



# Operational Plan 2026-2027

June 2026

# Hay

*Exciting Heritage... Positive Future*

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# Acknowledgement of Country

*Hay Shire acknowledges the Wiradjuri, Nari Nari, and Yitha Yitha people as the traditional custodians of the land in which we live and work and we pay our respects to Elders past, present and emerging.*

*It is in their footsteps that we travel these lands and waters.*



*Exciting Heritage... Positive Future*

# Our Council, Our Organisation

## Council Elected Representatives

MAYOR (to Sept. 2026)

Cr Carol Oataway

DEPUTY MAYOR (to Sept. 2026)

Cr Martyn Quinn

## COUNCILLORS

Cr Geoff Chapman

Cr John Perry

Cr Lionel Garner

Cr Paul Porter

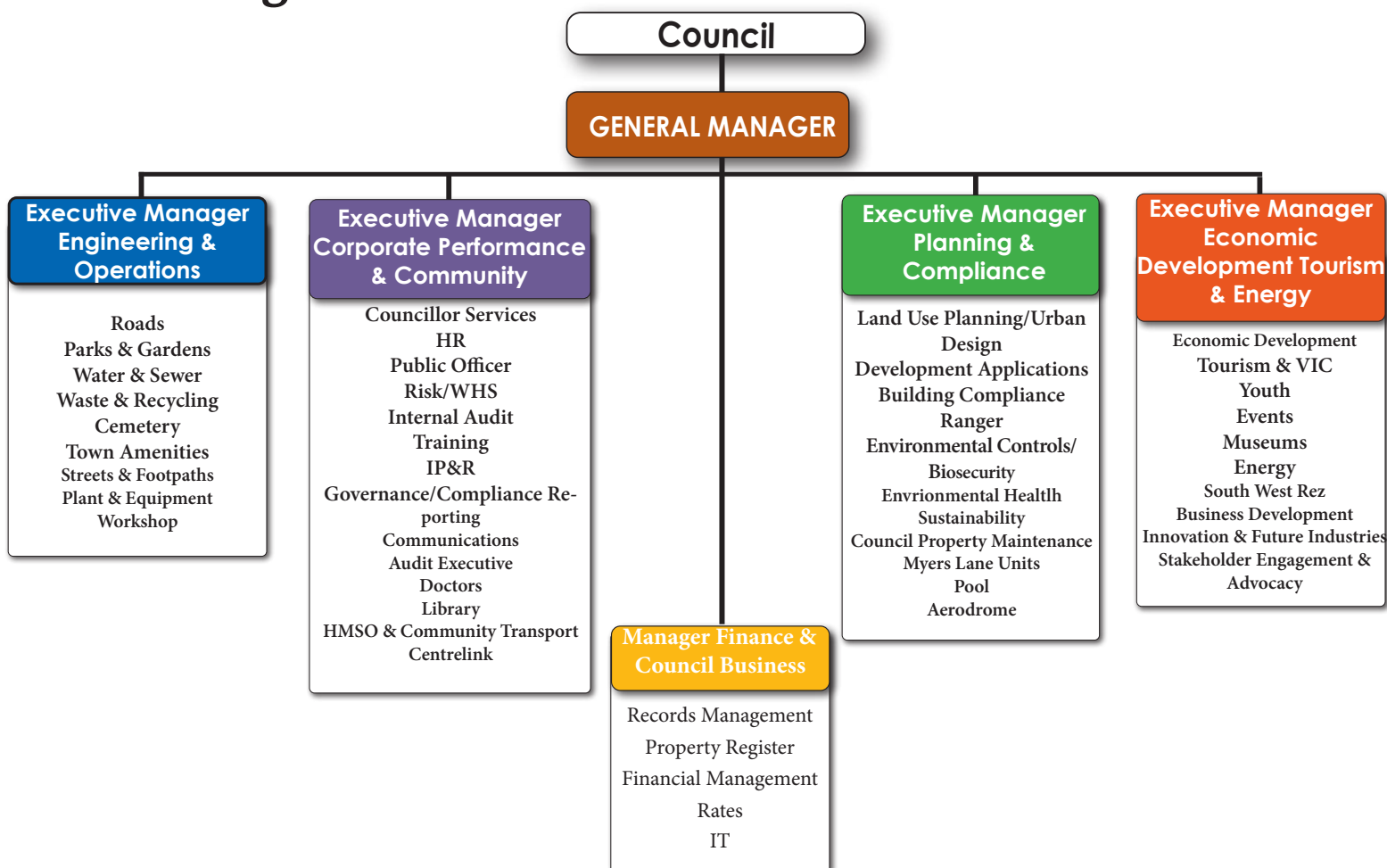
Cr Will Miller

Cr Martyn Quinn

Cr Carol Oataway

Cr David Townsend

## Our Organisation



# Integrated Planning & Reporting

## Integrated Planning & Reporting

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

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

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



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

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

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

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

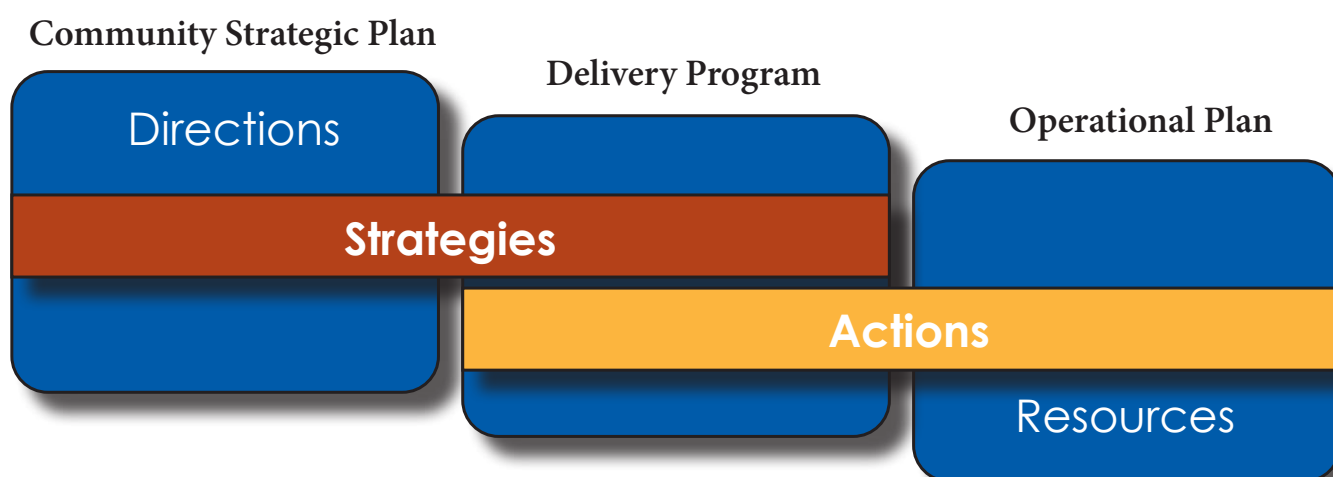
For more information, visit the NSW Office of Local Government's website:  
[www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

# The Plans

## Community Strategic Plan

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

Interrelationships between the 3 levels of planning:-



## Delivery Program

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

## Operational Plan and Budget

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

## Resourcing Strategy

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

Long-Term Financial  
Plan

Workforce Management  
Strategy

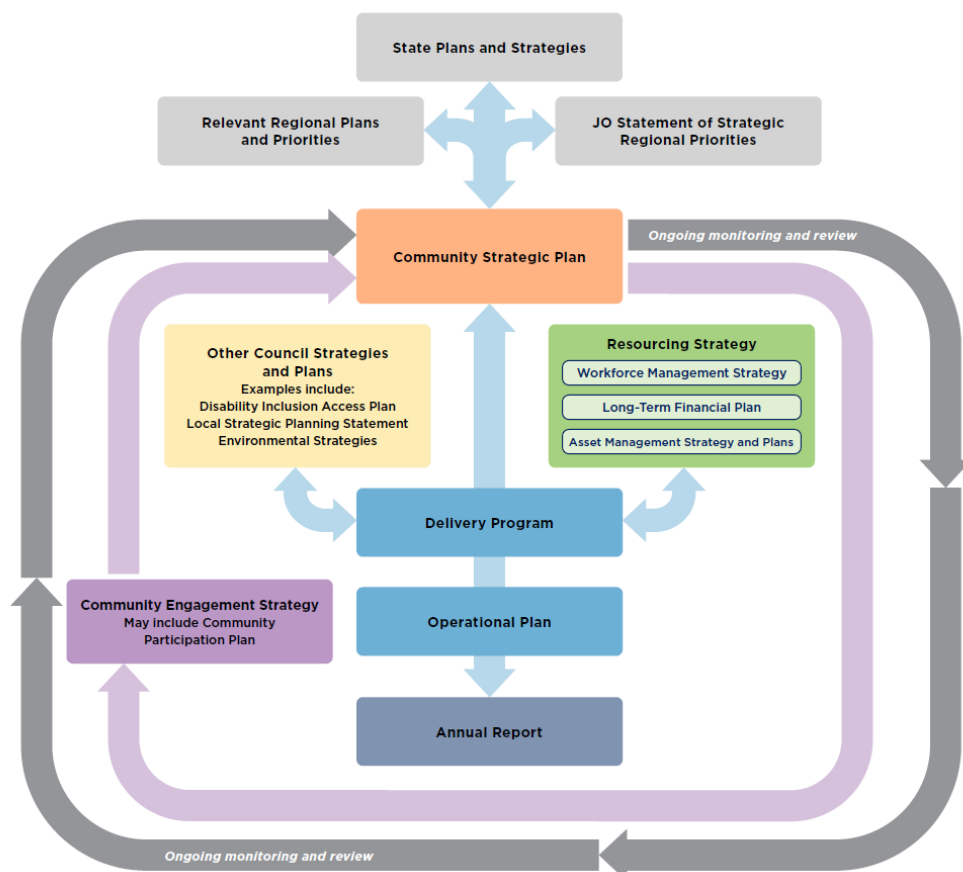
Asset Management  
Strategy and Plans

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

## Community Engagement Strategy

The Community Engagement Strategy sets out Council's approach to engaging with the community and other key stakeholders throughout the planning and implementation process.

It defines how Council will seek input, foster collaboration, and maintain ongoing dialogue to ensure that community needs, expectations, and aspirations are accurately reflected in strategic planning and decision-making.



# Our Focus Areas:

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





# 1. Social

## Objective: 1.1 Our community is skilled and supported

Strategy: Our community has access to a range of employment opportunities

| No      | Principal Activity                                                                                                                                                               | Action                                                                       | Officer    |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------|
| 1.1.1.1 | Facilitate partnerships among TAFE NSW, Hay CUC, local employers, and industry bodies to deliver workforce development initiatives aligned with regional industry opportunities. | Continued support for CUC and other education agencies; Support Career Expo. | EM-ED, T&E |
| 1.1.1.2 | Advocate, support, and seek partnerships with providers to generate more options and scope for all levels of education.                                                          | Work with High School, TAFE and CUC to enhance educational opportunities     | EM-ED, T&E |

Strategy: Increase housing options within the community

| No      | Principal Activity                                                                                                                                                                                      | Action                                                                                                                                                                                                                                                        | Officer                      |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| 1.1.2.1 | Engage with the NSW Department of Planning, Housing, and Infrastructure and to promote regional housing growth and diversification strategies that accommodate workforce needs and demographic changes. | Engage with renewable energy developers, local developers, and government agencies to enhance workforce accommodation<br><br>Engage with industry, community and government agencies to deliver place based response to workforce accommodation requirements. | EM-ED, T&E<br><br>EM-ED, T&E |
| 1.1.2.2 | Develop a Housing Roadmap that address market restraints to deliver housing solutions for the Hay.                                                                                                      | Complete and commence implementation of Housing Roadmap                                                                                                                                                                                                       | EM-ED, T&E                   |
| 1.1.2.3 | Remove zoning impediments to facilitate a range of housing.                                                                                                                                             | Implement zoning changes.                                                                                                                                                                                                                                     | EM-P&C                       |

Strategy: Improve access to health services

| No      | Principal Activity                                                                                                                                                                                 | Action                                                                                                              | Officer |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|---------|
| 1.1.3.1 | Collaborate with Murrumbidgee Local Health District (LHD) and Primary Health Network (PHN) to identify and address health service gaps, ensuring equitable access to healthcare across the region. | Advocate through LHAC, local members, MLHD, PHN and local medical services to ensure equitable access to healthcare | GM      |



# 1. Social

Strategy: Support local health initiatives and programs

| No      | Principal Activity                                                                               | Action                                           | Officer |
|---------|--------------------------------------------------------------------------------------------------|--------------------------------------------------|---------|
| 1.1.4.1 | Liaise with local health providers and agencies to promote and support programs and initiatives. | Provide support to local medical services, LHAC. | GM      |

Objective: 1.2 Recreational, Civic Spaces, and Infrastructure that meet community needs

Strategy: Enhance public recreation areas and facilities

| No      | Principal Activity                                                                            | Action                                                                                                                                                                             | Officer |
|---------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1.2.1.1 | Review and update the Open Spaces Strategy in consultation with user groups.                  | Commence of the Open Spaces Strategy                                                                                                                                               | EM-P&C  |
| 1.2.1.2 | Service and Asset Management Reviews to match community needs                                 | Review and update AMP's; undertake service reviews in conjunction with community in accordance with the Service Review Strategy<br><br>Implement a Plan for service review actions | GM      |
| 1.2.1.3 | Apply for funding through the Active transport program. Update the Walking/Cycling masterplan | <ul style="list-style-type: none"><li>Update the Active Transport Master Plan</li><li>Undertake active transport program as funding allows</li></ul>                               | EM-P&C  |
| 1.2.1.4 | Identify funding opportunities to deliver the Lachlan Street Masterplan                       | Seek funding opportunities to deliver the Lachlan Street Master Plan                                                                                                               | GM      |

Strategy: Placemaking with purpose

| No      | Principal Activity                                                                                                                                                                                                                                                                                     | Action                                                                                  | Officer                            |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------|
| 1.2.2.1 | Foster collaboration and seek input across private sector, community and visitor economy to enable the creation of spaces that serve diverse functions—supporting social cohesion, economic development, cultural vitality, and long-term sustainability, delivering outcomes across multiple sectors. | <ul style="list-style-type: none"><li>Review the Destination Management Plan;</li></ul> | GM<br><br>EM-ED, T&E<br><br>EM-P&C |



# 1. Social

Strategy: Deliver infrastructure that are responsive to the community's needs

| No      | Principal Activity                                                                                                                                                                                                                                                                                                            | Action                                                                                                                                                                                                                           | Officer      |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1.2.3.1 | Regular inspections. Reseal program. Heavy patching program. Gravel Re-sheeting program. Ongoing sealed and unsealed maintenance works                                                                                                                                                                                        | <ul style="list-style-type: none"><li>As per principle activity</li><li>Commence construction of Hay HVRA and Aerodrome HV entrance</li></ul>                                                                                    | EM-E&O<br>GM |
| 1.2.3.2 | Work with industry to identify and address areas of improvement that deliver climate resilient infrastructure and long-term sustainability for inclusion in Transport Asset Management plan                                                                                                                                   | <ul style="list-style-type: none"><li>Work with TfNSW on completion of CJRIP and Regional Transport Plan</li><li>Participate in the Sturt Highway Taskforce</li></ul>                                                            | EM-E&O<br>GM |
| 1.2.3.3 | Review and update the Active Transport strategy including conducting an asset review in consultation with user groups.                                                                                                                                                                                                        | Review and update Active Transport Strategy                                                                                                                                                                                      | EM-P&C       |
| 1.2.3.4 | Consult with the community to ascertain the community's infrastructure needs                                                                                                                                                                                                                                                  | Undertake Service Reviews and set standards<br>Review and update AMP's;<br>Undertake service reviews in conjunction with community in accordance with the Service Review Strategy<br>Implement a Plan for service review actions | GM           |
| 1.2.3.5 | Investigate funding opportunities to deliver the renovation of Community building and/or Kay Hull Community Centre Upgrade, creating a community hub, which supports networking between community organisations to strengthen communication and information sharing about community events, process, services and activities. | <ul style="list-style-type: none"><li>Develop projects for Community Building and Kay Hull Centre</li><li>Seek funding opportunities to deliver the projects</li></ul>                                                           | GM           |



# 1. Social

Strategy: Create a safe, inclusive, and resilient community where all members feel secure, supported, and empowered to thrive

| No      | Principal Activity                                                                                                                                                                                   | Action                                                                                                                                                | Officer    |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1.2.4.1 | Council support community events.                                                                                                                                                                    | <ul style="list-style-type: none"><li>Council delivers up to four signature events</li><li>Council support community events</li></ul>                 | EM-ED, T&E |
| 1.2.4.2 | Support the development of a community welcome committee that connects new residents to other members of the community as well as the information and resources for new residents to feel supported. | Work with the community to develop a welcome committee for new residents                                                                              | EM-ED, T&E |
| 1.2.4.3 | Advocate for inclusion in the RDA delivered Welcome Program                                                                                                                                          | Liaise with RDA for inclusion in the RDA welcome program                                                                                              | EM-ED, T&E |
| 1.2.4.4 | Meeting places are accessible to all including social support groups (hubs)                                                                                                                          | Seek funding to implement identified actions from audit of accessibility to Council halls, Kay Hull Community Centre, and John Houston Memorial Pool. | EM-P&C     |

## Objective: 1.3 Our community is connected

Strategy: Enhance public and community transport options

| No      | Principal Activity                                                                                                                                                                      | Action                                                          | Officer |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------|
| 1.3.1.1 | Collaborate with community transport providers, industry and Transport for NSW to develop a business case to support electric powered community transport (inter-town and inter-region) | Liaise with TfNSW on future community transport options for Hay | EM-CG&C |
| 1.3.1.2 | Support initiatives for improved access for Community Transport (through HMSO).                                                                                                         | Liaise with TfNSW on community transport options for Hay        | DGM     |



# 1. Social

Strategy: Build a connected, collaborative community

| No      | Principal Activity                                                                                                                                                                     | Action                                                                                             | Officer    |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|------------|
| 1.3.2.1 | Support the community and other agencies to deliver programs that encourage volunteering, social cohesion, and inclusion, leveraging existing community strengths to build resilience. | Support the community through programs and initiatives that build resilience                       | EM-ED, T&E |
| 1.3.2.2 | Advocate for digital inclusion through enhanced mobile coverage and NBN rollout, addressing identified blackspot areas to support business operations and community access.            | Liaise with telcos; support the community and businesses to improve connectivity                   | EM-ED, T&E |
| 1.3.2.3 | Support digital literacy initiatives.                                                                                                                                                  | Identify and promote programs and initiatives to improve digital literacy in the community         | GM         |
| 1.3.2.4 | Cyber Security Awareness initiatives.                                                                                                                                                  | Identify and promote programs and initiatives to improve cyber security awareness in the community | GM         |

## Objective: 1.4 Our youth and aged are supported

Strategy: Advocate for greater capacity for local based child care services

| No      | Principal Activity                                                                                                                                      | Action                                                                                                                         | Officer |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------|
| 1.4.1.1 | Engage with state and federal governments to increase investment in early childhood and childcare services, addressing accessibility and affordability. | Works with HCS and other childcare providers; Advocate and support the development and expansion of the HCS childcare facility | GM      |
| 1.4.1.2 | Investigate new and innovative delivery pathways for the Care Economy.                                                                                  | Advocate and work with local health care providers to improve the care economy including assisting in identifying gaps         | GM      |



# 1. Social

Strategy: Support youth and aged services and initiatives

| No      | Principal Activity                                          | Action                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Officer    |
|---------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 1.4.2.1 | Continue to deliver and fund the Youth Taskforce activities | Support youth through annual budget and resourcing of Youth Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | EM-ED, T&E |
| 1.4.2.2 | Deliver Youth Strategy Action Plan                          | <ul style="list-style-type: none"><li>• Deliver a series of free life skills workshops</li><li>• Support a program of free qualified driving instruction for learner drivers</li><li>• Facilitate connections between the school and other education and skills providers</li><li>• Deliver a series of career information evenings for youth</li><li>• Host an education and employment expo in partnership with HWMHS, businesses and education providers</li><li>• Establish and maintain strong partnerships and open communication with school staff and student leadership teams to identify and partner in the delivery of initiatives for students</li></ul> | EM-ED, T&E |

## Objective: 1.5 Our community is inclusive and sustainable

Strategy: Residents of all abilities and cultures have access to public facilities

| No      | Principal Activity                   | Action                                                                                                          | Officer    |
|---------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------|
| 1.5.1.1 | Our events are inclusive.            | Build on our events to ensure they are accessible and inclusive for all through promotion, pricing and location | EM-ED, T&E |
| 1.5.1.2 | Our facilities are accessible to all | Seek funding to implement identified actions from accessibility audit.                                          | EM-P&C     |
| 1.5.1.3 | Communication is accessible to all   | Improve accessibility to Newsletters, website, Facebook & Council meetings for people with disabilities         | EM-CP&C    |



# 1. Social

## Strategy: Inclusive and Empowered Communities

| No      | Principal Activity                                                                                                                                                                                                                                                                                                           | Action                                                                                                             | Officer    |
|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|------------|
| 1.5.2.1 | Communities are involved in Council decision making through consultation process                                                                                                                                                                                                                                             | Ensure appropriate community engagement in accordance with Council Community Engagement Strategy and best practice | GM         |
| 1.5.2.2 | Support the development of Community Impact Fund - a community giving and finance model to directly resource and fund strategic initiatives and activities to address regional needs and priorities and support the capacity of communities to govern, lead and manage place based change aligned with community aspirations | Development of a community impact fund model in consultation with the community                                    | EM-ED, T&E |

## Strategy: Enhance educational pathways and opportunities

| No      | Principal Activity                                                                                                         | Action                                                                                                        | Officer    |
|---------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------|
| 1.5.3.1 | Collaborate with industry and education and training providers to deliver place-based opportunities for skills development | Collaborate with Regional Employment and Industry Program to deliver skills development projects and programs | EM-ED, T&E |

## Strategy: Promote inclusion and education of all abilities workers in community and business sector

| No      | Principal Activity                                                              | Action                                | Officer    |
|---------|---------------------------------------------------------------------------------|---------------------------------------|------------|
| 1.5.4.1 | Support all abilities service providers to connect with community and industry. | Regular attendance at Intereach Forum | EM-ED, T&E |

## Strategy: Facilitate access public spaces for cultural and community events

| No      | Principal Activity                                                                   | Action                              | Officer |
|---------|--------------------------------------------------------------------------------------|-------------------------------------|---------|
| 1.5.5.1 | Audit community used spaces and seek funding to deliver accessibility infrastructure | Undertake audit of community spaces | EM-P&C  |

## Strategy: Support cultural programs and initiatives, including First Nations

| No      | Principal Activity                                                     | Action                                                                                                             | Officer |
|---------|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------|
| 1.5.6.1 | Liaise with stakeholders to support cultural programs and initiatives. | <ul style="list-style-type: none"><li>Support Naidoc events</li><li>Implement Reconciliation Action Plan</li></ul> | GM      |



## 2. Environmental

### Objective: 2.1 Council is resilient and adaptive

Strategy: Council considers climate change resilience in our services, and the maintenance and management of our buildings, public spaces and infrastructure.

| No      | Principal Activity                                                                                             | Action                                                                                                                                                                                                      | Officer          |
|---------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 2.1.1.1 | Smart meters. Second water supply.                                                                             | <ul style="list-style-type: none"><li>Seek funding for the roll out of digital (smart) meters to the town water supply network</li><li>Seek funding to further develop the secondary water supply</li></ul> | GM               |
| 2.1.1.2 | The use of recycled and repurposed materials in public spaces                                                  | Review and update circular economy strategy to identify initiatives for the use of recycled and repurposed materials;<br>Development of Stage 2 of MRF                                                      | EM-<br>P&C<br>GM |
| 2.1.1.3 | Develop business case for the implementation of water efficiency measures across the urban water supply system | Implement action plan for water efficiency measure to the town water supply system                                                                                                                          | GM               |
| 2.1.1.4 | Water efficiency measures                                                                                      | Implement action plan for water efficiency measures in council operations                                                                                                                                   | GM               |
| 2.1.1.5 | Energy efficiency measures                                                                                     | <ul style="list-style-type: none"><li>Solar/Battery systems</li><li>Devices (eg VSD)</li></ul>                                                                                                              | EM-<br>P&C       |

Strategy: Foster sustainable energy solutions and practices to reduce Council's footprint.

| No      | Principal Activity                | Action                                                                                                               | Officer       |
|---------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------|
| 2.1.2.1 | Develop Net Zero Council Strategy | <ul style="list-style-type: none"><li>Action Plan from Climate Resilience Infrastructure and Net Zero Plan</li></ul> | EM-<br>ED,T&E |



## 2. Environmental

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

| No      | Principal Activity                                                                         | Action                                                                            | Officer |
|---------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------|
| 2.1.3.1 | Develop a Climate Risk Assessment Framework into council strategies and project proposals. | Formulate and action plan for implementation of climate risk assessment framework | GM      |

### Objective: 2.2 Our Community is resilient and adaptive

Strategy: Support business with climate risk adaptation and best practice

| No      | Principal Activity                                                                                                            | Action                                                                                                    | Officer   |
|---------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------|
| 2.2.1.1 | Share information with industry about best practice regional climate risk adaptation, funding and collaboration opportunities | Identify and share best practice initiatives with the community                                           | EM-ED,T&E |
| 2.2.1.2 | Publish and promote Council climate resilience actions to "lead by example"                                                   | Continue to implement climate resilience actions; Continue to implement the EV charging Strategy          | GM        |
| 2.2.1.3 | Support community to live with less water                                                                                     | Advocate and collaborate with federal and state agencies to support the community to live with less water | GM        |

### Objective: 2.3 Celebrate and Promote our unique natural environment

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

| No      | Principal Activity                                                                                                                                | Action                                                                                                 | Officer         |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|-----------------|
| 2.3.1.1 | Promote Murrumbidgee River Masterplan                                                                                                             | Implement the murrumbidgee river master plan as resourcing permits                                     | GM              |
| 2.3.1.2 | Use Council's communication platforms (e.g. website, newsletter, social media) to highlight local environmental partnerships and council programs | <ul style="list-style-type: none"><li>Support and promote National Parks</li><li>Deliver RAP</li></ul> | EM-ED,T&E<br>GM |



## 2. Environmental

Strategy: Implement sustainable and eco friendly tourism initiatives

- |         |                                      |                                                                                                                                                                                                 |           |
|---------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 2.3.2.1 | Promote our eco-tourism environments | <ul style="list-style-type: none"><li>Promote sunset viewing area, sandy point and Bushy Bend</li><li>Collaborate with neighbouring LGA's to promote regional eco tourism experiences</li></ul> | EM-ED,T&E |
|---------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|

### Objective: 2.4 Enhance the built environment

Strategy: Maintain and beautify urban areas.

| No      | Principal Activity                                                | Action                                                                                                                                                                                                                                                           | Officer            |
|---------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 2.4.1.1 | Review service standard for recreational areas                    | <ul style="list-style-type: none"><li>Continue to implement service review action plan.</li></ul>                                                                                                                                                                | GM                 |
| 2.4.1.2 | Implementation of Lachlan Street Masterplan as resourcing permits | <ul style="list-style-type: none"><li>Seek funding for the implementation of the Lachlan Street Master Plan</li><li>Work with the Heritage Advisor on heritage initiatives for Lachlan Street CBD precinct</li><li>Undertake landscaping to Roundabout</li></ul> | GM<br>EM-P&C<br>GM |

Strategy: Support and promote public art initiatives

| No      | Principal Activity                           | Action                                                   | Officer   |
|---------|----------------------------------------------|----------------------------------------------------------|-----------|
| 2.4.2.1 | Review and update Public Art Strategy        | Commence review and update public art strategy           | EM-P&C    |
| 2.4.2.2 | Promote our public art (tourism initiatives) | Integrate existing public art into destination promotion | EM-ED,T&E |



## 2. Environmental

Strategy: Provision of sustainable infrastructure that is adaptive to changing needs, suitability, betterment and funding levels.

| No      | Principal Activity                                                                                                                                                              | Action                                                                                               | Officer |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------|
| 2.4.3.1 | Ensure all new infrastructure planning documentation includes development of 'future-proofing' assessment based on climate trends, demographic shifts, and maintenance demands. | Implementation of framework for assessment of infrastructure development.                            | GM      |
| 2.4.3.2 | Continue to review and update Asset Management Plans                                                                                                                            | Continue to review and update AMP's incorporating best practice and initiatives as resourcing allows | GM      |

### Objective: 2.5 Our Community is inclusive and sustainable

Strategy: People of all abilities have access to natural environments, cycleways and passive areas.

| No      | Principal Activity                                  | Action                                                                                                                                                                             | Officer          |
|---------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 2.5.1.1 | Delivery of Murrumbidgee River Masterplan           | Implementation of the murrumbidgee river master plan as funding and resourcing allows                                                                                              | GM               |
| 2.5.1.2 | Free bike hire at VIC                               | Promote and provide free bike hire at the VIC                                                                                                                                      | EM-ED,T&E        |
| 2.5.1.3 | Consider accessibility in any new and renewal works | <ul style="list-style-type: none"><li>Accessibility to be incorporated into any new and renewal works and activities</li><li>Review and update Active Transport Strategy</li></ul> | EM-E&O<br>EM-P&C |

Strategy: Support cultural environmental initiatives

| No      | Principal Activity                           | Action                                   | Officer |
|---------|----------------------------------------------|------------------------------------------|---------|
| 2.5.2.1 | Deliver Council's Reconciliation Action Plan | Commence implementation of Council's RAP | GM      |

Strategy: Advocate for water security and practices

| No      | Principal Activity                                                                                       | Action                                                            | Officer |
|---------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------|
| 2.5.3.1 | Form partnerships and collaborations to respond to existing opportunities and develop project proposals. | Promote and support water security initiatives and best practices | GM      |



## 2. Environmental

Strategy: Develop and implement a sustainable waste management strategy

| No      | Principal Activity                                                                             | Action                                                                                                                                                                  | Officer   |
|---------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 2.5.4.1 | Collaborate with the Renewable Energy Sector to further develop waste management opportunities | Collaborate with the Renewable Energy Sector to develop waste management best practice and initiatives                                                                  | EM-ED,T&E |
| 2.5.4.2 | Develop stage 2 of the RREP                                                                    | <ul style="list-style-type: none"><li>Develop Stage 2 of the RREP</li><li>Seek funding for implementation of Stage 2 of RREP and waste management initiatives</li></ul> | GM        |

Strategy: Facilitate and support sustainable practices across our community

| No      | Principal Activity                                         | Action                                                                                             | Officer   |
|---------|------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------|
| 2.5.5.1 | Continue to educate the community on sustainable practices | Undertake continued education of the community on sustainable practices including waste management | GM        |
| 2.5.5.2 | Work with businesses on sustainable practices              | Identify initiatives and support business to implement sustainable best practices                  | EM-ED,T&E |

# 3. Economic

## Objective: 3.1 Our community welcomes new and innovative industry to support our future

### Strategy: Future Ready Businesses

| No      | Principal Activity                                                                                                                               | Action                                                                         | Officer   |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------|
| 3.1.1.1 | Capacity development initiatives to support local business and not-for-profit ecosystem to be innovative and prepared for disruptions and change | Identify and promote capacity development initiatives to support our community | EM-ED,T&E |

### Strategy: Strengthen Business Support Services

| No      | Principal Activity                                                                           | Action                                                                   | Officer   |
|---------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------|
| 3.1.2.1 | Collaborate with business support agencies to communicate relevant information to businesses | Continue collaboration and support of local businesses                   | EM-ED,T&E |
| 3.1.2.2 | Provide useable metrics and information to assist businesses decision making process.        | Identify and provide useable metrics and information to local businesses | EM-ED,T&E |

### Strategy: Business Attraction and Investment Growth

| No      | Principal Activity                                              | Action                        | Officer   |
|---------|-----------------------------------------------------------------|-------------------------------|-----------|
| 3.1.3.1 | Develop and deliver the Hay Economic Transition 10 year Roadmap | Implementation of the roadmap | EM-ED,T&E |

### Strategy: Facilitate growth industries including workforce development and skills

| No      | Principal Activity                                                                                    | Action                                                                            | Officer   |
|---------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------|
| 3.1.4.1 | Collaborate with new and existing industry to build workforce development and skills in local economy | Identify opportunities to build workforce development and skills in local economy | EM-ED,T&E |

# 3. Economic

Strategy: Identify opportunities to grow the agricultural sector

| No      | Principal Activity                                                                                         | Action                                                                                                    | Officer   |
|---------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------|
| 3.1.5.1 | Support the development of a Primary Production Innovation Network                                         | Liaise with industry and agencies to assist in the development of a primary production innovation network | EM-ED,T&E |
| 3.5.1.2 | Build relationships with primary production sector to identify place based opportunities                   | Work with our local primary production industry to identify opportunities for the sector                  | EM-ED,T&E |
| 3.5.1.3 | Collaborate with local, state and federal agencies to advocate for primary production opportunities in Hay | Work with government agencies to identify opportunities for the sector                                    | EM-ED,T&E |

Strategy: Identify opportunities to grow the renewable energy sector

| No      | Principal Activity                                                                                  | Action                                                                                                                    | Officer   |
|---------|-----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.1.6.1 | Work with existing providers and investigate new technologies that may lead to growth opportunities | Collaborate with renewable energy industry and research institutions on new technology and innovations to grow the sector | EM-ED,T&E |

## Objective: 3.2 Our community values its history and tourism

Strategy: Increase tourism and visitor spend

| No      | Principal Activity                                                                     | Action                                                                                                                                                                        | Officer   |
|---------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.2.1.1 | Implement digital marketing plan to target high spend segments of the Visitor Economy. | Commence implementation of the digital marketing plan                                                                                                                         | EM-ED,T&E |
| 3.2.1.2 | Collaborate with Visit Riverina and DRM to develop visitor economy opportunities.      | Participate in Visit Riverina and DRM meetings and forums; Collaborate with visit Riverina and DRM as well as Tourism NSW; Network with industry and agencies to promote Hay. | EM-ED,T&E |

# 3. Economic

3.2.1.3 Build on tourism product around key council owned assets including Dunera, Bishops Lodge and Hay Gaol Museums and Sandy Point Promote Council's tourism assets EM-ED,T&E

3.2.1.4 Continue to support Shear Outback Provide annual support to Shear Outback GM

Strategy: Promote events and activities

| No      | Principal Activity                                | Action                                          | Officer   |
|---------|---------------------------------------------------|-------------------------------------------------|-----------|
| 3.2.2.1 | Deliver four key Council events per calendar year | Delivery of up to four signature council events | EM-ED,T&E |
| 3.2.2.2 | Support and promote community led events          | Support and promote community events            | EM-ED,T&E |

Strategy: Actively identify, promote and enhance tourism initiatives

| No      | Principal Activity                                                                         | Action                                                                           | Officer   |
|---------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------|
| 3.2.3.1 | Utilise reliable metrics and data to identify trends and behaviours in the Visitor Economy | Utilise resources such as SpendMap to gather data to support the visitor economy | EM-ED,T&E |

Strategy: Showcase our open space, recreation and cultural facilities

| No      | Principal Activity                                                                      | Action                                                                         | Officer   |
|---------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------|
| 3.2.4.1 | Include relevant assets and experiences in promotional material and marketing campaigns | Promote our open, recreational and cultural facilities through relevant forums | EM-ED,T&E |

# 3. Economic

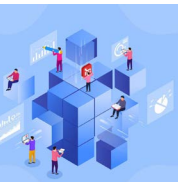
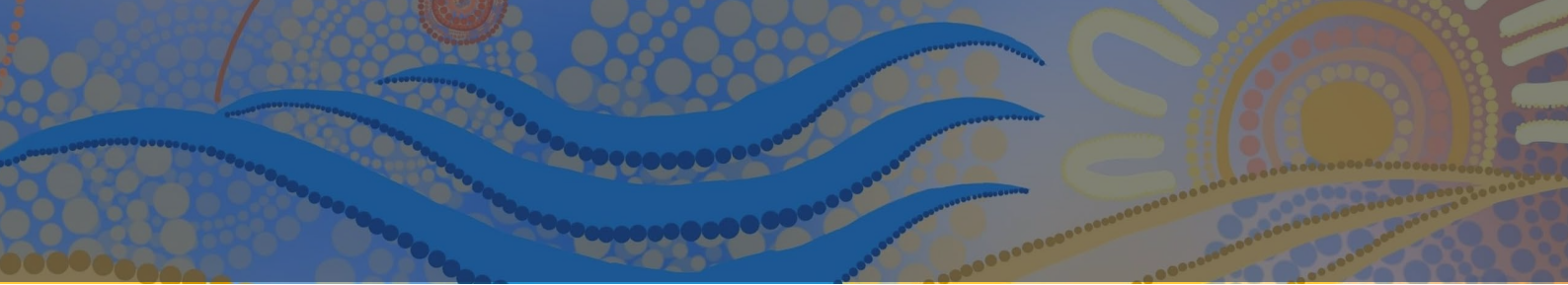
## Objective: 3.3 Our community is resilient and adaptive

Strategy: To proactively reduce the risk and limit the impact of disasters associated with natural hazards on our community and economy

| No      | Principal Activity                                      | Action                                                                                                                                                                          | Officer   |
|---------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.3.1.1 | Implement recommendations from Hay & Maude FRMS&P       | Commence implementation of recommendations as funding allows.                                                                                                                   | GM        |
| 3.3.1.2 | Implement the Regional Drought Resilient Program report | Commence implementation of actions as funding and resourcing permits                                                                                                            | EM-ED,T&E |
| 3.3.1.3 | Work with agencies to better manage floods              | <ul style="list-style-type: none"> <li>Advocate for an electronic early warning system in Hay and Maude</li> <li>Liaise with SES in the update of the Hay Flood Plan</li> </ul> | GM        |
| 3.3.1.4 | Support local agencies – SES, RFS, RRNSW                | <ul style="list-style-type: none"> <li>Support and drive the LEMC</li> <li>Active Bushfire Hazard Reduction Program</li> </ul>                                                  | GM        |

Strategy: Coordinated action for Climate Resilient Economic Development

| No      | Principal Activity                                                                                                                                                                                                                                                                                                                            | Action                                                                                                              | Officer   |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------|
| 3.3.2.1 | Investigate an annual program to invest in local leadership capacity (young people and adults) to support, lead and manage positive change                                                                                                                                                                                                    | Identify suitable programs and participants in local leadership capacity building                                   | EM-ED,T&E |
| 3.3.2.2 | Investigate opportunities to collaborate with other agencies and industry to deliver participatory climate adaptation planning to reduce the direct impact of disasters on the region's critical infrastructure and road networks, maintain the services they provide and ensure connectivity, productivity and safe mobility into the future | <ul style="list-style-type: none"> <li>Implement critical infrastructure resilience project action plan;</li> </ul> | GM        |



## 3. Economic

Strategy: Reimagined Care Economy

| No      | Principal Activity                                                                                                                                                                              | Action                                                                                                                                                             | Officer   |
|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 3.3.3.1 | Identify key stakeholders to trial new ways to provide intergenerational care across our region, through innovative partnerships and approaches (formal services and community-led initiatives) | <ul style="list-style-type: none"><li>• Participate in local Interagency group</li><li>• Investigate gaps in care from cradle to grave for the community</li></ul> | EM-ED,T&E |

# 4. Civic Leadership

## Objective: 4.1 Our Council leads by example

Strategy: Implement and promote best practice governance

| No      | Principal Activity                                      | Action                                                                                                               | Officer |
|---------|---------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------|
| 4.1.1.1 | Establish a Monitoring and Evaluation Framework         | Develop and implement a clear framework for monitoring and evaluating progress against the Council's strategic plan. | EM-CP&C |
| 4.1.1.2 | Promote Best Practice in Project Management             | Implement best practice guidelines for all ongoing Council projects                                                  | GM      |
| 4.1.1.3 | Foster Continuous Improvement through Staff Development | Develop a training and professional development program to improve staff capability and best practice implementation | EM-CP&C |

Strategy: Monitor and evaluate Council's strategic planning documents

| No      | Principal Activity     | Action                                                                | Officer |
|---------|------------------------|-----------------------------------------------------------------------|---------|
| 4.1.2.1 | Annual review of plans | Monitor and review in accordance with regulations                     | EM-CP&C |
| 4.1.2.2 | Implement IP&R         | Implement strategies and actions outlined in Council's IP&R documents | GM      |
| 4.1.2.3 | Liveability Survey     | Further promotion of livability survey                                | EM-CP&C |

Strategy: Be environmentally responsible in decision making

| No      | Principal Activity                                                                                                                                                    | Action                                                                                               | Officer |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|---------|
| 4.1.3.1 | Introduction of Hybrid vehicles into Council's fleet                                                                                                                  | Continue to introduce hybrid vehicles into council's fleet                                           | EM-E&O  |
| 4.1.3.2 | Deliver a program to increase institutional capacity to plan for and respond to the challenges/opportunities of climate change including ongoing delivery of services | Implement risk assessment of climate change action plan on Council's operations and service delivery | GM      |
| 4.1.3.3 | Develop a Net Zero Council Plan                                                                                                                                       | Implement an action plan for the net zero council plan                                               | GM      |

# 4. Civic Leadership

Strategy: Council will seek to continuously improve

| No      | Principal Activity                                                                                     | Action                                                                                                                                                                                                                                                                   | Officer       |
|---------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 4.1.4.1 | Maintain or improve services response times on critical services in agreeance with the community       | Agree service response times with the community and commence development of system to capture data for measurement of performance                                                                                                                                        | GM            |
| 4.1.4.2 | Reduce average response time for community service requests (e.g., road repairs, water/sewer issues).  | Commence development of system to capture data for measurement of performance; Development of road register and hierarchy system                                                                                                                                         | EM-E&O        |
| 4.1.4.3 | Improve efficiency of Council Operations                                                               | <ul style="list-style-type: none"> <li>Undertake service review in accordance with Council service review framework and implemnet service review actions.</li> <li>Review council fleet management and replacement program</li> </ul>                                    | GM<br>EM-E&O  |
| 4.1.4.4 | Investigate increase in operational efficiency through the use of technology and process improvements. | <ul style="list-style-type: none"> <li>Continuation of Digital Transformation Group</li> <li>Undertake service review in accordance with Council service review framework and implement action plans</li> <li>Develop electronic performance appraisal system</li> </ul> | GM<br>EM-CP&C |

**Objective: 4.2 Our Community is supported by a strong and resilient Council that is responsive to its needs**

Strategy: Provide an advocacy role on behalf of the community

| No      | Principal Activity                                       | Action                                                                                 | Officer |
|---------|----------------------------------------------------------|----------------------------------------------------------------------------------------|---------|
| 4.2.1.1 | Lobby and build relationships with critical stakeholders | Advocate on behalf of the community with government agencies, local members, ministers | GM      |

# 4. Civic Leadership

Strategy: Inform and empower community input into decision making

| No      | Principal Activity                                                        | Action                                                                                                             | Officer |
|---------|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|---------|
| 4.2.1.2 | Regular community engagement in accordance with Community Engagement Plan | Ensure appropriate community engagement in accordance with Council Community Engagement Strategy and best practice | GM      |

Strategy: Our community has access to Council information, services and facilities

| No      | Principal Activity                                                         | Action                                                                                                                                 | Officer |
|---------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|---------|
| 4.2.1.3 | Continue to expand and improve our communication and information services. | <ul style="list-style-type: none"> <li>Regularly update website</li> <li>Monthly newsletter</li> <li>Increased social media</li> </ul> | EM-CP&C |

## Objective: 4.3 Our Council is inclusive and sustainable

Strategy: Enable an engaged workforce with suitable skills, available in the right place at the right time

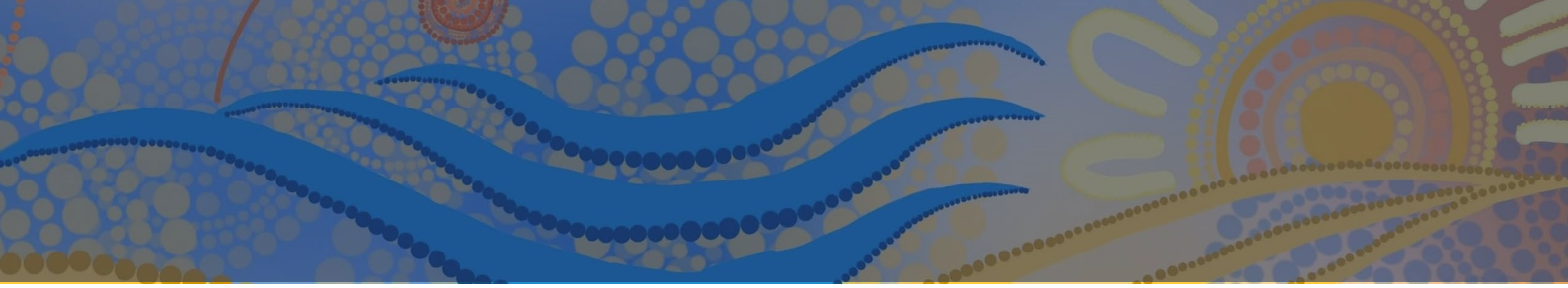
| No      | Principal Activity                                                                                                                                                                           | Action                                                                           | Officer |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------|
| 4.3.1.1 | Develop and implement a Workforce Strategy that identifies current and future skill needs, supports professional development, and aligns workforce planning with service delivery priorities | Implement Workforce Strategy, training plan, and foster professional development | EM-CP&C |

Strategy: Build a strong, collaborative, and supportive team culture

| No      | Principal Activity                   | Action                                                                              | Officer |
|---------|--------------------------------------|-------------------------------------------------------------------------------------|---------|
| 4.3.1.2 | Regular staff updates and gathering. | Monthly staff newsletter; Regular staff meetings; Annual all staff function         | EM-CP&C |
| 4.3.1.3 | Nurture future & current leaders     | Develop a future leaders program; Support current leaders through regular catch ups | EM-CP&C |

Strategy: Ensure a financially sound Council that is responsible and sustainable

| No      | Principal Activity                                                                            | Action                                                                                                                                               | Officer |
|---------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 4.3.3.1 | Increase Council's revenue from discretionally fees and charges and other alternative sources | <ul style="list-style-type: none"> <li>Annual review council's fees and charges</li> <li>Advocate for increase and redistribution of FAGs</li> </ul> | GM      |




## 4. Civic Leadership

- |         |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                           |               |
|---------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 4.3.3.2 | Introduce smart water and energy management systems to reduce utility costs                   | <ul style="list-style-type: none"> <li>• Seek funding to implement digital (smart) meters to town water supply network</li> <li>• Audit and seek funding for energy management systems for council's high energy use facilities</li> </ul>                                                                                                                                | GM<br>EM-P&C  |
| 4.3.3.3 | Implement reduction in operational costs without compromising service delivery.               | <ul style="list-style-type: none"> <li>• Undertake service review in accordance with Council service review framework and implement action plans</li> <li>• Implement monthly budget review across the organisation to identify efficiency opportunities</li> </ul>                                                                                                       | GM            |
| 4.3.3.4 | Investigate the automation of routine administrative tasks to improve operational efficiency. | <ul style="list-style-type: none"> <li>• Continuation of Digital Transformation Group</li> <li>• Undertake service review in accordance with Council service review framework and implement action plans</li> <li>• Develop electronic performance appraisal system</li> <li>• Include new technology areas such as the use of AI in Councils training program</li> </ul> | GM<br>EM-CP&C |
| 4.3.3.5 | Align service levels to needs to eliminate waste and over servicing                           | Undertake service review in accordance with Council service review framework and implement action plans of completed reviews                                                                                                                                                                                                                                              | EM-CP&C<br>GM |
| 4.3.3.6 | Reduction in manual financial reporting processes and improved accuracy of financial data.    | <ul style="list-style-type: none"> <li>• Continuation of Digital Transformation Group</li> <li>• Implementation of fully digital payroll and leave system</li> <li>• Continue to develop financial systems to accurately link financial data with reporting systems</li> </ul>                                                                                            | DGM           |
| 4.3.3.7 | Maintain a high level of financial management including meeting all statutory requirements    | <ul style="list-style-type: none"> <li>• Development of compliance register; Staff training and capacity building in financial management</li> </ul>                                                                                                                                                                                                                      | EM-CP&C       |