265</b>	<b>1,645</b>	<b>90,910</b>	<b>81,331</b>
<b>03530. Cemetery Operations</b>	<b>164,200</b>	<b>150,200</b>	<b>7,243</b>	<b>82,365</b>	<b>1,645</b>	<b>84,010</b>	<b>66,191</b>
0410. Insurance	0	0	0	254	0	254	(254)
0632. General Asset Insurance	0	0	0	254	0	254	(254)
0514. Memorial Monument & Plaque Maintenance	24,000	24,000	702	10,374	1,586	11,960	12,040
0506. Materials Purchased	24,000	24,000	702	10,374	1,586	11,960	12,040
0630. Cemetery Maintenance	134,000	120,000	6,541	71,736	59	71,795	48,205
0301. Wages	80,000	66,000	4,289	40,083	0	40,083	25,917
0302. Overtime	0	0	0	862	0	862	(862)
0311. Other Employee Allowances	0	0	43	438	0	438	(438)
0401. Contractors	10,000	10,000	262	17,021	0	17,021	(7,021)
0410. Other External Services	20,000	20,000	0	0	0	0	20,000
0506. Materials Purchased	8,000	8,000	0	1,200	59	1,259	6,741
0507. Inventory Issued From Store	1,000	1,000	21	153	0	153	847
0518. Water Charges	0	0	146	292	0	292	(292)
0520. Electricity	0	0	100	721	0	721	(721)
0572. Miscellaneous	0	0	377	377	0	377	(377)
0573. Maintenance	0	0	0	670	0	670	(670)
0970. Plant Hire - Internal Usage	15,000	15,000	1,302	9,919	0	9,919	5,081
0680. Depreciation	6,200	6,200	0	0	0	0	6,200
0740. Depreciation Expense	6,200	6,200	0	0	0	0	6,200
<b>07530. Cemetery Capital Works</b>	<b>22,040</b>	<b>22,040</b>	<b>6,900</b>	<b>6,900</b>	<b>0</b>	<b>6,900</b>	<b>15,140</b>
0712. Other Improvements to Land Capital Works	22,040	22,040	6,900	6,900	0	6,900	15,140
0301. Wages	19,632	19,632	0	0	0	0	19,632
0401. Contractors	2,408	2,408	6,900	6,900	0	6,900	(4,492)
<b>Plant Operations</b>	<b>404,000</b>	<b>989,145</b>	<b>(50,861)</b>	<b>836,127</b>	<b>24,823</b>	<b>860,950</b>	<b>128,195</b>
<b>03550. Plant Operating Expenses</b>	<b>1,175,000</b>	<b>1,345,000</b>	<b>55,311</b>	<b>556,062</b>	<b>12,152</b>	<b>568,215</b>	<b>776,786</b>
0505. Plant Operating Expenditure	745,000	745,000	55,311	556,062	12,152	568,215	176,786
0301. Wages	125,000	125,000	19,547	95,891	0	95,891	29,109
0302. Overtime	0	0	36	1,216	0	1,216	(1,216)
0311. Other Employee Allowances	0	0	4	34	0	34	(34)
0401. Contractors	22,000	22,000	1,319	11,296	6,329	17,624	4,376
0410. Other External Services	0	0	0	65,366	0	65,366	(65,366)
0412. Freight Delivery	0	0	109	237	0	237	(237)
0506. Materials Purchased	0	0	588	13,211	1,525	14,737	(14,737)
0507. Inventory Issued From Store	300,000	300,000	22,077	201,677	0	201,677	98,323
0524. Parts	80,000	80,000	4,981	50,064	2,003	52,066	27,934
0554. Other Asset Purchases	0	0	0	736	0	736	(736)
0555. Plant Purchases	0	0	0	2,267	0	2,267	(2,267)
0570. Tyres/Tubes	35,000	35,000	652	22,025	1,332	23,357	11,643

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0571. Oils/Grease	5,000	5,000	208	2,780	0	2,780	2,220
0572. Miscellaneous	15,000	15,000	240	10,228	55	10,282	4,718
0573. Maintenance	18,000	18,000	487	11,113	909	12,022	5,978
0603. Other Sundry Expenses	1,000	1,000	3,022	8,666	0	8,666	(7,666)
0631. Motor Vehicle Registration Fees	46,000	46,000	0	46,052	0	46,052	(52)
0635. Motor Vehicle Insurance	80,000	80,000	0	0	0	0	80,000
0970. Plant Hire - Internal Usage	18,000	18,000	2,040	13,204	0	13,204	4,796
0680. Depreciation	430,000	600,000	0	0	0	0	600,000
0740. Depreciation Expense	430,000	600,000	0	0	0	0	600,000
<b>03560. Plant Recovery of Operating Costs</b>	<b>(1,175,000)</b>	<b>(1,345,000)</b>	<b>(106,172)</b>	<b>(747,184)</b>	<b>0</b>	<b>(747,184)</b>	<b>(597,816)</b>
0975. Plant Hire Recovery (Internal)	(1,175,000)	(1,345,000)	(106,172)	(747,184)	0	(747,184)	(597,816)
0975. Plant Hire Recovered	(1,175,000)	(1,345,000)	(106,172)	(747,184)	0	(747,184)	(597,816)
<b>07540. Plant Purchases</b>	<b>404,000</b>	<b>989,145</b>	<b>0</b>	<b>1,027,249</b>	<b>12,671</b>	<b>1,039,920</b>	<b>(50,775)</b>
0705. Plant Purchases	404,000	989,145	0	1,027,249	12,671	1,039,920	(50,775)
0555. Plant Purchases	404,000	989,145	0	1,027,249	12,671	1,039,920	(50,775)
<b>Depot Operations</b>	<b>153,000</b>	<b>153,000</b>	<b>(56,809)</b>	<b>39,253</b>	<b>21,358</b>	<b>60,611</b>	<b>92,393</b>
<b>03570. Works Depot Operations</b>	<b>153,000</b>	<b>153,000</b>	<b>7,517</b>	<b>99,260</b>	<b>15,200</b>	<b>114,461</b>	<b>38,542</b>
0300. Employee Costs	0	0	0	60	0	60	(60)
0507. Inventory Issued From Store	0	0	0	60	0	60	(60)
0350. Office Administration Expenditure	0	0	0	105	0	105	(105)
0500. Stationery & Office Consumables	0	0	0	105	0	105	(105)
0415. Utilities	13,000	13,000	2,697	11,589	0	11,589	1,412
0518. Water Charges	3,000	3,000	784	1,287	0	1,287	1,713
0520. Electricity	5,000	5,000	1,682	4,778	0	4,778	222
0521. Internal Rates	0	0	0	2,739	0	2,739	(2,739)
0640. Telephone Charges	5,000	5,000	230	2,784	0	2,784	2,216
0450. Sundry Expenses	15,000	15,000	629	17,474	11,628	29,102	(14,102)
0412. Freight Delivery	0	0	0	0	100	100	(100)
0508. Protective Clothing & Accessories	15,000	15,000	629	17,474	11,528	29,002	(14,002)
0501. Tools Replacement/Repairs	11,000	11,000	0	8,081	409	8,490	2,510
0401. Contractors	3,000	3,000	0	1,181	0	1,181	1,819
0525. Tools/Equipment Expensed (under \$xxxx)	8,000	8,000	0	6,900	409	7,309	691
0530. Building Maintenance	29,000	29,000	1,767	7,379	95	7,474	21,527
0301. Wages	1,000	1,000	0	0	0	0	1,000
0401. Contractors	22,000	22,000	302	302	0	302	21,698
0410. Other External Services	3,000	3,000	0	0	0	0	3,000
0505. Cleaning Supplies	0	0	0	782	0	782	(782)
0506. Materials Purchased	2,500	2,500	0	480	49	529	1,971
0507. Inventory Issued From Store	0	0	1,351	2,203	0	2,203	(2,203)
0524. Parts	0	0	0	29	0	29	(29)
0572. Miscellaneous	0	0	113	3,583	45	3,628	(3,628)
0970. Plant Hire - Internal Usage	500	500	0	0	0	0	500
0591. Fixed Plant & Equipment Maintenance	85,000	85,000	2,425	54,573	3,068	57,641	27,360
0301. Wages	20,000	20,000	1,055	21,539	0	21,539	(1,539)
0302. Overtime	0	0	0	31	0	31	(31)
0311. Other Employee Allowances	0	0	100	638	0	638	(638)
0401. Contractors	37,000	37,000	0	2,693	0	2,693	34,307
0410. Other External Services	3,000	3,000	0	268	0	268	2,732

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0412. Freight Delivery	0	0	0	31	0	31	(31)
0506. Materials Purchased	5,000	5,000	0	10,612	2,850	13,462	(8,462)
0507. Inventory Issued From Store	0	0	229	1,255	0	1,255	(1,255)
0524. Parts	0	0	0	224	0	224	(224)
0572. Miscellaneous	10,000	10,000	0	5,724	218	5,942	4,058
0573. Maintenance	0	0	745	6,275	0	6,275	(6,275)
0603. Other Sundry Expenses	0	0	0	4	0	4	(4)
0640. Telephone Charges	0	0	0	883	0	883	(883)
0970. Plant Hire - Internal Usage	10,000	10,000	295	4,395	0	4,395	5,605
<b>03580. Works / Labour Overheads</b>	<b>1,606,000</b>	<b>1,683,000</b>	<b>179,598</b>	<b>1,334,203</b>	<b>6,158</b>	<b>1,340,361</b>	<b>342,641</b>
0300. Employee Costs	1,560,000	1,637,000	175,330	1,283,364	4,718	1,288,082	348,919
0300. Salaries	0	0	(319)	(1,386)	0	(1,386)	1,386
0301. Wages	0	0	0	8,950	0	8,950	(8,950)
0310. Meal Allowance	0	0	192	192	0	192	(192)
0311. Other Employee Allowances	15,000	15,000	665	4,703	0	4,703	10,297
0315. Fringe Benefit Taxes	20,000	20,000	0	13,082	0	13,082	6,918
0321. Public Holidays	90,000	90,000	0	37,219	0	37,219	52,781
0322. Annual Leave	320,000	320,000	47,107	288,646	0	288,646	31,354
0323. Sick Leave	170,000	170,000	27,576	155,188	0	155,188	14,812
0324. Long Service Leave	150,000	150,000	3,969	33,974	0	33,974	116,026
0325. Study Leave	0	0	0	(58)	0	(58)	58
0326. Other Leave Expenses	35,000	35,000	6,846	43,778	0	43,778	(8,778)
0330. Superannuation - Council Contribution	580,000	640,000	76,702	490,396	0	490,396	149,604
0340. Other Employee Costs	50,000	67,000	11,137	89,512	2,727	92,239	(25,239)
0341. Medicals	5,000	5,000	730	5,054	1,455	6,509	(1,509)
0345. Workers Compensation Insurance	120,000	120,000	0	109,804	0	109,804	10,196
0400. Temp Staff Employed Through Agency	0	0	107	107	0	107	(107)
0506. Materials Purchased	0	0	0	795	0	795	(795)
0507. Inventory Issued From Store	0	0	118	965	0	965	(965)
0508. Protective Clothing & Accessories	5,000	5,000	500	1,882	536	2,418	2,582
0509. Uniforms / Clothes Purchased	0	0	0	560	0	560	(560)
0310. Staff Training	46,000	46,000	4,268	50,838	1,440	52,278	(6,278)
0300. Salaries	10,000	10,000	815	14,146	0	14,146	(4,146)
0301. Wages	10,000	10,000	3,409	14,476	0	14,476	(4,476)
0311. Other Employee Allowances	0	0	44	313	0	313	(313)
0401. Contractors	5,000	5,000	0	0	0	0	5,000
0603. Other Sundry Expenses	0	0	0	51	0	51	(51)
0644. Course Seminar & Conference Registration	15,000	15,000	0	21,715	1,440	23,155	(8,155)
0646. Travel Accommodation	6,000	6,000	0	0	0	0	6,000
0649. Meal Reimbursements	0	0	0	137	0	137	(137)
<b>03590. Works / Labour Overhead Recovery</b>	<b>(1,606,000)</b>	<b>(1,683,000)</b>	<b>(243,924)</b>	<b>(1,394,210)</b>	<b>0</b>	<b>(1,394,210)</b>	<b>(288,790)</b>
0986. Oncosts Recovered	(1,606,000)	(1,683,000)	(243,924)	(1,394,210)	0	(1,394,210)	(288,790)
0986. Oncosts Recovered	(1,606,000)	(1,683,000)	(243,924)	(1,394,210)	0	(1,394,210)	(288,790)
<b>Private Works</b>	<b>130,000</b>	<b>130,000</b>	<b>9,453</b>	<b>172,249</b>	<b>909</b>	<b>173,159</b>	<b>(43,158)</b>
<b>03600. Private Works</b>	<b>130,000</b>	<b>130,000</b>	<b>9,453</b>	<b>172,249</b>	<b>909</b>	<b>173,159</b>	<b>(43,158)</b>
0695. Private Works	130,000	130,000	9,453	172,249	909	173,159	(43,158)
0301. Wages	70,000	70,000	0	3,551	0	3,551	66,449
0311. Other Employee Allowances	0	0	0	37,113	0	37,113	(37,113)

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0345. Workers Compensation Insurance	0	0	1,943	1,943	0	1,943	(1,943)
0401. Contractors	30,000	30,000	6,455	61,303	0	61,303	(31,303)
0505. Cleaning Supplies	0	0	0	516	0	516	(516)
0506. Materials Purchased	30,000	30,000	348	3,317	909	4,226	25,774
0507. Inventory Issued From Store	0	0	173	13,754	0	13,754	(13,754)
0518. Water Charges	0	0	536	1,009	0	1,009	(1,009)
0520. Electricity	0	0	0	16,561	0	16,561	(16,561)
0572. Miscellaneous	0	0	0	7,266	0	7,266	(7,266)
0603. Other Sundry Expenses	0	0	0	23,112	0	23,112	(23,112)
0646. Travel Accommodation	0	0	0	2,510	0	2,510	(2,510)
0970. Plant Hire - Internal Usage	0	0	0	294	0	294	(294)
<b>Recreation Sport Leisure</b>	<b>4,319,000</b>	<b>5,921,141</b>	<b>104,783</b>	<b>5,727,187</b>	<b>189,701</b>	<b>5,916,889</b>	<b>4,253</b>
<b>03720. Swimming Pool(s) Operations</b>	<b>319,000</b>	<b>389,000</b>	<b>100,223</b>	<b>349,625</b>	<b>8,881</b>	<b>358,506</b>	<b>30,495</b>
0410. Insurance	0	0	0	11,641	0	11,641	(11,641)
0632. General Asset Insurance	0	0	0	11,641	0	11,641	(11,641)
0415. Utilities	26,500	26,500	56,692	76,924	0	76,924	(50,424)
0401. Contractors	0	0	404	404	0	404	(404)
0518. Water Charges	15,000	15,000	48,699	49,015	0	49,015	(34,015)
0520. Electricity	10,000	10,000	7,376	25,971	0	25,971	(15,971)
0640. Telephone Charges	1,500	1,500	214	1,534	0	1,534	(34)
0535. Swimming Pool Maintenance	192,500	262,500	43,531	261,060	8,881	269,941	(7,440)
0301. Wages	50,000	120,000	20,223	110,451	0	110,451	9,549
0302. Overtime	0	0	9,901	39,152	0	39,152	(39,152)
0311. Other Employee Allowances	0	0	275	1,353	0	1,353	(1,353)
0401. Contractors	80,000	80,000	11,661	62,638	7,698	70,336	9,664
0410. Other External Services	0	0	0	76	0	76	(76)
0506. Materials Purchased	40,000	40,000	0	9,838	0	9,838	30,162
0507. Inventory Issued From Store	0	0	0	4,069	0	4,069	(4,069)
0572. Miscellaneous	12,500	12,500	0	8,295	0	8,295	4,205
0573. Maintenance	0	0	302	15,833	1,183	17,016	(17,016)
0603. Other Sundry Expenses	0	0	0	223	0	223	(223)
0604. Audit Services Financial Reports	0	0	0	89	0	89	(89)
0640. Telephone Charges	0	0	0	1,380	0	1,380	(1,380)
0970. Plant Hire - Internal Usage	10,000	10,000	1,170	7,662	0	7,662	2,338
0680. Depreciation	100,000	100,000	0	0	0	0	100,000
0740. Depreciation Expense	100,000	100,000	0	0	0	0	100,000
<b>07720. Swimming Pool(s) Capital Works</b>	<b>4,000,000</b>	<b>5,532,141</b>	<b>4,560</b>	<b>5,377,563</b>	<b>180,820</b>	<b>5,558,383</b>	<b>(26,242)</b>
0700. Other Capital Works (new/improved asset)	0	0	0	28,000	0	28,000	(28,000)
0401. Contractors	0	0	0	28,000	0	28,000	(28,000)
0730. Building Capital Works	0	0	0	783,446	30,530	813,976	(813,977)
0301. Wages	0	0	0	55	0	55	(55)
0311. Other Employee Allowances	0	0	0	1	0	1	(1)
0401. Contractors	0	0	0	725,772	25,821	751,592	(751,592)
0506. Materials Purchased	0	0	0	49,691	4,709	54,401	(54,401)
0554. Other Asset Purchases	0	0	0	7,915	0	7,915	(7,915)
0970. Plant Hire - Internal Usage	0	0	0	13	0	13	(13)
0791. Fixed Plant & Equipment Capital Works	4,000,000	5,532,141	4,560	4,566,116	150,290	4,716,406	815,735
0301. Wages	0	0	0	512	0	512	(512)

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0311. Other Employee Allowances	0	0	0	5	0	5	(5)
0401. Contractors	4,000,000	5,532,141	4,560	4,493,080	150,290	4,643,370	888,771
0506. Materials Purchased	0	0	0	72,088	0	72,088	(72,088)
0970. Plant Hire - Internal Usage	0	0	0	431	0	431	(431)
<b>Fire Prevention and Emergency Services</b>	<b>577,200</b>	<b>639,200</b>	<b>83,338</b>	<b>344,170</b>	<b>14,803</b>	<b>358,973</b>	<b>280,226</b>
<b>04070. Fire Control Expenses</b>	<b>559,000</b>	<b>621,000</b>	<b>78,702</b>	<b>330,727</b>	<b>14,803</b>	<b>345,531</b>	<b>275,469</b>
0350. Office Administration Expenditure	21,500	21,500	4,875	10,822	0	10,822	10,678
0603. Other Sundry Expenses	20,000	20,000	4,786	10,015	0	10,015	9,985
0640. Telephone Charges	1,500	1,500	90	807	0	807	693
0400. Volunteer Support	3,000	3,000	0	618	0	618	2,382
0651. Volunteer Reimbursement of Expenses	3,000	3,000	0	618	0	618	2,382
0405. Grants / Donations Paid	284,000	284,000	0	0	0	0	284,000
0622. Donations Paid	245,000	245,000	0	0	0	0	245,000
0623. Sponsorships Paid	39,000	39,000	0	0	0	0	39,000
0410. Insurance	0	0	0	5,357	0	5,357	(5,357)
0632. General Asset Insurance	0	0	0	5,357	0	5,357	(5,357)
0415. Utilities	5,000	5,000	72,398	216,493	0	216,493	(211,493)
0520. Electricity	5,000	5,000	680	1,339	0	1,339	3,661
0625. Emergency Services Levy	0	0	71,718	215,154	0	215,154	(215,154)
0510. Grounds Maintenance	40,000	62,000	0	3,900	4,091	7,991	54,009
0401. Contractors	40,000	62,000	0	3,900	4,091	7,991	54,009
0530. Building Maintenance	14,500	14,500	0	5,699	0	5,699	8,801
0401. Contractors	5,000	5,000	0	5,699	0	5,699	(699)
0410. Other External Services	8,000	8,000	0	0	0	0	8,000
0507. Inventory Issued From Store	1,500	1,500	0	0	0	0	1,500
0591. Fixed Plant & Equipment Maintenance	66,000	106,000	1,429	87,839	10,712	98,551	7,449
0401. Contractors	46,000	86,000	0	66,492	10,712	77,204	8,796
0506. Materials Purchased	6,000	6,000	582	5,178	0	5,178	822
0522. Fuel	14,000	14,000	847	8,022	0	8,022	5,978
0603. Other Sundry Expenses	0	0	0	8,147	0	8,147	(8,147)
0680. Depreciation	125,000	125,000	0	0	0	0	125,000
0740. Depreciation Expense	125,000	125,000	0	0	0	0	125,000
<b>04080. State Emergency Service Expenses</b>	<b>18,200</b>	<b>18,200</b>	<b>4,636</b>	<b>13,442</b>	<b>0</b>	<b>13,442</b>	<b>4,757</b>
0350. Office Administration Expenditure	7,200	7,200	2,476	6,961	0	6,961	239
0603. Other Sundry Expenses	6,000	6,000	2,409	6,309	0	6,309	(309)
0640. Telephone Charges	1,000	1,000	67	605	0	605	395
0642. Internet & Other Communication Charges	200	200	0	47	0	47	153
0375. Office Equipment & Furniture	500	500	0	0	0	0	500
0401. Contractors	500	500	0	0	0	0	500
0405. Grants / Donations Paid	10,500	10,500	0	0	0	0	10,500
0622. Donations Paid	10,500	10,500	0	0	0	0	10,500
0415. Utilities	0	0	2,161	6,482	0	6,482	(6,482)
0625. Emergency Services Levy	0	0	2,161	6,482	0	6,482	(6,482)
<b>Development and Environmental Services</b>	<b>2,000,000</b>	<b>2,108,500</b>	<b>208,238</b>	<b>1,106,049</b>	<b>52,124</b>	<b>1,158,173</b>	<b>950,325</b>
<b>Buildings and Property</b>	<b>1,278,100</b>	<b>1,358,100</b>	<b>134,344</b>	<b>607,174</b>	<b>19,403</b>	<b>626,578</b>	<b>731,522</b>
<b>03490. Buildings Maintenance &amp; Operations</b>	<b>918,100</b>	<b>918,100</b>	<b>15,348</b>	<b>273,003</b>	<b>4,304</b>	<b>277,307</b>	<b>640,793</b>
0410. Insurance	49,000	49,000	0	48,768	0	48,768	232
0632. General Asset Insurance	49,000	49,000	0	48,768	0	48,768	232

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0415. Utilities	94,500	94,500	5,954	94,530	1,400	95,930	(1,430)
0401. Contractors	0	0	712	2,136	0	2,136	(2,136)
0518. Water Charges	10,000	10,000	4,678	7,461	0	7,461	2,539
0520. Electricity	27,000	27,000	341	14,161	0	14,161	12,839
0521. Internal Rates	42,000	42,000	0	50,074	0	50,074	(8,074)
0603. Other Sundry Expenses	10,500	10,500	0	18,688	1,400	20,088	(9,588)
0640. Telephone Charges	5,000	5,000	223	2,010	0	2,010	2,990
0425. Cleaning Costs	46,000	46,000	0	33,937	0	33,937	12,063
0401. Contractors	46,000	46,000	0	33,892	0	33,892	12,108
0507. Inventory Issued From Store	0	0	0	45	0	45	(45)
0510. Grounds Maintenance	32,000	32,000	3,148	26,643	0	26,643	5,358
0301. Wages	25,000	25,000	2,750	20,958	0	20,958	4,042
0311. Other Employee Allowances	0	0	29	226	0	226	(226)
0401. Contractors	2,000	2,000	0	0	0	0	2,000
0507. Inventory Issued From Store	0	0	0	29	0	29	(29)
0572. Miscellaneous	0	0	0	1,175	0	1,175	(1,175)
0573. Maintenance	0	0	0	1,084	0	1,084	(1,084)
0970. Plant Hire - Internal Usage	5,000	5,000	370	3,170	0	3,170	1,830
0530. Building Maintenance	146,600	146,600	6,246	66,422	2,904	69,326	77,273
0301. Wages	35,000	35,000	1,431	9,694	0	9,694	25,306
0302. Overtime	0	0	32	32	0	32	(32)
0311. Other Employee Allowances	0	0	15	230	0	230	(230)
0401. Contractors	94,000	94,000	4,576	48,559	1,433	49,992	44,008
0500. Stationery & Office Consumables	0	0	0	388	0	388	(388)
0506. Materials Purchased	3,520	3,520	5	4,031	17	4,047	(527)
0507. Inventory Issued From Store	7,040	7,040	32	118	0	118	6,922
0572. Miscellaneous	0	0	0	38	1,455	1,493	(1,493)
0573. Maintenance	0	0	0	2,106	0	2,106	(2,106)
0603. Other Sundry Expenses	0	0	0	(268)	0	(268)	268
0632. General Asset Insurance	0	0	0	212	0	212	(212)
0970. Plant Hire - Internal Usage	7,040	7,040	156	1,283	0	1,283	5,757
0591. Fixed Plant & Equipment Maintenance	0	0	0	2,704	0	2,704	(2,703)
0401. Contractors	0	0	0	8	0	8	(8)
0506. Materials Purchased	0	0	0	2,695	0	2,695	(2,695)
0680. Depreciation	550,000	550,000	0	0	0	0	550,000
0740. Depreciation Expense	550,000	550,000	0	0	0	0	550,000
<b>07490. Buildings Capital Works</b>	<b>360,000</b>	<b>440,000</b>	<b>118,996</b>	<b>334,171</b>	<b>15,100</b>	<b>349,271</b>	<b>90,729</b>
0730. Building Capital Works	360,000	440,000	118,996	334,171	15,100	349,271	90,729
0301. Wages	40,000	40,000	4,917	13,171	0	13,171	26,829
0302. Overtime	0	0	0	1,210	0	1,210	(1,210)
0311. Other Employee Allowances	0	0	74	196	0	196	(196)
0401. Contractors	304,500	384,500	113,486	311,813	15,100	326,913	57,587
0506. Materials Purchased	3,100	3,100	0	5,788	0	5,788	(2,688)
0507. Inventory Issued From Store	6,200	6,200	0	23	0	23	6,177
0970. Plant Hire - Internal Usage	6,200	6,200	518	1,970	0	1,970	4,230
<b>Planning</b>	<b>393,000</b>	<b>427,500</b>	<b>41,383</b>	<b>263,350</b>	<b>31,630</b>	<b>294,980</b>	<b>132,520</b>
<b>04010. Town Planning Office</b>	<b>393,000</b>	<b>427,500</b>	<b>41,383</b>	<b>263,350</b>	<b>31,630</b>	<b>294,980</b>	<b>132,520</b>
0300. Employee Costs	309,000	339,000	39,893	228,704	0	228,704	110,295

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0300. Salaries	309,000	339,000	39,893	228,688	0	228,688	110,312
0311. Other Employee Allowances	0	0	0	17	0	17	(17)
0310. Staff Training	43,000	35,000	1,140	28,008	2,890	30,898	4,102
0506. Materials Purchased	5,000	5,000	0	18,961	0	18,961	(13,961)
0644. Course Seminar & Conference Registration	35,000	27,000	1,140	7,387	2,890	10,277	16,723
0646. Travel Accommodation	3,000	3,000	0	1,660	0	1,660	1,340
0350. Office Administration Expenditure	1,000	1,000	0	1,653	300	1,953	(953)
0601. Advertising Press	1,000	1,000	0	700	300	1,000	0
0603. Other Sundry Expenses	0	0	0	953	0	953	(953)
0360. Professional Services	30,000	42,500	350	2,025	28,440	30,465	12,035
0401. Contractors	30,000	42,500	350	2,025	28,440	30,465	12,035
0970. Plant Hire (Internal)	10,000	10,000	0	2,959	0	2,959	7,041
0970. Plant Hire - Internal Usage	10,000	10,000	0	2,959	0	2,959	7,041
<b>Building</b>	<b>134,400</b>	<b>128,400</b>	<b>15,712</b>	<b>113,753</b>	<b>0</b>	<b>113,753</b>	<b>14,645</b>
<b>03740. Halls &amp; Community Centres</b>	<b>59,400</b>	<b>59,400</b>	<b>1,860</b>	<b>53,127</b>	<b>0</b>	<b>53,127</b>	<b>6,271</b>
0410. Insurance	20,000	20,000	0	17,979	0	17,979	2,021
0632. General Asset Insurance	20,000	20,000	0	17,979	0	17,979	2,021
0415. Utilities	16,400	16,400	697	12,831	0	12,831	3,568
0518. Water Charges	0	0	80	168	0	168	(168)
0520. Electricity	13,000	13,000	618	9,239	0	9,239	3,761
0521. Internal Rates	3,400	3,400	0	3,425	0	3,425	(25)
0425. Cleaning Costs	8,000	8,000	0	5,982	0	5,982	2,018
0401. Contractors	8,000	8,000	0	5,982	0	5,982	2,018
0510. Grounds Maintenance	2,000	2,000	0	974	0	974	1,026
0301. Wages	2,000	2,000	0	809	0	809	1,191
0311. Other Employee Allowances	0	0	0	10	0	10	(10)
0970. Plant Hire - Internal Usage	0	0	0	155	0	155	(155)
0530. Building Maintenance	13,000	13,000	1,163	15,362	0	15,362	(2,362)
0301. Wages	2,000	2,000	269	4,526	0	4,526	(2,526)
0311. Other Employee Allowances	0	0	2	43	0	43	(43)
0401. Contractors	11,000	11,000	857	8,992	0	8,992	2,008
0507. Inventory Issued From Store	0	0	0	27	0	27	(27)
0573. Maintenance	0	0	0	1,159	0	1,159	(1,159)
0970. Plant Hire - Internal Usage	0	0	34	615	0	615	(615)
<b>04020. Building Control Office</b>	<b>75,000</b>	<b>69,000</b>	<b>13,852</b>	<b>60,626</b>	<b>0</b>	<b>60,626</b>	<b>8,374</b>
0300. Employee Costs	66,000	60,000	6,537	47,216	0	47,216	12,784
0300. Salaries	66,000	60,000	6,521	47,076	0	47,076	12,924
0311. Other Employee Allowances	0	0	16	140	0	140	(140)
0399. Agency Fees	8,000	8,000	7,133	12,060	0	12,060	(4,060)
0603. Other Sundry Expenses	8,000	8,000	7,133	12,060	0	12,060	(4,060)
0970. Plant Hire (Internal)	1,000	1,000	182	1,350	0	1,350	(350)
0970. Plant Hire - Internal Usage	1,000	1,000	182	1,350	0	1,350	(350)
<b>Regulatory Services</b>	<b>184,500</b>	<b>184,500</b>	<b>16,799</b>	<b>119,531</b>	<b>1,091</b>	<b>120,622</b>	<b>63,878</b>
<b>04030. Parking &amp; Other Ranger Services</b>	<b>183,500</b>	<b>183,500</b>	<b>16,447</b>	<b>118,719</b>	<b>1,091</b>	<b>119,810</b>	<b>63,690</b>
0300. Employee Costs	135,000	135,000	15,813	98,371	0	98,371	36,629
0300. Salaries	135,000	135,000	15,737	97,653	0	97,653	37,347
0311. Other Employee Allowances	0	0	77	478	0	478	(478)
0340. Other Employee Costs	0	0	0	240	0	240	(240)

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0310. Staff Training	3,500	3,500	0	(947)	0	(947)	4,447
0644. Course Seminar & Conference Registration	3,500	3,500	0	(238)	0	(238)	3,738
0646. Travel Accommodation	0	0	0	(709)	0	(709)	709
0350. Office Administration Expenditure	3,000	3,000	69	3,469	0	3,469	(469)
0506. Materials Purchased	0	0	0	1,559	0	1,559	(1,559)
0603. Other Sundry Expenses	3,000	3,000	0	1,288	0	1,288	1,712
0640. Telephone Charges	0	0	69	622	0	622	(622)
0351. Animal Control	10,000	10,000	253	4,559	1,091	5,650	4,350
0401. Contractors	2,000	2,000	0	91	0	91	1,909
0506. Materials Purchased	6,000	6,000	253	3,333	1,091	4,424	1,576
0521. Internal Rates	0	0	0	742	0	742	(742)
0603. Other Sundry Expenses	2,000	2,000	0	393	0	393	1,607
0370. Subscriptions and Memberships	0	0	0	20	0	20	(20)
0503. Subscriptions Reference Materials	0	0	0	20	0	20	(20)
0970. Plant Hire (Internal)	32,000	32,000	312	13,247	0	13,247	18,753
0970. Plant Hire - Internal Usage	32,000	32,000	312	13,247	0	13,247	18,753
<b>04050. Other Law &amp; Order Expenditure</b>	<b>1,000</b>	<b>1,000</b>	<b>352</b>	<b>812</b>	<b>0</b>	<b>812</b>	<b>188</b>
0352. Abandoned Vehicles	1,000	1,000	352	812	0	812	188
0401. Contractors	1,000	1,000	352	812	0	812	188
<b>Public Health</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>2,241</b>	<b>0</b>	<b>2,241</b>	<b>7,760</b>
<b>04100. Health Administration &amp; Inspection</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>2,241</b>	<b>0</b>	<b>2,241</b>	<b>7,760</b>
0300. Employee Costs	9,500	9,500	0	2,118	0	2,118	7,383
0300. Salaries	9,000	9,000	0	2,100	0	2,100	6,900
0311. Other Employee Allowances	0	0	0	17	0	17	(17)
0970. Plant Hire - Internal Usage	500	500	0	0	0	0	500
0350. Office Administration Expenditure	500	500	0	0	0	0	500
0603. Other Sundry Expenses	500	500	0	0	0	0	500
0970. Plant Hire (Internal)	0	0	0	123	0	123	(123)
0970. Plant Hire - Internal Usage	0	0	0	123	0	123	(123)
<b>Grand Total</b>	<b>5,567,536</b>	<b>10,111,491</b>	<b>1,077,473</b>	<b>2,296,031</b>	<b>1,477,571</b>	<b>3,773,601</b>	<b>6,337,881</b>

**Hay Shire Council**  
**Master Account Details**  
**For Period March**

Master Account	YTD Actuals
<b>General Manager</b>	<b>1,242,439</b>
<b>General Manager's Office</b>	<b>418,284</b>
01000. General Managers Office Revenue	(890)
03000. General Manager's Office	419,174
<b>Elected Members</b>	<b>129,058</b>
01020. Elected Members Revenue	(1,025)
03020. Elected Members Expenses	125,233
03040. Election Expenditure	4,850
<b>Governance</b>	<b>266,192</b>
03050. Other Governance	266,192
<b>Tourism and Events</b>	<b>225,353</b>
01910. Events Promotion Revenue	(8,000)
01920. Tourism Revenue	(40,110)
03900. Area Promotion	69,795
03910. Events Staging & Promotion	36,230
03920. Tourism Operations	167,437
<b>Business and Economic Development</b>	<b>203,553</b>
02170. Economic Development Revenue	(293,441)
02171. Youth Programs	(53,968)
04160. Commercial Undertakings Operations	6,951
04170. Economic Development	68,242
04171. Economic Development Programs	338,635
04172. Youth Programs	137,133
<b>Corporate Services</b>	<b>(3,619,393)</b>
<b>Manager Corporate Service Office</b>	<b>543,627</b>
01100. Corporate Services Revenue	(48,564)
03100. Corporate Services Management	592,191
<b>Rates</b>	<b>(2,909,996)</b>
01110. Rates Revenue	(2,909,996)
<b>Finance</b>	<b>(1,783,539)</b>
01120. Financial Control Revenue	(2,079,796)
03120. Financial Control Operations	214,153
03121. Loan Repayments	82,104
<b>Information Technology</b>	<b>366,173</b>
03140. IT Services	366,173
<b>Libraries</b>	<b>179,276</b>
01710. Libraries	(77,945)
03710. Libraries	257,221
<b>Children Youth and Family Services</b>	<b>(4,692)</b>
01780. Children and Family Revenue	(31,672)
01800. Other Education Revenue	(80)

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03780. Children and Family Services	27,059
<b>Aged and Disability Care Services</b>	<b>(50,151)</b>
01810. Aged & Disabled Revenue	(340,730)
01820. Health Related Transport Revenue	(4,319)
01830. Meals On Wheels Revenue	(18,398)
03810. Aged & Disabled	310,716
03820. Health Related Transport	2,579
<b>Community Transport</b>	<b>(15,699)</b>
01860. Community Transport Revenue	(76,374)
03860. Community Transport	60,675
<b>Arts and Culture</b>	<b>55,609</b>
01880. Theatres & Museums Revenue	(12,500)
01881. Bishops Lodge Museum	(4,845)
01882. Hay Gaol Museum	(15,314)
01883. Dunera Museum	(12,710)
03880. Theatres & Museums	97,978
03890. Other Culture	3,000
<b>Engineering</b>	<b>3,720,463</b>
<b>Manager Engineering Office</b>	<b>637,577</b>
01200. Engineering Operations Revenue	(30,642)
03200. Engineering Operations Management	668,219
<b>Parks and Reserves</b>	<b>342,962</b>
01210. Foreshores & Beaches Revenue	(19,904)
01220. Noxious Weeds Revenue	(48,545)
03220. Noxious Weeds Expenditure	53,392
03230. Parks Reserves & Horticulture	334,200
07230. Parks Reserves & Horticulture Capital Works	23,819
<b>Sport and Recreation Facilities</b>	<b>26,106</b>
01240. Sport Grounds & Recreation Facilities Revenue	(17,273)
03240. Sport Grounds & Recreation Facilities	39,607
07240. Sport Grounds & Recreation Facilities Capital Wo	3,772
<b>Roads Bridges Footpaths</b>	<b>1,829,316</b>
01260. Roads & Bridges Revenue	(474,271)
01340. Regional Roads Revenue	(1,169,148)
03260. Roads & Bridges Maintenance	27,589
03300. Footpaths & Bike Track Maintenance	15,751
03310. Kerb & Gutter Maintenance	4,829
03320. Road Furniture Maintenance	7,702
03330. Urban Streets Maintenance	202,264
03340. Regional Roads Maintenance	306,879
03350. Sealed Rural Roads	94,760
03360. Unsealed Rural Roads Maintenance	607,312
07280. Bridges Capital Works	1,615,278
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	371,168

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<b>Street Lighting</b>	<b>17,383</b>
01390. Street Lighting Revenue	(42,000)
03390. Street Lighting Operations	59,383
<b>Stormwater Drainage</b>	<b>57,768</b>
03400. Stormwater Drainage Maintenance	37,492
07400. Stormwater Drainage Capital Works	20,276
<b>Waste Management</b>	<b>(343,636)</b>
01410. Waste Management Revenue	(985,832)
03420. Domestic Refuse Collection	105,634
03430. Waste Disposal Site Operations	535,611
07410. Waste Management Capital Works	950
<b>Sanitation</b>	<b>148,286</b>
03450. Public Amenities Maintenance	142,213
03460. Other Sanitation Expenditure	6,073
<b>Water</b>	<b>(219,465)</b>
21000. Water Revenue Fund 2	(1,184,261)
23000. Water Infrastructure Operations Fund 2	347,856
23100. Water Infrastructure Asset Maintenance Fund 2	423,356
27000. Water Infrastructure Capital Works Fund 2	193,584
<b>Sewer</b>	<b>(525,375)</b>
31000. Sewerage Services Revenue Fund 3	(1,279,017)
33000. Sewerage Services Operations Fund 3	576,858
33100. Sewerage Services Asset Maintenance Fund 3	141,475
37000. Sewerage Services Infrastructure Capital Works f	35,309
<b>Aerodrome</b>	<b>47,532</b>
01510. Aerodrome Revenue	(9,547)
03510. Aerodrome Operations	57,078
<b>Quarry Operations</b>	<b>5,784</b>
03520. Quarries & Pits Operations	5,784
<b>Cemeteries</b>	<b>52,238</b>
01530. Cemetery Revenue	(37,027)
03530. Cemetery Operations	82,365
07530. Cemetery Capital Works	6,900
<b>Plant Operations</b>	<b>728,541</b>
01540. Plant & Workshop Operating Revenue	(8,010)
01550. Plant Disposal Proceeds Revenue	(99,576)
03550. Plant Operating Expenses	556,062
03560. Plant Recovery of Operating Costs	(747,184)
07540. Plant Purchases	1,027,249
<b>Depot Operations</b>	<b>39,253</b>
03570. Works Depot Operations	99,260
03580. Works / Labour Overheads	1,334,203
03590. Works / Labour Overhead Recovery	(1,394,210)
<b>Private Works</b>	<b>26,631</b>
01600. Private Works Revenue	(145,619)
03600. Private Works	172,249
<b>Recreation Sport Leisure</b>	<b>614,258</b>
01720. Swimming Pool(s) Revenue	(5,112,930)

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03720. Swimming Pool(s) Operations	349,625
07720. Swimming Pool(s) Capital Works	5,377,563
<b>Fire Prevention and Emergency Services</b>	<b>235,306</b>
02070. Fire Control Revenue	(108,864)
04070. Fire Control Expenses	330,727
04080. State Emergency Service Expenses	13,442
<b>Development and Environmental Services</b>	<b>952,522</b>
<b>Buildings and Property</b>	<b>548,308</b>
01490. Buildings Revenue	(58,866)
03490. Buildings Maintenance & Operations	273,003
07490. Buildings Capital Works	334,171
<b>Planning</b>	<b>200,170</b>
02010. Town Planning Office Revenue	(63,180)
04010. Town Planning Office	263,350
<b>Building</b>	<b>95,623</b>
01740. Halls & Community Centres Revenue	(2,573)
02020. Building Control Office Revenue	(15,557)
03740. Halls & Community Centres	53,127
04020. Building Control Office	60,626
<b>Regulatory Services</b>	<b>110,975</b>
02030. Parking & Other Ranger Services Revenue	(6,167)
02050. Other Law & Order Revenue	(2,389)
04030. Parking & Other Ranger Services	118,719
04050. Other Law & Order Expenditure	812
<b>Public Health</b>	<b>(2,555)</b>
02100. Health Administration & Inspection Revenue	(4,795)
04100. Health Administration & Inspection	2,241
<b>Assets</b>	<b>269,373,947</b>
<b>Current Assets</b>	<b>19,462,603</b>
19000. Cash	1,630
19001. Municipal Bank Account	6,225,741
19002. Interfund Fund 1	(3,825,440)
19010. Bank Investments	7,884,751
19017. Waste Debtors	239,914
19020. Rate Debtors	842,607
19021. Debtors	636,140
19025. Other Current Accrued Assets	90,621
19035. Stock/Inventory On Hand	110,601
29002. Fund 2 Interfund Fund 2	2,480,994
29010. Fund 2 Bank Investments	836,998
29020. Fund 2 Water Debtors	340,020
29025. Fund 2 Other Current Accrued Assets	4,480
39002. Fund 3 Interfund Fund 3	1,344,446
39010. Fund 3 Bank Investments	1,887,539
39020. Fund 3 Sewer Debtors	352,450
39025. Fund 3 Other Current Accrued Assets	9,113
<b>Non Current Assets</b>	<b>249,911,344</b>
19150. Land	2,240,500

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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
<b>Liabilities</b>	<b>(4,259,545)</b>
<b>Current Liabilities</b>	<b>(788,552)</b>
19205. Creditors	(104,937)
19206. Uninvoiced Creditor Control	(167,260)
19207. GST Creditor	65,908
19208. Trust & Deposits	(189,584)
19225. Other Current Accrued Liabilities	(12,429)
19240. Short Term Provisions	(380,251)
<b>Non Current Liabilities</b>	<b>(3,470,993)</b>
19325. Other Non Current Accrued Liabilities	(108,331)
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)
<b>Equity</b>	<b>(267,320,463)</b>
<b>Retained Surplus</b>	<b>(86,014,306)</b>
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)
<b>Asset Revaluation Reserve</b>	<b>(181,306,158)</b>
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)
<b>Suspense</b>	<b>(90,539)</b>
<b>Suspense</b>	<b>(90,539)</b>

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19735. Payroll Suspense

(90,539)

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**Grand Total**

**(569)**

## C9 – Planning and Compliance Report

<b>REPORTING OFFICER</b>	Executive Manager– Planning and Compliance
<b>ATTACHMENTS</b>	Nil

### DEVELOPMENT ASSESSMENT

#### Development Applications – 12th March 2026 to 15th April 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 2025-37 – Sheaffe Brother Pty Ltd – 577 Lachlan Valley Way, Booligal – Forestry – In process *(additional information requested)*
- DA 2025-48 – Jock Crighton – 323 Lang St, Hay - Extension of earthworks, retaining wall, boundary fence, shed – Approved
- DA 2025-58 – Allen Williment – 4 Roset St, Hay – Shed – Approved
- DA 2026-2 – Hugh McCormick - 465 Church St, Hay – Shed – Approved
- DA 2026-6 – Jack Morrison – 425 Sidonia Rd, Hay – Subdivision into 3 lots – In process
- DA 2026-7 – Toni Burns – 375 Russell St, Hay – 1.8m fence – Approved
- DA 2026-8 – Mitchell Busch – 520 Brewery St, Hay – Skillion added to shed – Approved
- DA 2026-9 – David Robson – 25188 Sturt Highway, Hay – Demolition of house – Approved
- DA 2026-10 – Zane Gash – 238 Bourke St, Hay – Erection of new home & shed – Approved
- DA 2026-11 – Dylan Lund – 379 Russell St, Hay – 2-3 units, demolition of sheds – In process *(additional information requested)*
- DA 2026-12 – Lance Edmonds – 264 Lachlan St, Hay – Demolition of all buildings & structures – In process
- DA 2026-13 – Mark Hannah – 431 Cadell St, Hay – Carport – Approved
- CDC2026-6 – Richard Gee – 3 Boon St, Hay – Swimming Pool – 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
- Buildings-structural investigations for future upgrades
- General building assets being inspected for ongoing maintenance

Public Health Inspections:

- Round 2 food inspections have begun
- Motel pool inspections in progress
- Health inspections to begin shortly
- Inspected new home-based business

Aerodrome:

- Air Services Australia have requested some more information re: newly installed obstacles
- Rabbit infestation next to runway; baiting has been successful with numbers reduced

Swimming Pool Precinct:

- Splash Park mandatory chemical 5/wk and Microbe Testing every 2/wk – no issues
- New pool operation is underway with daily chemical testing of the pools - no issues
- Recent health testing is showing pool sanitising operation very successful
- FOB system underway and going well
- Monitoring system installed
- Preparation to begin shortly for winterizing of pools

Other:

- Monthly playground inspections in progress
- Maude Hall, has some flooring issues being addressed
- Council Chambers refurbishment completed
- Preparations for Anzac Day begun

<b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b>	<p><b>Civic Leadership</b></p> <p>4.2 Our community is supported by a strong and resilient Council that is responsive to its needs</p> <p>4.2.1 Provide an advocacy role on behalf of the community</p> <p>4.2.2 Inform and empower community input into decision making</p> <p>4.2.3 Our community has access to Council information, services and facilities</p>
<b>FINANCIAL IMPLICATION</b>	N/A
<b>LEGISLATIVE IMPLICATION</b>	<p>Environmental Planning &amp; Assessment Act 1979</p> <p>Hay Local Environmental Plan 2011</p> <p>Companion Animals Act 1998 (NSW) and Companion Animals Regulation 2018 (NSW)</p> <p>Impounding Act 1993 (NSW) and Impounding Regulation 2017 (NSW)</p> <p>Prevention of Cruelty to Animals Act 1979 (NSW) (POCTA) and associated Regulations</p> <p>Local Government Act 1993 (NSW)</p> <p>Biosecurity Act 2015 (NSW) and associated Regulations</p> <p>Public Spaces (Unattended Property) Act 2021 (NSW)</p>
<b>POLICY IMPLICATION</b>	Compliance with relevant policies and legislation
<b>ASSET IMPLICATION</b>	N/A
<b>RISK IMPLICATION</b>	Potentially high risk of litigation

**RECOMMENDATION**

That Council notes the information provided in the report.

**C10 - Major Projects Update**

<b>REPORTING OFFICER</b>	General Manager
<b>ATTACHMENTS</b>	- Nil

**INTRODUCTION**

Council has been successful in attracting a variety of funding over the last several years.

**COMMENTARY**

Find below a summary of the projects, and actions currently being undertaken.

**STRONGER COUNTRY COMMUNITY – ROUND 2 PROJECTS**

<b>Project</b>	<b>Progress</b>
<b>Hay Park Female &amp; Officials Amenities</b>	• Complete.
<b>Lachlan Street Civic Space Project (Witcombe Place)</b>	• Complete.
<b>Booligal Community Project – New toilet block and installation of Public Art</b>	• Complete.
<b>Maude Community Projects - New toilet block, Re-stumping and re-roofing of hall and installation of Public Art</b>	• Complete.
<b>Upgrade and extension to the Hay Park number 1 oval canteen</b>	• Complete.

**STRONGER COUNTRY COMMUNITY – ROUND 3 PROJECTS – COMPLETION BY END OF 2022**

<b>Water Play</b>	• Complete.
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**DROUGHT PROJECTS ROUND 1 – ALL PROJECTS EXTENDED TO JULY 2021**

<b>Dunera Museum</b>	• Complete.
<b>Hay Gaol</b>	• Complete.
<b>Recalibrate Hay</b>	• Complete.
<b>Water Tower Art</b>	• Complete.
<b>War Memorial Hall Upgrades</b>	• Complete.

**DROUGHT PROJECTS ROUND 2 –ALL PROJECTS EXTENDED TILL JULY 2021**

<b>Pocock Park</b>	• Complete.
<b>No 3 and 4 Oval Toilets</b>	• Complete.
<b>VIC Expansion</b>	• Complete.
<b>Bike Paths</b>	• Complete.
<b>Gaol Toilets Refurbishment</b>	• Complete.
<b>Shire Entrance Signs</b>	• Complete.
<b>Recalibrate Hay Phase 2</b>	• Complete
<b>Adverse Event Plan</b>	• Complete.
<b>Showgrounds</b>	• Complete.

**SHOWGROUNDS STIMULUS FUNDING ROUNDS 1 AND 2 – AND CROWN LANDS GRANT**

<b>Phase 1</b>	• Complete.
<b>Phase 2c</b>	• Complete
<b>Phase 3</b>	• Complete

**STATUS OF OTHER PROJECTS**

<b>Federal Government's 'Local Roads &amp; Community Infrastructure Funding' Phase 1</b>	• Complete
<b>Federal Government's 'Local Roads &amp; Community Infrastructure Funding' Phase 2</b>	• Complete
<b>COAG19(2) Funding</b>	• Complete.
<b>Regional Aerodrome funding (Round 1)</b>	• Complete
<b>NSW Boating Now Round 3</b>	• Complete.
<b>Heavy Vehicle Access Program</b>	• Complete.
<b>Maude Bridge</b>	• Complete.
<b>Community Resilience Grant</b>	• Complete.
<b>Integrated Water Cycle Management Plan (IWCM)</b>	• Complete.
<b>Developer Servicing Plan (DSP)</b>	• Complete.
<b>Scoping Study – Water Treatment Plant</b>	• Complete.

<b>RFS Shed - Booligal</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Streetlighting Upgrade</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Flood Risk Management Grant</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Lachlan Street Civic Space Project (Witcombe Place) – Phase 2</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Fixing Country Roads &amp; Fixing Local Roads</b>	<ul style="list-style-type: none"> <li>• FLR R1 – complete.</li> <li>• FLR R2 - complete.</li> <li>• FLR R3 – complete.</li> </ul>
<b>Bridge Renewal Program (Round 5)</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>Fixing Country Bridges Program</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>NSW Heritage Grants 2021-23</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>NSW Heritage Grants 2025-27</b>	<ul style="list-style-type: none"> <li>• Council has been successful in its application for funding for the next two years. Funding agreement signed.</li> <li>• Next visit by the heritage advisor is scheduled for late May 2026.</li> </ul>
<b>Murray Darling Basin Economic Development Program – Round 3</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>NSW Regional Sports Facility Fund (Round 1)</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Regional Airports Program (Round 2)</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Stronger Country Communities Fund - Round 4</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>2021-22 Crown Reserves Improvement Fund</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Local Roads and Community Infrastructure – Phase 3</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>NSW EPA – FOGO Infrastructure and Collection Grants</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>NSW EPA – Remanufacture NSW Grant Round 2</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>Open Spaces Program – Places to Play</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Recreational Fishing and Camping Program</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Murray Street Entrance Park</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Swimming Pool Refurbishment</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>

<b>Growing Regions Program – Round 2</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Bridges Renewal Program (Round 6)</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Fixing Local Roads Potholes Program – Rounds 1 and 2.</b>	<ul style="list-style-type: none"> <li>• The NSW Government released a \$50M &amp; \$500M programs for funding to repair potholes in each LGA.</li> <li>• Round 1 application successful - \$323,242.97– Complete.</li> <li>• Round 2 application successful - \$1.716M. Heavy – Complete.</li> <li>• 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.</li> </ul>
<b>Strategic Business Case Fund</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Fixing Local Roads – R4</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Stronger Country Communities Fund – R5</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Regional Housing Strategic Planning Fund</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>Fixing Country Roads Program</b>	<ul style="list-style-type: none"> <li>• Complete.</li> </ul>
<b>Saluting Their Service Commemorative Grants Program</b>	<ul style="list-style-type: none"> <li>• Complete</li> </ul>
<b>Integrated Water Cycle Management Plan (IWCM)</b>	<ul style="list-style-type: none"> <li>• Completed.</li> </ul>
<b>Heavy Vehicle Safety &amp; Productivity Program</b>	<ul style="list-style-type: none"> <li>• Cobb Highway intersection into aerodrome - \$1.4M, with 80% (\$1.120M) from HVSP and 20% (\$0.28M) from Council. Application successful.</li> <li>• Start up meeting held with the funding body.</li> <li>• Fully executed funding agreement received and start up meeting held.</li> <li>• 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.</li> <li>• Finalising WAD with TfNSW. Some redesign work required, plus start up documentation for TfNSW.</li> <li>• Tenders have been awarded.</li> <li>• It is anticipated that main construction works will commence in early May 2026.</li> </ul>

<b>Local Government Recovery Grant</b>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<b>Heavy Vehicle Safety &amp; Productivity Program</b>	<ul style="list-style-type: none"> <li>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.</li> <li>HVRA application for truck stop in Hay - \$3.389M, with grant funding request of \$2.711M.</li> <li>Grant successful and funding agreement signed.</li> <li>Part 5 Environmental Assessment (REF) has been completed.</li> <li>Design finalised 'For Construction'. Received s138 Approval from TfNSW. Fencing works completed, and services protection completed.</li> <li>Plan of Management (POM) has been updated and adopted by Council.</li> <li>The main construction works have commenced.</li> <li>Tenders have been awarded.</li> </ul>
<b>Local Roads Community Infrastructure (LRCI) – Phase 4</b>	<ul style="list-style-type: none"> <li>Complete.</li> </ul>
<b>Crown Reserves Improvement Fund (CRIF) 23-24</b>	<ul style="list-style-type: none"> <li>Complete.</li> </ul>
<b>Boating Now – Asset Maintenance Program</b>	<ul style="list-style-type: none"> <li>Complete.</li> </ul>
<b>Community Energy Upgrades Fund Program (CEUF) – Round 2</b>	<p>A targeted, competitive grant program that provides co-funding for energy upgrades at existing local government facilities.</p> <p>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.</p> <p>Application submitted – total project of \$154,000 with funding 50/50.</p> <ul style="list-style-type: none"> <li>Council has been successful with this grant. Funding agreement executed and project is in the planning phase, with quotes being sourced.</li> </ul>
<b>Saluting Their Service – War Memorials Grant</b>	<ul style="list-style-type: none"> <li>Application submitted for interpretative displays and memorial works at the Showground, as per draft Master Plan.</li> <li>Total project cost \$20,000, with \$10,000 received in grant funding.</li> <li>Council was successful with grant application. Executed finding agreement.</li> </ul>

	<ul style="list-style-type: none"> <li>• Project in planning phase with Heritage Advisor.</li> </ul>
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#### OTHER FUNDING APPLIED FOR AND PENDING

<b>Floodplain Management Program 2025/26</b>	<ul style="list-style-type: none"> <li>• Staff are working on application as reported to the March meeting for: <ul style="list-style-type: none"> <li>- North and South Hay Levee Upgrade Feasibility Study - The total cost is \$160K (ex GST) which requires a Council contribution of \$22,857; and</li> <li>- Hay and Maude Flood Warning System Review - The total cost is \$110K (ex GST) which requires a Council contribution of \$15,714.</li> </ul> </li> </ul> <p>Applications close 28<sup>th</sup> May 2025. Application has been submitted.</p> <p>It is expected Council will hear an official announcement shortly.</p>
<b>Crown Reserves Improvement Fund (CRIF) - 2025-26 Round</b>	<ul style="list-style-type: none"> <li>• To financially support projects that will have a high community impact.</li> <li>• Minimum grant is \$50,000 to maximum \$1M</li> <li>• Staff recommend an application 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.</li> </ul> <ul style="list-style-type: none"> <li>• Application has been submitted.</li> </ul>
<b>2026-27 Floodplain Management Program</b>	<ul style="list-style-type: none"> <li>• The next round of the Floodplain Management Program is open. Staff are in discussions with the Department to submit the following application: <ol style="list-style-type: none"> <li>1. Detailed design for the Maude Flood Levee</li> <li>2. Booligal Flood Study and FRMS&amp;P</li> </ol> </li> <li>• Funding is at 6:1 ratio</li> <li>• Both projects are estimate to cost \$180,000 each, meaning Council's contribution is approximately \$25,715 per project</li> <li>• Applications submitted.</li> </ul>

**Other projects** that are in the project formulation phase or that staff are looking for funding include:

<b>Project</b>	<b>Shovel Ready</b>	<b>Estimated Cost</b>	<b>Comment</b>
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	<ul style="list-style-type: none"> <li>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."</li> <li>The proposed park reflects the natural areas in the LGA, with suitable artworks, seating and viewing platforms.</li> </ul>
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	\$3M	Upgrade of Lachlan Streetscape as determined in the Lachlan Street Masterplan.
Marking of un-marked graves at Hay Cemetery.	No	\$450,000	The Marking of the un-marked graves, including Servicemen at the Hay Cemetery.
Community Building	No	\$3.5M	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.
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<p><b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b></p>	<p><b>Social</b></p> <p>1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs</p> <p>1.2.1 Enhance public recreation areas and facilities</p> <p>1.2.2 Placemaking with purpose</p> <p>1.2.3 Deliver infrastructure that are responsive to the community's needs</p> <p>1.2.4 Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive</p> <p>1.5 Our community is inclusive and sustainable</p> <p>1.5.1 Residents of all abilities and cultures have access to public facilities</p> <p>1.5.5 Facilitate access public spaces for cultural and community events</p> <p>1.5.6 Support cultural programs and initiatives, including First Nations</p> <p><b>Environmental</b></p> <p>2.3 Celebrate and Promote our unique natural environment</p> <p>2.2.2 Support local community groups, first nations groups, and other agencies working with the natural environment</p> <p>2.4 Enhance the built environment</p> <p>2.4.1 Maintain and beautify urban areas.</p> <p>2.4.2 Support and promote public art initiatives</p> <p>2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.</p> <p>2.5 Our community is inclusive and sustainable</p> <p>2.5.1 People of all abilities have access to natural environments, cycleways and passive areas.</p> <p>2.5.2 Support cultural environmental initiatives</p> <p>2.5.3 Advocate for water security and practices</p> <p>2.5.4 Develop and implement a sustainable waste management strategy</p> <p>2.5.5 Facilitate and support sustainable practices across our community</p> <p><b>Economic</b></p> <p>3.2 Our community values its history and tourism</p> <p>3.2.4 Showcase our open space, recreation and cultural facilities</p> <p><b>Civic Leadership</b></p> <p>4.2 Our community is supported by a strong and resilient Council that is responsive to its needs</p> <p>4.2.2 Inform and empower community input into decision making</p> <p>4.2.3 Our community has access to Council information, services and facilities</p>
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<b>FINANCIAL IMPLICATION</b>	Minimal. Some grant programs require co-contribution, which would be funded through current budget or other grant funded programs.
<b>LEGISLATIVE IMPLICATION</b>	Nil
<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Any new assets must be operated and maintained by Council into the future.
<b>RISK IMPLICATION</b>	Minimal.

**RECOMMENDATION**

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

## C11 – Operations Monthly Update Report

<b>REPORTING OFFICER</b>	Executive Manager Engineering & Operations
<b>ATTACHMENTS</b>	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.
- Maintenance grading Old Thelangerin Road.
- Shoulder grading MR501 – Lachlan Valley Way
- Urban street cleaning
- Brewery Street upgrade
- Slashing at Booligal and Maude
- Pothole patching



Brewery Street upgrade



MR501 Shoulder grading



Culvert repairs – West Burrabogie Road



Maintenance grading – Booligal/Gunbar Road

**Upcoming Roadworks**

- Old Thelangerin Road maintenance grading
- Nap Nap Road maintenance grading

**Plant Purchases**

- Road plainer attachment for the 5 tonne excavator



**Plant Disposal**

- HACC Bus
- HACC sedan

**Major Plant repairs/breakdowns**

- Garbage truck

**Depot**



Stores



Showgrounds mower maintenance

### **Aerodrome**

- Weekly inspections.
- Grounds maintenance.
- Aerodrome access survey set out
- Delivery of box culverts for heavy vehicle access upgrade.

### **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



Hay Park



Lions Park



Library planter boxes replanting



Robotic mower demo for Hay pool.



New goal posts number 1 oval



Madman's Bend footbridge damage from fallen gum tree



Amenities cleaning

### **Pool**

- Investigate the outside irrigation system connection to the new inside system
- Grounds maintenance.
- Monitoring pool chemicals and
- Undertaking supervision of patrons

### **Cemetery**

- Maintenance of the Lawn and traditional cemeteries.
- Grave digging lawn and general cemetery.

### **Waste**

- Undertaken shredding of plastics and old broken timber pallets.
- 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





Bagging machine



Trommel for grading the soil enhancer



Shredder at the FOGO site in action

**Town Construction**

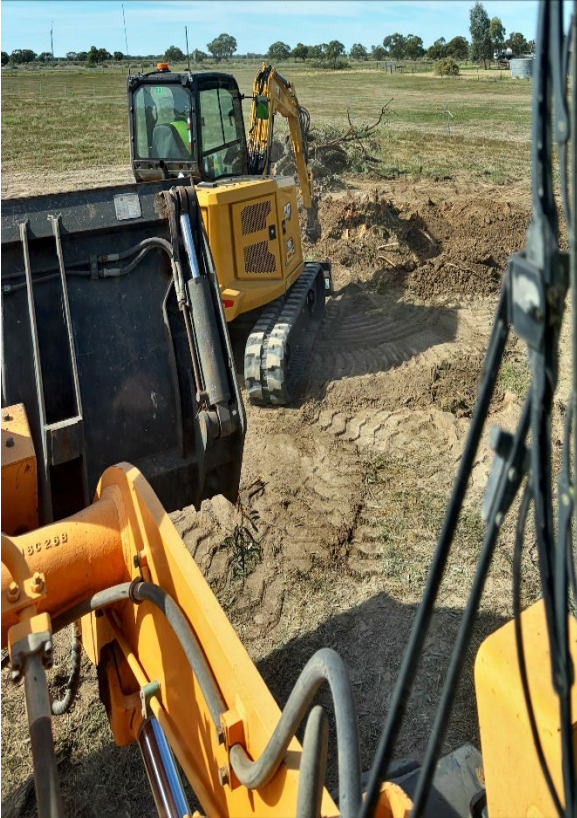
- Town Streets pothole maintenance.
- Road shoulder repairs
- Local sealed road pothole repairs
- Assisting the Water and Sewer Department.
- Tip maintenance.
- Grave digging.



Hardstand area to Hay High School



Tree removals at the HVRA



Heavy Vehicle Rest Area tree removals



New accessible ramp in Moss Street



Delivery of box culverts to the Aerodrome heavy vehicle access site

### Utilities

- Various water meter replacements.
- Water meter rereads
- Water Treatment Plant daily operations and maintenance.
- Sewer Treatment Plant daily operations and maintenance.
- Various water leak repairs.
- Stormwater pit maintenance.
- Bore water drilling for secondary water supply investigations
- Drain and clean the clarifier at the water treatment plant
- Painting fire hydrant lids
- Various fire hydrant replacements.
- Fire hydrant flushing.
- Sewer Main Repairs



Repairs to actuator at Leonard St Reservoir



Filtered water repair piper street



clarifier wash out at water treatment plant



clarifier wash out at water treatment plant



300mm raw water main repair



Filtered water service repair in Macauley Street



Service connection repairs



300mm Raw water main repair



100mm Raw water main repair



hydrant repair



100mm Raw water main repair



Sandy point pipe and pump repairs



Lang street sewer pumping station – ragging



50mm filtered water repair



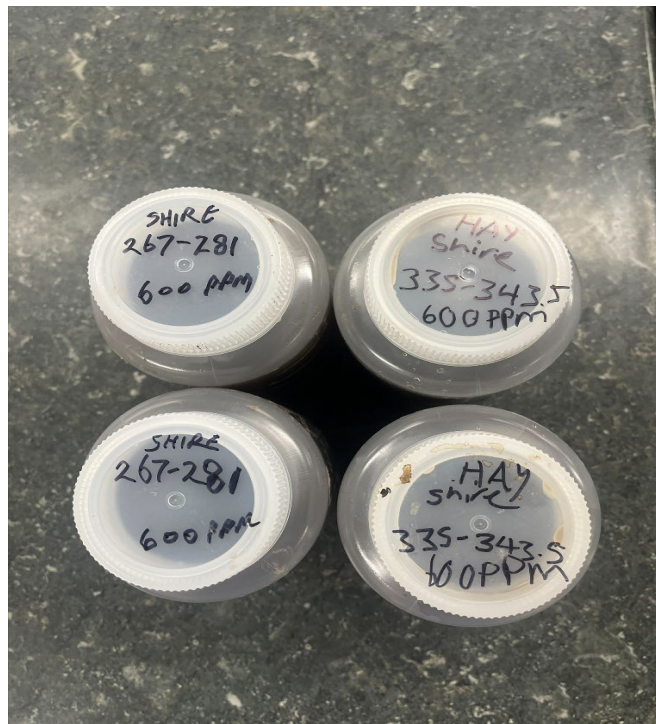
100mm Raw water main repair



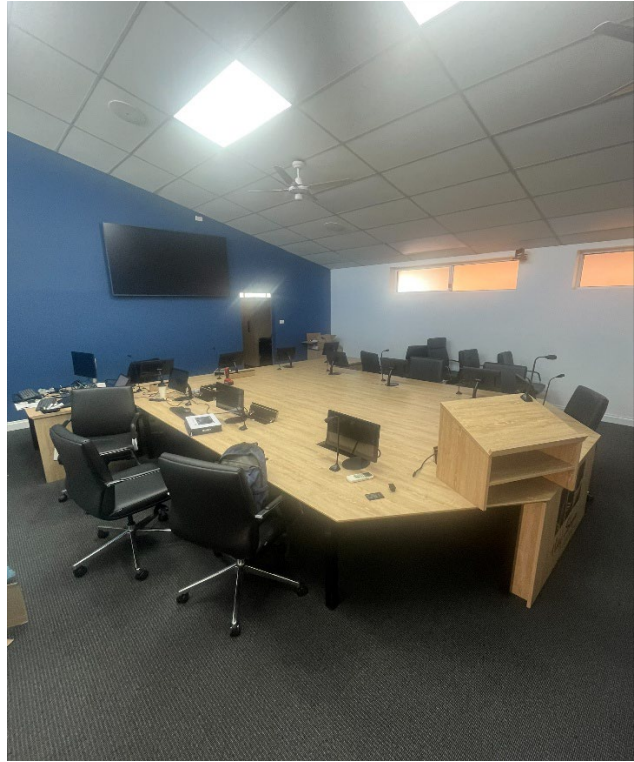
Showgrounds bore water drilling investigations



Pine Street bore water investigations



Water samples from the bore investigations



Council Chambers refurbishment

## Weeds



Spraying at Hay gaol



**Operations Staff Training**

- Chemical accreditation training x 3
- Water treatment plant operations part 1 - chemical dosing x 1

<p><b>RELEVANCE TO STRATEGIC COMMUNITY PLAN</b></p>	<p><b>Social</b></p> <p>1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs</p> <p>1.2.1 Enhance public recreation areas and facilities</p> <p>1.2.2 Placemaking with purpose</p> <p>1.2.3 Deliver infrastructure that are responsive to the community's needs</p> <p>1.5 Our community is inclusive and sustainable</p> <p>1.5.5 Facilitate access public spaces for cultural and community events</p> <p><b>Environmental</b></p> <p>2.1 Council is resilient and adaptive</p> <p>2.1.1 Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure.</p> <p>2.1.2 Foster sustainable energy solutions and practices to reduce Council's footprint.</p> <p>2.4 Enhance the built environment</p> <p>2.4.1 Maintain and beautify urban areas.</p>
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	<p>2.4.3 Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.</p> <p>2.5 Our community is inclusive and sustainable</p> <p>2.5.1 People of all abilities have access to natural environments, cycleways and passive areas.</p> <p>2.5.4 Develop and implement a sustainable waste management strategy</p> <p><b>Economic</b></p> <p>3.2 Our community values its history and tourism</p> <p>3.2.4 Showcase our open space, recreation and cultural facilities</p> <p><b>Civic Leadership</b></p> <p>4.1 Our Council leads by example</p> <p>4.1.1 Implement and promote best practice governance</p> <p>4.1.2 Monitor and evaluate Council's strategic planning documents</p> <p>4.1.3 Be environmentally responsible in decision making</p> <p>4.1.4 Council will seek to continuously improve</p>
<b>FINANCIAL IMPLICATION</b>	Works undertaken in accordance with adopted Operational Plan.
<b>LEGISLATIVE IMPLICATION</b>	Nil
<b>POLICY IMPLICATION</b>	Nil
<b>ASSET IMPLICATION</b>	Assets maintain and replaced as they fall due.
<b>RISK IMPLICATION</b>	Minimal

**RECOMMENDATION**

That Council notes the information provided in the report.

## **MINUTES INDEX**

- Hay Showground Management Committee 16.03.2026
- Hay Shire Audit Risk and Improvement Committee 01.04.2026

# HAY SHOWGROUND MANAGEMENT COMMITTEE

## General Meeting Minutes

**Meeting Date and Time:** 16<sup>th</sup> March 2026

**Meeting Opened:** 6.00pm

**Meeting Location:** Council Chambers

**Meeting Chair:** David Webb

**Attendance:**

<b>Secretary/BNS</b>	<b>Serena Wall</b>
<b>Treasurer/Canassist</b>	<b>Jane Griffiths</b>
<b>Hay Gun Club</b>	
<b>Hay Jockey Club</b>	<b>Mike Cannon</b>
<b>Hay Rodeo</b>	<b>Alex Curtis</b>
<b>Hay Show Society</b>	<b>Geoff Chapman</b>
<b>Hay Sheep Show</b>	
<b>Ground Supervisor</b>	
<b>Council</b>	<b>David Webb</b>
<b>Caretaker</b>	
<b>Visitor</b>	

	<b>Agenda Items</b>	<b>Proposed Motions</b>
1	<p><b>INTRODUCTION / WELCOME</b></p> <p>1.1 Attendance &amp; Apologies</p>	<p>1.1 Attendance noted &amp; apologies accepted</p> <p><i>Apologies: Jason Wall, Stacey Lugsdin</i></p>
2	<p><b>CONSENT AGENDA – FOR DECISION</b></p> <p>2.1 Approval of Previous Minutes</p> <p>2.2 Business Arising previous minutes</p> <p>2.3 Correspondence</p> <p>2.4 Financial Report</p>	<p><b>2.1 Motion: That the minutes from the meeting held 16<sup>th</sup> February 2026 are a true and correct record of that meeting.</b></p> <p><i>Moved A Curtis Second M Cannon</i></p> <p><b>2.2 Business Arising</b></p> <p>Stables have been demolished – area looks great. Random water pipe damaged but Jarrod Mohr fixed.</p> <p>Peter May has moved onto the lease block</p> <p>It is costly to have an honesty box created. I will modify the existing box that is already in place.</p> <p>Recommended to lock for the poultry shed, due to items stored.</p> <p><b>2.3 Correspondence</b></p> <p><b>In</b></p> <p>Email – Hay Show Society – new representatives at HSGMC meetings. Geoff Chapman or Carol Oataway</p> <p>Email – Stay – 7<sup>th</sup> May 2 nights booking</p> <p>Antonakas Home Hardware – statement</p>

# HAY SHOWGROUND MANAGEMENT COMMITTEE

## General Meeting Minutes

		<p><b>2.4 Financial Report</b> Prepared by Jane – <b>Moved J Griffiths Second A Curtis</b></p> <p><b>Approval for accounts to be paid.</b> <b>Moved J Griffiths Second G Chapman</b></p>
	<p><b>MATTERS FOR DISCUSSION</b></p> <p><b>3.1</b> Caretaker cottage <b>3.2</b> Hay Inc <b>3.3</b> Toilet paper for events</p>	<p><b>3.1</b> Discussed the option to purchase the tiny house. Dvid presented design. Council will 50/50 split with purchase price of approx. 80k. Disseminate the design to committee. Swap dishwasher out for washing machine. Could add a deck and carport down the road. <b>Motion: That the Showground management committee purchase the tiny home from the HWMHS at a total of half the cost of the purchase price.</b> <b>Moved D Webb Second A Curtis</b></p> <p><b>3.2</b> Hay INC was unable to use Shear Outback due to wet weather – used the pavilion. Waived the fee.</p> <p><b>3.3</b> Discussed replacement of toilet paper during events. This is at a cost to the user group.</p>
4	<p><b>OTHER GENERAL BUSINESS</b></p> <p>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</p>	<p><b>4.1 Secretary</b> The lawn maintenance is going well. Have we had any complaints about the toilets? Water near the pavilion, needs to be resolved.</p> <p><b>4.2 Hay Show Society</b> New SGMC representatives. Tap with an issue near the show society office. Plumber to look at that. Jane to follow up.</p> <p>The painting of toilets was discussed during the last meeting, and it will be postponed and re-evaluated at a later date. We could possibly purchase some paving paint and complete the works ourselves. Would need to close the toilets during the work.</p> <p>Camper numbers, discussed. Not required to count, can work out the average through payments.</p> <p><b>4.3 Hay Rodeo Club</b> On track for rodeo</p> <p><b>4.4 Hay Jockey Club</b> Nothing to report</p> <p><b>4.5 Hay BNS</b> Moving forward with all the things that need to be looked after – looking at roadblocks, but we will continue to work through them.</p>

# HAY SHOWGROUND MANAGEMENT COMMITTEE

## General Meeting Minutes

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		<p><b>4.6 Ground Supervisor</b> Good cleaning up around the pony club area.</p> <p><b>4.7 CanAssist</b> Nothing to report</p> <p><b>4.8 Hay Sheep Show</b> N/A</p> <p><b>4.9 Hay Gun Club</b> Have been advised that a water metre has been installed, are we now being charged for water at the GC as a single user group rather than the combined account.</p> <p><b>4.1 Hay Shire Council</b> Irrigation new solenoids ordered.</p> <p><b>4.1 Caretaker</b> <b>1</b> N/A</p>
5	<p><b>MEETING FINALISATION</b> <b>5.1 NEXT MEETING</b></p>	<p><b>5.1 20<sup>th</sup> April 2026, Council Chambers</b></p>

**Meeting Closed: 6.40pm**

## Minutes of the meeting of the Hay Shire Audit Risk and Improvement Committee Meeting held 1<sup>st</sup> April 2026 at 11.00am.

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**Present at Hay:** David Webb (HSC General Manager), Cr Geoff Chapman (HSC Councillor), Kirstyn Thronder (ARIC Coordinator & HSC Exec. Mgr. – Corporate Performance & Community), Liz Fourie (HSC Manager Council Business & Finance).

**Present Virtually:** John Batchelor (Chair), Sarah Donnelly, Leanne Austin, Jasen Crighton, Tyson Holt (RSD Audit).

**Apology:** Derek Francis, Rick Warren, Keith Coates (Internal Auditor), Michael Kharzoo (NSW Audit Office)

*Jasen/Leanne*

### 1. Declarations of Interest

Jasen Crighton declared an interest in Item 7 as his business participated in the BCP testing.

### 2. Confirmation of Minutes

**Resolved** that the minutes of the Audit Risk and Improvement Committee held 23<sup>rd</sup> October 2026 as circulated be confirmed.

*Sarah/Leanne*

### 3. 2025/26 Audit Engagement Plan & 24/25 Final Management Letter

Tyson Holt from RSD Audit advised the Committee that Josh Porker is no longer Hay Shire Council's engagement manager. Confirmation of 25/26 audit engagement manager will be advised in the near future. Tyson informed the meeting there will not be any amendments to the audit timeline due to Josh's departure.

Tyson advised they were satisfied with the outcome of the 24/25 audit and is confident that any outstanding matters will be resolved by end of June 2026.

**Resolved** that

- a. The ARIC note the 2024/25 Final Management Letter;
- b. The ARIC endorse the Audit Engagement Plan; and
- c. Note that ARIC will need to meet in September prior to the Financial Statements being presented for Audit.

*Leanne/Sarah*

### 4. a. Chairman's Report - Verbal

The Chair provided a verbal report and advised he had completed the ORIMA survey on the 2024/25 financial statements process. No issues were noted.

The Chair spoke on the new Code of Meeting Practice and will provide a link to a summary of changes for the information of the Committee.

### b. Chairman's Report – ARIC Strategic Workplan 25/26

**Resolved** that the Audit, Risk and Improvement Committee (ARIC) note and receive the status report of the ARIC Strategic Workplan.

*Sarah/Jasen*

**5. Action Reports**

**Resolved that** ARIC receive and note the Internal Audit Action Plan and Service Review Action Plans.

*Leanne/Sarah*

**6. Internal Audit Report – Hay Aerodrome**

**Resolved that:**

- a. the Internal Audit review on the Hay Aerodrome be noted;
- b. Council's agreed actions be endorsed; and
- c. incomplete actions be included in the Internal Audit Action Plan for completion.

*Leanne/Sarah*

**7. Business Continuity Testing**

**Resolved that** ARIC receive and note the report.

*Sarah/Leanne*

**8. Risk Register Update**

**Resolved that** ARIC notes the updated Risk Register adopted by Council at its Ordinary meeting held 16<sup>th</sup> December 2025.

*Leanne/Jasen*

**9. Presentation of Strategies**

**Resolved that** ARIC receive and note the report.

*Jasen/Sarah*

**10. Other Business**

The General Manager provided a verbal report on the following:

- Draft Service Reviews for Water & Sewer, and Waste.
- Update on legal matters
- Current insurance claim

**11. Next Meeting:** TBA

Meeting Closed 11.55am.

## **Hay Shire Council** **Audit Risk and Improvement Committee**

### **Chairperson's Report – ARIC Meeting 1<sup>st</sup> April 2026**

The Chairperson welcomed ARIC members together with non voting members, Council's External Auditors, Audit Office representatives and staff who were in attendance.

Matters discussed included –

#### **ARIC Chairperson:**

The Chairperson outlined the following:

ORIMA Survey on 2024/25 Financial Statements – The Survey requested information in relation to a number of matters concerning the Audit including awareness of the ARIC to any matters raised during the Audit, value for money of the Audit and seeking any relevant comments in relation to work undertaken.

New Code of Meeting Practice – Whilst it was acknowledged that Council has adopted the new Code the Chairperson advised that he had forwarded a link to a summary of the major changes outlined by a firm of solicitors for comparison purposes, and to ensure compliance with requirements of the new Code.

#### **Annual Engagement Plan – Audit Office NSW:**

Council was briefed on the contents of the Engagement Plan by representatives of AO NSW. Matters discussed included scope of issues, timeframes, and engagement fees.

Management advised that that Plan as presented was acceptable to Council for the year ending 30 June 2026.

#### **Internal Audit Report – Hay Aerodrome Review:**

The report by Internal Auditor provided an overview of the review together with recommendations for Council's Management to consider. There were no major issues found in the operation of the aerodrome and recommendations made in the report were of a minor nature.

#### **Business Continuity Testing:**

Discussion took place in relation to testing undertaken following the matter being raised in a previous Audit letter.

#### **Presentation of Strategies:**

The General Manager provided an overview of strategies in relation to Financial Sustainability, Local Water Utility Strategic Plan, and Digital Transformation.

#### **Other Business**

The General Manager provided a verbal report on the following matters –

- Service Reviews for Water, Sewerage, and Waste facility operations.
- Legal matters and Insurance Claim.

**Next Meeting**

It was agreed that the next Meeting be held in late May / early June 2026.

In closing the meeting the Chair thanked everyone for their attendance and input.

John Batchelor  
Chairperson  
7<sup>th</sup> April 2026