



2016/17 Operational Plan

Progress Report to 31 December 2016

1 A CONNECTED AND RESILIENT COMMUNITY

An active and engaged community

Build capacity, capability and partnerships to encourage sustainable community groups and clubs

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
A1.1.1	Provide information and advice that supports the sustainability and long term focus of community groups and clubs	Action A1.1.1.a	Collaborate cross-functionally to maintain current insights on the needs of community groups and clubs, and the internal and external funding and training opportunities available to community group members.	Director Corporate Services	Progressing	70%	Council has a comprehensive database to facilitate communicating with community groups and clubs. Through email, Council's website information on funding and training opportunities is distributed to community groups and clubs.
A1.1.1	Provide information and advice that supports the sustainability and long term focus of community groups and clubs	Action A1.1.1.b	Deliver information and advice to community groups and clubs with a view to satisfying sustainability and governance needs.	Director Corporate Services	Ongoing	50%	Council has a comprehensive database to facilitate communicating with community groups and clubs. Through email, Council's website information on funding, sustainability opportunities and administration is distributed to community groups and clubs
A1.1.2	Within financial means, support and fund Section 355 Committees to manage and maintain Council assets.	Action A1.1.2.a	Provide an annual financial allocation to support the maintenance of community managed Council assets, and provide information and support to ensure that all maintenance is conducted safely, sustainably and responsibly.	Director Corporate Services	Ongoing	80%	Council has allocated \$15,500 to S355 Hall Management Committees and \$52,400 to Recreation Ground and other Management Committees that manage Council facilities on behalf of Council. Annual grants distributed to Section 355 committees. Support provided to community based

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							management committees to secure grants.

Ensure the community is informed by improving access to

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A1.2.1	Enable mechanisms that ensure that information can be accessed in ways that meet the needs of the community.	Action A1.2.1(a)	Collaborate internally to simplify access to all Council information and advice.	Director Corporate Services	Progressing	25%	Council is reviewing and investigating its entire records management systems.
A1.2.1	Enable mechanisms that ensure that information can be accessed in ways that meet the needs of the community.	Action A1.2.1.(b)	Ensure that the communication channels used by Council meet the needs of the community and are coordinated, accessible and timely.	Director Corporate Services	Ongoing	95%	Council's community surveys have strongly supported Council's Newsletter as the main and preferred method residents use to access information. Council also uses its Council website, Facebook to also disseminate information within the community.

Support community driven projects

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A1.3.1	Facilitate and support partnership programs and projects within the community	Action A1.3.1.(a)	Deliver a financial support program that promotes partnership programs and projects within the community.	Director Corporate Services	Progressing	50%	Council has partnered successfully with both state and federal government agencies to provide projects in our shire.

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A1.3.1	Facilitate and support partnership programs and projects within the community	Action A1.3.1.(b)	Continue to support the Lockhart Historical Society through the provision of a facility and support of the exhibits program.	Director Corporate Services	Ongoing	90%	Council has funded and supported significant upgrades, extensions and improvements to the buildings and facilities managed by the Lockhart & District Historical Society in recent years.
A1.3.1	Facilitate and support partnership programs and projects within the community	Action A1.3.1.(c)	Increase volunteering opportunities and participation throughout the Shire	Director Corporate Services	Ongoing	60%	Encouraging community members to join Progress Associations, S355 and other Committees and Community groups.

Work with stakeholders to ensure our community is safe and well prepared to respond to adversity

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A1.4.1	Ensure that Lockhart Shire is well prepared to respond to adversity	Action1.4.1.(a)	Ensure that the Lockhart Shire Emergency Management Plan is current and that emergency response services are well placed to support our community	Director Engineering	Progressing	50%	New Shire EMP is 90% complete. LEMC meetings occurring each four months as planned.
A1.4.1	Ensure that Lockhart Shire is well prepared to respond to adversity	Action1.4.1.(b)	Foster effective detection and suppression of bush fires by maintaining well-equipped fire brigades with adequately trained personnel.	Director Engineering	Ongoing	50%	LSC supporting RFS as required.

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A1.4.2	Support the community's preparedness for socially and economically challenging times.	Action A1.4.2.(a)	Collaborate with relevant agencies and organisations to support their work within the Lockhart Shire.	Director Corporate Services	Progressing	45%	Council works with many agencies and organisations to improve the level and range of services within our shire. examples being: Road Safety, Work for the Dole, Riverina mobile library, Youth Services.
A1.4.4	Strengthen mechanisms that support access and inclusion for our community.	Action A1.4.4(a)	Encourage improved accessibility to community facilities for aged and disabled people.	Director Engineering	Ongoing	50%	New accessible toilet constructed at Walter Day Park.
A1.4.5	Promote community safety initiatives within the community.	A1.4.5.a	Support agencies and organisations in the promotion of community safety initiatives.	Director Corporate Services	Progressing	80%	Through Council's shared resources of Youth Officer and Roads Safety Officer initiatives are promoted on community safety.
A1.4.5	Promote community safety initiatives within the community.	A1.4.5.b	Ensure effective management of animal control and companion animal issues.	Director Engineering	Progressing	50%	Council attending to issues raised when resources available. LSC uses WWCC rangers for companion animals and they are having trouble due to own resourcing issues to respond in a timely manner. Council is looking to other neighbouring Councils for assistance.

Vibrant community places

Provide, or partner to provide, welcoming and well maintained community spaces and facilities

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
A2.1.1	Plan, develop and maintain recreational parks and gardens, open spaces, and facilities that respond to the needs of the community.	A2.1.1.a	Use observation and research to gain insight into the community space and facility needs of the community	Director Engineering	Ongoing	50%	Community satisfaction survey indicates importance of recreation facilities.
A2.1.1	Plan, develop and maintain recreational parks and gardens, open spaces, and facilities that respond to the needs of the community.	A2.1.1.b	Plan all new spaces using place making principles	Director Engineering	Not Due To Start	0%	Master planning for new spaces to be determined.
A2.1.1	Plan, develop and maintain recreational parks and gardens, open spaces, and facilities that respond to the needs of the community.	A2.1.1.c	Work with Committees of Management and Facility Managers to understand and balance maintenance and improvement needs of Council assets.	Director Engineering	Ongoing	50%	Council staff maintaining facilities and working with s355 committees as required.
A2.1.2	Ensure the Shires cemeteries are well planned, managed and maintained with support	A2.1.2.a	Maintain and improve the appearance of cemeteries and liaison with stakeholders.	Director Engineering	Ongoing	50%	Cemeteries being maintained as budget allows. Sprinklers at Lockhart lawn cemetery need replacing.

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	and involvement from stakeholders						
A2.1.2	Ensure the Shires cemeteries are well planned, managed and maintained with support and involvement from stakeholders	A2.1.2.b	Manage cemeteries in accordance with statutory requirements.	Director Engineering	Ongoing	50%	Cemeteries being managed and maintained, including record keeping, in accordance with statutory requirements.

Diverse range of community activities.

Provide, or partner to provide, diverse cultural and sporting opportunities

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
A3.1.1	Provide support and spaces to facilitate diverse sporting opportunities	A3.1.1.a	Provide flexible infrastructure to enable sporting groups to share facilities	Director Engineering	Ongoing	50%	Various community groups share recreational facilities. Pools operational and having good seasons. No feasibility studies undertaken at this stage.
A3.1.2	Provide support and spaces to facilitate diverse cultural opportunities.	A3.1.2.a	Increase the offering of cultural activities in the community including activities that celebrate our indigenous cultural heritage.	Tourism/EDO	Progressing	50%	Local artists participating in Eastern Riverina Arts (ERA) programs, ERA judges at Spirit of the Land Festival, Lockhart Shire resident on ERA Board, paid member of ERA. Bundyi Aboriginal Tours through The Rock, Lockhart and Galore Hill commenced from Wagga. Brings international visitors Mark Saddler of Bundyi Aboriginal

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							Tours gave free workshop to Lockhart & District Historical Society, attended by 25 people, very successful evening including indigenous food and herbs. Will be assisting Museum with improving indigenous display in Museum including showcase of how tools and equipment were made.
A3.1.2	Provide support and spaces to facilitate diverse cultural opportunities.	A3.1.2.b	Continue to facilitate and support the provision of Library services throughout the Shire.	General Manager	Progressing	50%	Mobile Library Services are provided on an ongoing basis by Riverina Regional Library in the towns of Lockhart, Yerong Creek, Pleasant Hills, Milbrulong and The Rock. A public computer terminal is also provided in Council's administration building reception area.

Facilitate and support our community to deliver vibrant and dynamic community events

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
A3.2.1	Provide support to events held within the community.	A3.2.1a	Provide limited financial and in-kind support to community events.	Tourism/EDO	Progressing	60%	In kind support provided to many events in the community including planning, marketing and deliverance assistance from Tourism & Economic Development , Engineering and Corporate Services Departments. Includes Spirit of the Land Festival, Spirit of Christmas, Australia Day Celebrations, Lockhart Vintage Verandah Fest, The Rock Triathlon

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							and numerous smaller events. Significant access to Tourism & Economic Development Officer and Directors for support and advice and to facilitate ease of staging events. Risk Management Plans including traffic are co-ordinated by Council for events. Assist groups to access grant funding.
A3.2.1	Provide support to events held within the community.	A3.2.1b	Provide non-financial support to events held in the community.	Tourism/EDO	Progressing	60%	In kind support provided to many events in the community including planning, marketing and deliverance assistance from Tourism & Economic Development , Engineering and Corporate Services Departments. Includes Lockhart Picnic Races, Spirit of the Land Festival, Spirit of Christmas, Australia Day Celebrations, Lockhart Vintage Verandah Fest, The Rock Triathlon and numerous smaller events. Significant access to Tourism & Economic Development Officer and Directors for support and advice and to facilitate ease of staging events. Risk Management Plans including traffic are co-ordinated by Council for events.
A3.2.2	Deliver a vibrant calendar of events	A3.2.2a	Pursue the attraction of key events, touring groups and arts	Tourism/EDO	Progressing	50%	Supporting key events - Spirit of the Land Festival, Spirit of Christmas, Australia Day Celebrations, Lockhart Vintage Verandah Fest, The Rock

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			and cultural experiences to the shire.				Triathlon, Bullenbong Camp Draft and numerous smaller events. Encourage growth of events and opportunities, especially smaller events that require a small number of volunteers for short periods to provide experiences for community members. Support venues in attracting entertainment including bands and shows. Continual sourcing of further event possibilities including outdoor events and touring groups, encouraging establishment of art and cultural group, encouraging utilization of existing venues and providing community opportunities to build new events on. Creation of Lockhart Shire Photo Competition, support for proposed The Rock B&S Ball, initiated Lockhart Shire Business Excellence Awards.
A3.2.2	Deliver a vibrant calendar of events	A3.2.2b	Work cross-functionally to develop and distribute a calendar of events	Tourism/EDO	Progressing	50%	Event application forms completed by community groups and reviewed by Engineering Department regarding risk management. Working closely with the community and RDA, REROC and Eastern Riverina Arts to ensure selection of events. Advertising and listing of events on Destination NSW, Riverina Regional Tourism, Lockhart Shire Tourism and within the Eastern Riverina Destination Management Organisation as well as in

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							ads/advertorials. Providing neighbouring Councils with event information for promotion in newsletters, social media and in Visitor Information Centres. Advertising partnership with Wagga.

Supported, inclusive and engaged communities

Ensure that our services are accessible to all of our community

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
A4.1.1	Services are accessible to all relevant community members	A4.1.1.b	Service information is communicated to the community.	Director Corporate Services	Completed	100%	Council has adopted many strategies to promote and communicate available services to the community and groups, e.g. Web site, Newsletter and e-mails to community clubs and groups.
A4.1.1	Services are accessible to all relevant community members	A4.1.1.a	All services are provided from safe and accessible facilities.	Director Corporate Services	Completed	100%	Council has a program to inspect buildings for safety and accessibility.

Support our children and young people

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
A4.2.1	Understand and respond to the development and support needs of young	A4.2.1.a	Work with appropriate organisations to remain abreast of the needs of local young people and children	Director Corporate Services	Progressing	65%	Council's shared Youth Officer has a program which includes activities for youth and the Youth Officer engages with schools in the Shire to

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	people and children within the Shire.						communicate these activities and get feedback on potential future activities.
A4.2.2	Develop and Implement the Early Years and Youth Development Plan	A4.2.2.a	Use insights to develop a Early Years and Youth Development Plan that responds to the needs of children and young people.	Director Corporate Services	Progressing	40%	Council staff and shared Youth Officer will continue to develop a program which will be incorporated into Council's Youth Action Plan. Noting priority for Youth Officer will be continuing to progress Action A4.2.1.a.
A4.2.2	Develop and Implement the Early Years and Youth Development Plan	A4.2.2.b	Support the delivery of a Youth Officer within the Shire in partnership with neighbouring Councils.	Director Corporate Services	Completed	100%	Council's Youth Officer is engaged as part of a shared resources agreement between Greater Hume and Lockhart Shire Councils.
A4.2.3	Provide facilities for early years and young people	A4.2.3.a	Develop facilities that encourage the wellbeing of young people and children.	Director Corporate Services	Progressing	90%	Achieved by the use of current facilities within the Shire, e.g. school gym, community halls. New tennis courts at the Yerong Creek Recreation Ground and new netball courts at the Lockhart Recreation Ground will further provide quality facilities to encourage the well-being of our younger demographic.
A4.2.3	Provide facilities for early years and young people	A4.2.3.b	Advocate for the extended use of school and community facilities for early years and youth activities	Director Corporate Services	Progressing	70%	Action taken as necessary in response to community requests, e.g. Council has established an Out of School Hours program at The Rock.

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A4.2.3	Provide facilities for early years and young people	A4.2.3.c	Deliver and maintain safe and fun playgrounds	Director Engineering	Ongoing	50%	No reported incidents at Shire playgrounds. Inspections and maintenance being undertaken as required.
A4.2.3	Provide facilities for early years and young people	A4.2.3.d	Continue to manage the Youth Flats to assist in meeting the housing needs of young people in the Shire.	Director Corporate Services	Ongoing	100%	Council has operational procedures in place inspect, monitor and attend to matters.

Provide support and opportunities to celebrate our older residents

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A4.3.1	Provide opportunities for older residents to come together and interact	A4.3.1.a	Support the implementation of structured groups and activities that support opportunities for older people to socialise.	Director Corporate Services	Progressing	70%	Council provides financial support for Seniors Week. Council continues to work with Men's Sheds in The Rock and Lockhart and other groups that cater for the elderly in exploring opportunities for programs and grants.
A4.3.1	Provide opportunities for older residents to come together and interact	A4.3.1.b	Encourage the planning and inclusion of older people in all community activities, events and projects to encourage their participation.	Director Corporate Services	Progressing	40%	Provide financial support for Seniors Week activities. Promote and communicate events that cater for elderly residents of the Shire.

2 A DYNAMIC AND PROSPEROUS ECONOMY

Well planned landscaping, streetscape and infrastructure

Manage and improve the appearance of our towns

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B1.1.1	Develop and implement a long term town beautification plan for each of the shires towns	B1.1.1.a	Develop a long term beautification plan for Lockhart and The Rock	Director Engineering	Ongoing	50%	P&G's being planned as resourcing permits.
B1.1.1	Develop and implement a long term town beautification plan for each of the shires towns	B1.1.1.b	Undertake planning and scoping for the development of long term beautification plans for Milbrulong, Yerong Creek, and Pleasant Hills	Director Engineering	Ongoing	50%	P&G's being planned as resourcing permits.
B1.1.2	Provide clean and aesthetically pleasing streets	B1.1.2.a	Implement the annual maintenance program within each town and ensure that services including litter bin collection and street cleaning are conducted during peak periods at a level that is acceptable to the community	Director Engineering	Ongoing	50%	Litter being collected and additional services provided when requested.

Improve the convenience and amenity of our towns

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B1.2.2	Better understand the retail and commercial sector to assist and support a response to filling service gaps	B1.2.2.a	Undertake a bi- annual retail and commercial audit of the shire to better understand the commercial and retail mix	Tourism/EDO	Progressing	50%	Maintenance of online directory to ensure comprehensive list of businesses. Support for Lockhart Shire Shopping social media facility for all Shire businesses. Expansion of the Go Local in Lockhart Shire campaign supported by radio and social media creatives. Creation of information list of business / trade opportunities for new residents. Business survey sent to Shire businesses and responses reviewed. Additional projects and workshops to assist businesses.
B1.2.2	Better understand the retail and commercial sector to assist and support a response to filling service gaps	B1.2.2.b	Utilise accurate economic insights to support the establishment of businesses that respond to identified retail and commercial service gaps	Tourism/EDO	Progressing	50%	Review of information provided by RDA and REROC. Review of available business opportunities within the Shire including shop fronts for sale, lease options and gaps in the market. Providing new and existing businesses with data, information and assistance to ensure every opportunity to develop and flourish. Support and maintenance of online tools for new and existing businesses, assisting potential residents with business possibilities and economic information. New residents kit compiled including potential business opportunities and promotion of Industrial Land. Crowe

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							Horwath workshop to develop a revised Economic Development Strategy.
B1.2.3	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres	B1.2.3.a	Support and promote the business community in projects that aim to attract locals and visitors to shop within the town centres	Tourism/EDO	Progressing	50%	Promotion of Lockhart Town as open for business on the weekend via print, online, radio and social media campaigns. Encourage businesses to work together with key event organisers and to take advantage of key dates, including the Spirit of the Land Shop the Spirit promotion, the Spirit of Christmas and Lockhart Vintage Verandah Fest. 'Go Local in Lockhart Shire' campaign promoting local purchasing. Ensuring businesses register for the online business directory. Encouraging businesses to avail of simple opportunities in the first instance such as workshops, competitions and street appeal. Undertake annual business survey. Instigate Lockhart Shire Business Awards

Advocate for the improvement of infrastructure that supports our rural business

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B1.3.1	Improve television, mobile and internet	B1.3.1.a	Advocate on behalf of the Lockhart Shire community for improved television, mobile and	General Manager	Progressing	10%	Representations made when opportunities arise. NBN now

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	coverage throughout rural areas		internet coverage throughout the shire, in particular in the rural areas of our shire				available in Lockhart and The Rock through a fixed wireless service.
B1.3.2	Increase the use of rail for agricultural transportation	B1.3.2.a	Continue to advocate on behalf of the Lockhart Shire community to support long term, sustainable and responsive use of the rail for agricultural transportation.	Director Engineering	Ongoing	50%	Shire continues to advocate for rail line up grades and usage.

An available skilled labour work force

Develop the skills and employment opportunities of our residents

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B2.1.1	Encourage a culture of lifelong learning.	B2.1.1.a	Promote community stories that celebrate academic achievements via Council's publications and communications	Tourism/EDO	Progressing	50%	Congratulating achievements throughout Lockhart Shire in print, online, via newsletter and on Councils Facebook pages. Support for events promoting academia. Support of community groups including young people in projects and providing opportunities. Looking at future mentoring opportunities. Support for the inclusion of unique stories online and in social media which local people can be proud of and aspire to.
B2.1.1	Encourage a culture of lifelong learning.	B2.1.1.b	Support and promote community groups,	Tourism/EDO	Progressing	50%	Support and promote community workshops and events that deliver

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			organisations and services that deliver learning and education opportunities				learning and education opportunities, support of relevant regional workshops that provide opportunities, including the dissemination of information. Provision of Social Media workshops, VIC training and planning for other possible workshops.

Attract skilled people to the region

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B2.2.2	Attractively promote the shire and available skilled and professional positions throughout the region, in particular health and medical based positions	B2.2.2.a	Through the implementation of Council's Marketing Strategy, regularly promote the shire as a positive place to live and work	Tourism/EDO	Progressing	50%	Ongoing promotion of Lockhart Shire as a great place to visit and to live through print, radio, regional and national websites and through social media. Promotion of affordable lifestyle in rural, residential, village or town living, expansive retail, health, education and community services, the prosperous economy and easy access to neighbouring cities and experiences. Use of positive media coverage to reinforce Shire benefits including new attractions, events, developments. New residents kit revised and updated.

Supported small to medium enterprises

Improve businesses' ability to access information and support

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B3.1.1	Increase the knowledge of local businesses within the shire	B3.1.1.a	Maintain and provide an up-to-date database of local businesses in the Lockhart Shire	Tourism/EDO	Progressing	50%	Database of local retail and commercial businesses in the Lockhart Shire maintained through research, business survey and ABN numbers. Businesses encouraged to be part of online business directory and online social mediums. Businesses also encouraged to participate in business awards and attend workshops.
B3.1.2	Support the ongoing development and sustainability of businesses within the shire	B3.1.2.a	Work with relevant stakeholders to provide reliable and relevant information on business support activities to local businesses.	Tourism/EDO	Progressing	50%	Liaising with RDA, REROC, Riverina BEC, Riverina Regional Tourism and other key stakeholders to provide relevant information to businesses electronically and in newsletters. Distributing workshop and training opportunities to businesses. Developing business opportunities as possible. Draft Industrial Land incentives and policy.
B3.1.3	Support the availability of economic and community insights to better inform business development.	B3.1.3.a	Make information such as economic profile and key trends publicly available from Council.	Tourism/EDO	Progressing	50%	Update of Lockhart Shire economic profile on Shire website and Country Change website as new information available. New Residents Kit updated. Dissemination of information as requested. Interactive Start Up

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							Business information available on website.

Foster a supportive business culture through networking and training

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B3.2.1	Initiate and actively participate in local business association meetings	B3.2.1.a	Investigate the need and feasibility of establishing local business association groups within each town.	Tourism/EDO	Progressing	70%	Encouraging business members to join the local Progress Associations. Instigation of annual Shire business networking evening, incorporating with guest speakers and Lockhart Shire Business Awards. Support where possible for those existing business groups and community groups including Rotary, Lockhart Ag Bureau. Continual discussion and liaison with businesses.
B3.2.1	Initiate and actively participate in local business association meetings	B3.2.1.b	Ensure Council representation and support for the Tourism and Economic Development Committee	Tourism/EDO	Progressing	50%	The Tourism and Economic Development Committee (TEDSC) is well represented throughout the Shire by Council and Community representatives. Committee numbers maintained over period. Members are very committed to the purpose of the TEDSC and work for the benefit of the community, instigating awareness campaigns and growth driving initiatives.

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B3.2.2	Foster and promote strong and effective leadership within local businesses associations	B3.2.2.a	Support strong business and community leadership within the Tourism and Economic Development committee	Tourism/EDO	Progressing	50%	Tourism and Economic Development Committee is strongly represented by community and businesses throughout Shire. The committee is generating new ideas and opportunities for the Shire with very strong and valuable input from all members. Very strong support for and participation in the Economic Development Strategy with Crowe Horwath.

Strengthen business relations

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B3.3.1	Regularly communicate with local businesses to understand how to improve Council's services, business confidence, and identify inhibitors to development.	B3.3.1.a	Continue to offer a variety of opportunities for businesses to communicate with Council, including both formal and informal methods	Tourism/EDO	Progressing	50%	Visits to all shop front businesses in Lockhart, The Rock, Yerong Creek and Pleasant Hills on a regular basis. Liaison with new and existing businesses. Continual support provided via email, telephone, online, social media and face to face. New and existing business given extensive support. Annual business survey to assist with Council support undertaken annually.
B3.3.1	Regularly communicate with local businesses to understand how to improve Council's services, business	B3.3.1.b	Maintain strong and regular contact with major businesses within the Shire.	Tourism/EDO	Progressing	45%	Regular contact with shop front businesses throughout the Shire. Aim for monthly visits. Email and phone support re grants, workshops, events and activities of interest to retail and

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	confidence, and identify inhibitors to development.						commercial businesses throughout Shire. Annual Business Survey prepared to assist with improved services and opportunity.
B3.3.1	Regularly communicate with local businesses to understand how to improve Council's services, business confidence, and identify inhibitors to development.	B3.3.1.c	Maintain Council owned shops and offices in good order and condition	Director Engineering	Ongoing	50%	Buildings being maintained as required.
B3.3.2	Celebrate business excellence within the shire	B3.3.2.a	Continue to recognise and reward business excellence by communicating local success in marketing materials	Tourism/EDO	Progressing	50%	Development of an annual Lockhart Shire Business Awards, held in conjunction with guest speakers / workshops. Rotary have agreed to host. 8 week spring shopping campaign Lockhart - Shop the Spirit and Win. Promotion of business achievements through radio, social and print media. Including new businesses, achievements and expansions. Regular promotion on Lockhart Shire Shopping facebook page. Regular features in the Riverina Regional Tourism's Insider guide and social media outlets of business achievements.

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B3.3.3	Continue to employ an Tourism/Economic Development Officer to implement economic priorities.	B3.3.3.a	Support ongoing financial allocations to ensure the ongoing sustainability of the Economic Development officer position.	Director Corporate Services	Completed	100%	Economic Development Officer and all related activities funded in the 2016-17 budget.

Work in partnership with stakeholders to attract new businesses to our Shire

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B3.4.1	Provide strong strategic direction for economic development within the shire	B3.4.1.a	Implement the Lockhart Shire Economic Development Strategy	Tourism/EDO	Progressing	50%	New economic development strategy in draft following workshops and Crowe Horwath feasibility study. Promotion of new and existing businesses within the Shire. Liaison with Regional Development Australia, REROC, Eastern Riverina Arts, Riverina Regional Tourism and NSW Dept of Primary Industry. Correspondence with potential residents. Continued assistance and support of businesses. Promotion of business opportunities including the Industrial Park.
B3.4.1	Provide strong strategic direction for economic development within the shire	B3.4.1.b	Develop and implement a destination marketing strategy for Lockhart Shire	Tourism/EDO	Progressing	50%	Draft marketing strategy complete. Ongoing promotion of Lockhart Shire as the place to visit. Updating of the Lockhart Shire Tourism website to enhance and expand on information. Use of visitlockhartshire.com.au as new web address. Extensive social

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
							media promotion including 7 various Facebook pages, Youtube, Twitter and Instagram. Use of #lovelockhartshire to create interest. Extensive advertising in caravanning editions and northern Victoria regions. Promotion online of all attractions and events including free listings on Visit NSW. Provide tourism and economic opportunities through new initiatives - ongoing project development in The Rock, Yerong Creek and Lockhart to attract visitors and to increase visitation and to create business opportunities. Utilisation of memberships and associations to promote the Shire at a wider level.
B3.4.2	Continue to support the growth of the business and industry sector within the shire	B3.4.2.a	Provide incentives to new businesses to start up in Lockhart Shire, including reduction of red tape at all levels of government, and availability of serviced Industrial land.	Tourism/EDO	Progressing	50%	Economically viable real estate with low start-up costs. Promotion of businesses for sale or lease. Promotion through Regional Development Australia and Country Change. Liaison with Environmental Services Department regarding dissemination of information. Provision of information to new businesses including extensive and interactive links on Shire website. Follow up of potential leads and opportunities. Revised economic development strategy to consider viable incentives. Incentives policy draft completed.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B3.4.2	Continue to support the growth of the business and industry sector within the shire	B3.4.2.b	Actively work to attract industries that add to our agriculture sector	Tourism/EDO	Progressing	50%	Economic development strategy inclusive of targeting new agri businesses at industrial parks. Promotion of the new blocks at the Industrial Park is ongoing. Possibility to expand farm stay opportunities. Contact with agri tour operators to promote visitation to Shire based farmlands and businesses. Liaison with agricultural bodies to see if any opportunities. Support provided for new local business Back Up Charlie.
B3.4.2	Continue to support the growth of the business and industry sector within the shire	B3.4.2.c	Support businesses establishing within the shire with appropriate information and contacts to facilitate their establishment	Tourism/EDO	Progressing	50%	Ongoing support to new, developing and existing businesses. Assistance with new and existing business re opportunities, including liaison with other Government departments. Extensive information available on Shire website for new businesses. Provision of information and contact details. Available for one to one meetings. Discussions with potential relocators. Networking with Murray Riverina Business Enterprise Centre. Kings Own Hotel sold and new owners very progressive with ideas. New owners at Lockhart Roadhouse. Two empty buildings in Lockhart main street sold, one opening entrepreneurial business.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B3.4.4	Promote positive images of the Lockhart Shire as a dynamic and versatile community	B3.4.4.a	Work to ensure that a professional image of the Lockhart Shire is presented through media and throughout publicity campaigns.	Director Corporate Services	Ongoing	80%	Achieved by Council producing well-written editorials, advertisements and brochures supported by high-quality images.
B3.4.4	Promote positive images of the Lockhart Shire as a dynamic and versatile community	B3.4.4.b	Continue to develop the Lockhart Shire Council photographic database.	Director Corporate Services	Progressing	80%	Facilitated via photographic competition in conjunction with Spirit of the Land Festival. Seeking high-quality images via Council's Facebook. Council now has a database of high-quality images of the Shire.

A thriving tourist economy

Improve the image of the Lockhart Shire for tourists

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B5.1.1	Promote the Lockhart Shire outside of the region as an attractive tourist destination	B5.1.1.a	Develop and implement a tourism marketing campaign to promote the shire.	Tourism/EDO	Progressing	50%	Draft tourism marketing plan completed. Enhancement of Lockhart Shire Tourism page and additional online presence on Destination NSW, Riverina Regional Tourism, Tripadvisor and other sites have resulted in an increase in visits to the Lockhart Shire Tourism website. Online visitors and page views are increasing. Print campaigns run at a reduced rate, with free editorials and negotiated number of free ads. Shire

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
							Facebook pages have a positive result, with a strong number of followers including international followers. Implementation of Twitter, Instagram and Youtube campaigns and the #lovelockhartshire hashtag.
B5.1.1	Promote the Lockhart Shire outside of the region as an attractive tourist destination	B5.1.1.b	Promote Lockhart Shire throughout the region.	Tourism/EDO	Progressing	50%	Promotion of 3-star Caravan Park, pet friendly destination, increasing and listing of attractions, events and outdoor experiences, promoting "Open for business on the weekend", are all key to attract regional visitors. Online, print and social media as well as liaison with neighbouring Councils to cross promote events and attractions has been beneficial and has ensured a positive image of Lockhart as an attractive and enjoyable tourist destination. Caravan Park numbers were affected by state wide flooding however visitor numbers recorded at the VIC show a continued increase on the previous year. NPWS vehicle data collection shows The Rock Hill continues to experience strong visitation.
B5.1.2	Ensure high quality signage throughout the shire	B5.1.2.a	Develop a signage strategy that ensures all directional and tourism signage is consistent, clear and maintained in an appropriate manner	Tourism/EDO	Progressing	35%	Liaison with General Manager and Director of Engineering to develop sign strategy for the town and shire entrances was placed on hold. New signage for directional and tourism purposes is to be in keeping with the

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
							heritage feel of the Shire, whilst being attractive and informative. Examples include the new signs at Lockhart Caravan Park, Galore Hill and the Industrial Park.

Better use of our natural strengths and assets to build our tourist sector

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B5.2.1	Promote Lockhart Shire as a place of great environmental diversity and interest	B5.2.1.a	Explore promotional publications that focus on showcasing the environmental diversity and opportunities within the shire.	Tourism/EDO	Progressing	50%	An increased number of online sites are being utilised to promote The Rock Hill Nature Reserve and Galore Hill as are print mediums. Outdoor activities, natural fauna and flora are being actively promoted including cycling and mountain bike riding, as is the popular Geo caching. Native fauna in the wild is a key new attraction. Galore Hill is undergoing improvements and a new brochure featuring upgrades has been distributed to neighbouring VICs and has good uptake. NPWS advised they will aim for a new brochure for The Rock Hill in 2017.
B5.2.1	Promote Lockhart Shire as a place of great environmental diversity and interest	B5.2.1.b	Ensure that Council promotional material references our Shire's key tourism benefits.	Tourism/EDO	Progressing	50%	Online information on The Rock Hill Nature Reserve and Galore Hill continues to be improved, and both attractions include new information on line, as does the RRT and Destination

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
							NSW sites. All print and online media promoting the 'Great Outdoors' including key landmarks, extensive range of outdoor activities, natural fauna and flora. Nature and outdoor activities are being promoted through social media.
B5.2.2	Explore tourism opportunities, developments and partnerships that are based on our natural assets such as eco-tourism activities and cycle tourism	B5.2.2.a	Actively pursue opportunities for the establishment of eco-tourism ventures within the shire.	Tourism/EDO	Progressing	50%	Opportunities for eco-tourism and additional opportunities for outdoor pursuits including walking, orienteering, cycling, mountain biking, abseiling and rock climbing are being promoted including mountain biking and ground level fossicking in Brookong State Forest and Milbrulong State Forest. Geo caching around the Shire being actively promoted. Opportunity at The Rock following completion of walking / cycle track between the town and The Rock Hill. Wagga based Bundy Cultural Tours which commenced operation in October 2016 encompasses The Rock Hill Nature Reserve (Kengal) and Galore Hill as well as scar tree sites.
B5.2.2	Explore tourism opportunities, developments and partnerships that are based on our natural assets such as eco-	B5.2.2.b	Maintain current insights on the eco-tourism industry.	Tourism/EDO	Progressing	50%	Possible opportunity for walk from The Rock to Yerong Creek along traditional path. Bird Trails of the Riverina and South West Slopes of NSW are also looking at possible walk in the Shire. Tourism website and other pages promote eco-tourism

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	tourism activities and cycle tourism						activities and cycle tourism. Liaison with relevant authorities regarding current trends and future possibilities including cultural eco and Indigenous tours and guides. Increased number of cycling events / days in the Shire. Potential for Rail Trails in the future as possible accommodation income for rural based businesses should they wish to pursue it.
B5.2.3	Ensure that all infrastructure within our reserves, including parking, signage and walkways, is maintained to a high standard	B5.2.3.a	Annually inspect all infrastructure within Council reserves to assess maintenance and upgrade needs.	Director Engineering	Ongoing	50%	Parks and reserves being inspected and maintained as required and within budget.
B5.2.3	Ensure that all infrastructure within our reserves, including parking, signage and walkways, is maintained to a high standard	B5.2.3.b	Maintain a schedule of works to maintain and upgrade infrastructure within Council's reserves.	Director Engineering	Progressing	50%	Works being undertaken in accordance with schedule and budget.
B5.2.3	Ensure that all infrastructure within our reserves, including parking, signage and walkways, is maintained to a high standard	B5.2.3.c	Support maintenance of reserves and public open space that is not owned or managed by Council	Director Engineering	Progressing	50%	Requests/complaints are forwarded to appropriate authority as required.

Develop infrastructure to support our tourist sector

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B5.3.1	Explore opportunities to develop tourism beds within the shire.	B5.3.1.a	Undertake a feasibility review to explore the accommodation gaps, needs and opportunities within the shire.	Tourism/EDO	Progressing	50%	There are accommodation gaps in the Shire, with a potential for further farmstays / B&Bs, and free caravan parking at hotel etc, as well as accommodation for active holidays, particularly at The Rock. Environmental Department reviewing Development Program Control to assist with those looking to provide short term accommodation. Opportunities for long term rental accommodation for youth, independent living and assisted living however significant lack of accommodation for those looking to privately rent houses, including holiday houses. Inhibitive in encouraging new residents unless able to build. Opportunity for Council owned property to be used as rental properties. Opportunity for building investor to provide.
B5.3.1	Explore opportunities to develop tourism beds within the shire.	B5.3.1.b	Ensure that the caravan park is operated and maintained to provide a clean, convenient and attractive facility for tourists and longer stay patrons	Director Engineering	Progressing	40%	Caravan park being operated, with generally high satisfaction from customers. Some work need to improve level of service. Management regime to be reviewed at conclusion of current contract.

Develop partnerships that support our tourism industry

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
B5.4.1	Continue involvement in appropriate regional and state tourism bodies	B5.4.1.a	Ensure appropriate Council representatives are involved in regional and state groups and bodies	Tourism/EDO	Progressing	50%	TEDO is director on Riverina Regional Tourism board and attends both board and member meetings. Board member of Eastern Riverina Arts to December 2016, attends forums and workshops including networking opportunities. Regular liaison with position counterparts in neighboring and nearby LGAs. Liaison with Regional Tourism Awards.
B5.4.2	Partner with neighbouring shires to facilitate the promotion of the region	B5.4.2.a	Partner with Riverina Tourism and neighbouring Councils to promote the region.	Tourism/EDO	Progressing	50%	Working with all Councils in the Riverina Regional Tourism to promote Lockhart Shire and the surrounding region including member of the Board. Involved in Taste Riverina, Riverina Localist campaigns and Sunrise promotion. Very good numbers in attendance at Spirit of the Land Festival especially considering regional and state flooding.

3 AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

Protected biodiversity and open space

Provide excellent nature reserves and protected areas within our community

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C1.1.1	Continue to manage the biodiversity of Galore Hill and The Rock Hill, through plantings and pest management	C1.1.1.a	Undertake annual inspections and spraying of noxious weeds in Galore Hill.	Director Engineering	Ongoing	50%	Noxious weeds inspected and controlled accordingly at Galore Hill.
C1.1.1	Continue to manage the biodiversity of Galore Hill and The Rock Hill, through plantings and pest management	C1.1.1.b	Undertake annual inspections and treatment as necessary of feral pests in Galore Hill.	Director Engineering	Ongoing	50%	Inspections and action taken accordingly to control of feral pests at Galore Hill.
C1.1.1	Continue to manage the biodiversity of Galore Hill and The Rock Hill, through plantings and pest management	C1.1.1.c	Continue to provide ongoing information to State authorities regarding reported or identified pest and weed outbreaks within The Rock Hill reserve.	Director Engineering	Ongoing	50%	Any knowledge of issues reported to appropriate authority as required.
C1.1.4	Promote the protection of our water catchment and riparian zones	C1.1.4.a	Prepare vegetation studies and associated management plans for roadside and other significant areas	Director Engineering	Ongoing	50%	Remnant vegetation program implemented. Staff works crews trained in management of vegetation.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C1.1.4	Promote the protection of our water catchment and riparian zones	C1.1.4.b	Support environmental health of our Shire's waterways	Director Engineering	Ongoing	50%	Effluent discharge regularly tested and in accordance with licence requirements.
C1.1.4	Promote the protection of our water catchment and riparian zones	C1.1.4.c	Liaise with relevant groups and agencies to ensure that all parties are kept up to date in regards to current programs	Director Engineering	Ongoing	50%	Council staff have undertaken education and community projects to increase awareness. Take up is very poor.
C1.1.5	Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards	C1.1.5.a	Promptly investigate and report on matters considered as having significant environmental impact	Director Engineering	Ongoing	50%	Nil issues raised.

Increase the amount of native flora throughout the shire

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C1.2.1	Encourage native plant choices throughout the community	C.1.2.1.a	Provide regular information to the community via Council's communications and publications encouraging native plant choices.	Director Engineering	Ongoing	50%	Information provided to residents periodically and as requested.
C1.2.2	Increase the native plants used in community areas throughout the shire	C1.2.2.a	Develop a policy that plans for native vegetation use throughout all Council property.	Director Engineering	Progressing	50%	Guidelines have been established.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C1.2.2	Increase the native plants used in community areas throughout the shire	C1.2.2.b	Continue to assess the most appropriate street trees for planting in Lockhart Shire and where appropriate reflect native choices in the Shire's Street tree planting plans.	Director Engineering	Ongoing	50%	Trees assessed as required. When tree removed appropriate species planted.

Decreased occurrence, spread and impact of weeds and pests throughout our shire

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C1.4.1	Implement weed management practices in response to outbreaks throughout the Shire and actively work to prevent outbreaks	C1.4.1.a	Provide information and advice to farmers and the community about weed control and prevention on their properties	Director Engineering	Ongoing	50%	Council Environmental Officer proactive in working with farmers.
C1.4.1	Implement weed management practices in response to outbreaks throughout the Shire and actively work to prevent outbreaks	C1.4.1.b	Continue to respond appropriately to outbreaks of weeds throughout the shire	Director Engineering	Ongoing	50%	Regular inspections of Council properties occurring. Weeds controlled accordingly.

Responsible energy use

Ensure that Councils buildings and facilities are environmentally sensitive

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C2.1.1	Where practical improve the energy efficiency of Council buildings throughout the shire	C2.1.1.a	Ensure all new Council buildings and facilities incorporate energy efficient design.	Director Engineering	Progressing	50%	Any new buildings are designed with energy efficiency in mind as appropriate.
C2.1.1	Where practical improve the energy efficiency of Council buildings throughout the shire	C2.1.1.b	Ensure that all retrofitting works on existing Council buildings and facilities incorporate energy efficient design where practicable	Director Corporate Services	Ongoing	100%	Where practical any modifications include energy efficient design.

Ensure responsible development practices are exercised

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C2.3.1	Through the Lockhart Local Environment Plan and Building Codes, incorporate environmentally sustainable design principles & development specific conditions into all new residential, rural and commercial	C2.3.1.a	Encourage ESD principles & development specific conditions in new developments by promotion, appeal & instruction to developers.	Director Engineering	Progressing	50%	All developments in accordance with statutory requirements.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	developments and subdivision plans						

Sustainable water, waste and transport

Improve water saving and re-use practices

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C3.1.2	Continue to explore the feasibility of water conservation practices throughout all Council works, and incorporate water saving and reuse features to all Council building and retrofitting projects	C3.1.2.a	Conduct a review of water use practices within Council works and identify areas for potential savings and reuse	Director Engineering	Progressing	50%	Quarterly bills analyzed for water usage.
C3.1.3	Investigate the use of recycled water on Council's sporting grounds and parks.	C3.1.3.a	In co-operation with Riverina Water, undertake a feasibility study on the use of recycled water on all the shire's sporting grounds and parks.	Director Engineering	Not Progressing	0%	Have not undertaken any works on this study.

Utilise effective waste management throughout the community

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C3.2.1	Provide efficient and sustainable waste management practices	C3.2.1.a	Develop and implement a Waste Management Strategy for the shire that includes strategies for waste, recycling and roadside litter removal	Director Engineering	Progressing	50%	Waste management is progressing well. Currently in tender process for waste contract renewal.
C3.2.1	Provide efficient and sustainable waste management practices	C3.2.1.b	Ensure satisfactory collection and disposal of waste and litter at approved sites in accordance with legislative requirements, thus providing a healthy environment for the community	Director Engineering	Progressing	50%	Very few complaints about garbage collection service.

Environmental engagement

Foster the communities' pride in its natural assets

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
C4.2.1	Investigate opportunities to promote community pride in Lockhart Shire's natural assets	C4.2.1.a	Where appropriate provide support and information to community members who are involved in environmental projects and endeavours	Director Engineering	Progressing	50%	Undertaken recycling project at Landfill sites and chemical recycling program due to commence later this year.
C4.2.1	Investigate opportunities to promote community pride in Lockhart Shire's natural assets	C4.2.1.b	Encourage formation of community groups that actively protect and promote our natural assets	Director Engineering	Progressing	50%	Allocations occurring as requested/required.

4 INFRASTRUCTURE FOR THE LONG TERM NEEDS OF THE COMMUNITY

Infrastructure that facilitates an active community

Plan for the sustainable use of transport in townships

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D1.1.1	Continue to implement the Lockhart Shire Pedestrian and Mobility Plan that plans for the future maintenance and development of pathways throughout the shire	D1.1.1.a	Construct shared walking and cycling paths that link key community, retail and residential areas of Lockhart and The Rock	Director Engineering	Progressing	50%	Track to The Rock Hill being constructed. Path works in Lockhart undertaken.
D1.1.1	Continue to implement the Lockhart Shire Pedestrian and Mobility Plan that plans for the future maintenance and development of pathways throughout the shire	D1.1.1.b	Continue to improve the number of walking and cycle tracks throughout the Shire – particularly those that link key tourist areas and sites	Director Engineering	Progressing	50%	Tracks being constructed as identified and resourced.
D1.1.1	Continue to implement the Lockhart Shire Pedestrian and Mobility Plan that plans for the	D1.1.1.c	Continue to maintain the existing footpath network	Director Engineering	Progressing	50%	Path inspections and maintenance occurring in accordance with budget.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	future maintenance and development of pathways throughout the shire						
D1.1.1	Continue to implement the Lockhart Shire Pedestrian and Mobility Plan that plans for the future maintenance and development of pathways throughout the shire	D1.1.1.d	Develop a schedule of works for pathway development for the next 5 years	Director Engineering	Progressing	50%	Council staff currently preparing a new 5 year PAMP plan.
D1.1.2	Promote connected trails and on-road paths for improved community use	D1.1.2.a	Ensure that all tourist and related promotional material reference the shire's trails and pathway network	Tourism/EDO	Progressing	50%	Submission of the Lockhart Sculpture and Heritage Trail resulted in Highly Commended at the 2016 Inland Tourism Awards. Brochure continually updated and new map featuring sculptures in Lockhart available separately. The Rock Heritage Walk brochure completed include printed map. Promotion of new walk / cycle path at The Rock and promotion of newly cleared and signed paths at Galore Hill. Introduction of a "touring route" that encompasses Lockhart, The Rock, Yerong Creek and Pleasant Hills, supported by sights and attractions on the way. All Shire attractions added to tourism website, Riverina Regional Tourism (RRT) and

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
							Destination NSW. Attractions included in new RRT trails online.
D1.1.2	Promote connected trails and on-road paths for improved community use	D1.1.2.b	Provide information to local accommodation and tourist bodies to support the promotion of the shire's trails and pathway network	Tourism/EDO	Progressing	50%	Regional tourism partners and accommodation providers supplied with information promoting Shire tourism trails, website and facebook used to promote, regular replenishment of Shire brochures, neighbouring LGAs promote Lockhart Shire attractions, included in Wagga tourism book and on Visit Wagga website. Tourist attractions listed on Riverina Regional Tourism and Destination NSW websites and promoted through their social media
D1.1.3	Provide effective street lighting within the villages of the Shire to support safety and security for pedestrians and vehicular traffic	D1.1.3.a	Assess and initiate requests for improved or additional street lighting	Director Engineering	Progressing	50%	Street lights complaints actioned accordingly.

Strategically plan for our sports and recreation infrastructure

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D1.2.1	Ensure appropriate provision, planning and use of all open space and recreation	D1.2.1.a	Develop the Lockhart Shire Strategic Recreation and Open Space Master Plan	Director Engineering	Not Progressing	0%	No work has been undertaken on this master plan.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	provisions through the shire						
D1.2.1	Ensure appropriate provision, planning and use of all open space and recreation provisions through the shire	D1.2.1.b	Support the development of the Lockhart Gym	Tourism/EDO	Completed	100%	Due to members of the community providing gym and training programs, an application was made to change the gym grant to funding for an outdoor gym in the previous financial year. The TEDO worked with Lockhart Progress to ensure funding money for outdoor gym was utilised. Outdoor gym has been installed by Engineering Dept in Walter Day Park. Additional outdoor gym equipment may be sought through funding by Lockhart Progress in the future. Opportunities for private gym and training exist. Project complete.
D1.2.1	Ensure appropriate provision, planning and use of all open space and recreation provisions through the shire	D1.2.1.c	Continue to actively seek funding for the future upgrade of our Shire's pools	Director Corporate Services	Progressing	95%	Application for Special Rate Variation submitted to IPART. Application for funding submitted to Building Better Regions Fund.
D1.2.1	Ensure appropriate provision, planning and use of all open space and recreation provisions through the shire	D1.2.1.d	Improve the standard of sport and recreation facilities throughout the shire	Director Engineering	Progressing	50%	Facilities progressively being updated and improved, especially through help of local volunteers,

Improved transport safety and accessibility

Improve the safety of people on our roads

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D2.1.1	Support safe and easy travel throughout the shire	D2.1.1.a	Develop and implement a Road Strategic Plan that contributes to making travel throughout the Shire easier and safer	Director Engineering	Progressing	50%	Road maintenance and construction on time and on budget. Strategic action in accordance with current road hierarchy.
D2.1.3	Provide and maintain efficient and safe bridge infrastructure throughout the shire	D2.1.3.a	Prepare and implement a works program for the repair, maintenance and replacement of bridges	Director Engineering	Progressing	50%	Bridge repairs undertaken as required. Major bridges currently being assessed.
D2.1.4	Ensure maintenance, accessibility and safety of the aerodrome	D2.1.4.a	Regularly maintain the aerodrome	Director Engineering	Progressing	50%	Airstrip inspected and maintained as required. Had additional maintenance works following damage from last wet winter.

Vibrant rural planning and development

Develop infrastructure that supports growth within our community

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D3.1.1	Provide and maintain efficient sewage systems that allows for current and future community demands	D3.1.1.a	Maintain an accurate condition based sewage asset register and asset management plan and fund all necessary maintenance and renewal works	Director Engineering	Progressing	50%	Sewerage asset register implemented. Currently being updated.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D3.1.1	Provide and maintain efficient sewage systems that allows for current and future community demands	D3.1.1.b	Ensure all new development has efficient sewage systems included at initial stages	Director Engineering	Progressing	50%	Design works occurring for sewer expansion in The Rock. All new developments' sewerage installation/connection in accordance with statutory requirements.
D3.1.1	Provide and maintain efficient sewage systems that allows for current and future community demands	D3.1.1.c	Maintain existing infrastructure to treat and dispose of effluent	Director Engineering	Progressing	50%	Maintenance occurring in accordance with program and budget.
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community	D3.1.3.a	Complete flood studies for Lockhart and The Rock	Director Engineering	Progressing	50%	Flood studies complete. Currently up to flood mitigation works.
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community	D3.1.3.b	Complete storm water plans for Lockhart and The Rock	Director Engineering	Progressing	50%	Stormwater managed as required.
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community	D3.1.3.c	Develop and maintain a condition based drainage asset register/asset management plan and fund necessary maintenance and renewal works	Director Engineering	Ongoing	50%	Asset register progressively being updated.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community	D3.1.3.d	Complete an annual maintenance program for storm water drainage within the shire within budget.	Director Engineering	Progressing	50%	Stormwater maintenance occurring as budget and resourcing allows.
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community	D3.1.3.e	Maintain existing kerb and guttering to an acceptable standard	Director Engineering	Progressing	50%	K&G being maintained and replaced as budget and resourcing allows.

Land use that supports the development of our community

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D3.2.1	Clearly define land use requirements and developments in line with State Government Regulations	D3.2.1.a	Continue to implement the Lockhart Shire Council Local Environment Plan and review where necessary	Director Engineering	Progressing	50%	LEP currently being reviewed for future update.
D3.2.1	Clearly define land use requirements and developments in line with State Government Regulations	D3.2.1.b	Continue to administer and review Council's Contribution Plan	Director Engineering	Progressing	50%	s94A plan implemented. s64 DCP being developed.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D3.2.1	Clearly define land use requirements and developments in line with State Government Regulations	D3.2.1.c	Ensure the construction and maintenance of buildings and other structures within the Shire comply with appropriate standards.	Director Engineering	Progressing	50%	All developments assessed and inspected in accordance with statutory requirements.
D3.2.2	Continue to remain updated on potential mining and quarry developments within the Shire and ensure that all mines, quarries and pits operate in accordance with relevant legislation and development approvals.	D3.2.2.a	Participate in relevant and appropriate discussions and reviews that relate to the exploration and development of mining industries within the shire.	General Manager	Progressing	50%	Relevant meetings are attended when scheduled.
D3.2.2	Continue to remain updated on potential mining and quarry developments within the Shire and ensure that all mines, quarries and pits operate in accordance with relevant legislation and development approvals.	D3.2.2.b	Ensure that all operational quarries, mine and pits have development consent.	Director Engineering	Progressing	50%	All quarries managed in accordance with statutory requirements.
D3.2.2	Continue to remain updated on potential mining and quarry developments within the Shire and ensure that all	D3.2.2.c	Operate Council's gravel quarries in an effective and environmentally sound manner to obtain road making materials.	Director Engineering	Progressing	50%	Quarries being managed and used effectively.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	mines, quarries and pits operate in accordance with relevant legislation and development approvals.						

Infrastructure that supports our community identity

Provide a public art experience that reflects our community identity

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D4.1.1	Develop a public art strategy that plans for the acquisition and installation of public art.	D4.1.1.a	Develop the Lockhart Shire Public Art Strategy	Tourism/EDO	Progressing	20%	No existing Shire public art strategy. Discussions with Eastern Riverina Arts, Arts Council and review of Public Art to tie in with town themes. Build on art and heritage trail where relevant. Public art to have benefits to the community where possible. Use as an attraction to encourage day and overnight visitors. Each town to have its own unique appeal.
D4.1.1	Develop a public art strategy that plans for the acquisition and installation of public art.	D4.1.1.b	Investigate opportunities for funding public art development and installation throughout the Shire	Tourism/EDO	Progressing	50%	Discussions with Eastern Riverina Arts, Arts Council and review of available grants. Liaison with Spirit of the Land and community groups to encourage opportunities for public art development on a Shire wide basis. Opportunities for Shire wide sculpture trail, each town / village with a unique feature - Lockhart has 2 walking trails,

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							Tootool has sculpture park, The Rock are working on the Faerie Tree and have installed the Anzac panels and Yerong Creek have concept of a maze incorporating art / elements of the land. Pleasant Hills are considering a sculpture based on relevancy to their village. Funding for current projects is ongoing.

Ensure township identities are consistent

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
D4.3.1	Complete consistent entrance statements for all access points to our towns	D4.3.1.a	Implement consistent entrance points as part of each towns beautification strategy	Tourism/EDO	Not Progressing	0%	Project on hold as part of signage strategy.

5 STRONG LEADERSHIP AND SERVICES

A community that is passionate and engaged in its future

Utilise effective community engagement processes

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E1.1.1	Increase community engagement practices with the community.	E1.1.1.a	Develop the Lockhart Shire Community Engagement Strategy to support ongoing and appropriate engagement with the community.	Director Corporate Services	Completed	100%	Engagement Strategy implemented in respect of Community Strategic Plan review, Disability Inclusion Action Plan and Special Rate Variation application.
E1.1.1	Increase community engagement practices with the community.	E1.1.1.b	Continue to improve and expand the use of technology in Council's communication with its community	Director Corporate Services	Ongoing	100%	Maintaining and regularly updating Council's website. Emailing grant opportunities and information to community groups.
E1.1.1	Increase community engagement practices with the community.	E1.1.1.c	Continue to develop and distribute Council's community newsletter.	Director Corporate Services	Completed	100%	Achieved and will continue to develop the effectiveness of Council's Newsletter.
E1.1.1	Increase community engagement practices with the community.	E1.1.1.d	Involve staff in regular community engagement and community project initiatives.	General Manager	Progressing	50%	Relevant staff participated in the community engagement initiatives relating to the review of the Community Strategic Plan and preparation of the Delivery Programme. Community based Committees established to provide feedback on the swimming pool refurbishment projects were also attended by relevant staff. Staff

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
							continue to provide ongoing support to the community based Section 355 Committees.

Actively seek strong involvement in State planning for the region

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E1.2.1	Advocate for the appropriate representation of the needs of the Lockhart Shire community at a state level	E1.2.1.a	Continue strong representation on appropriate state planning and reference committees.	Director Engineering	Progressing	50%	Council participates at state and regional planning level as appropriate. Council actively involved with REROC.

Accessible and responsive service delivery

Represent and acknowledge of the needs, challenges and characteristics of our communities

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E2.1.1	Remain updated and informed on current demographic and social data pertaining to the Lockhart Shire communities	E2.1.1.a	Develop relationships with service providers, organisations and other levels of government that support the sharing of demographic and social data pertaining to the Lockhart Shire.	Director Corporate Services	Completed	100%	Review of studies and results, attendance at workshops, conferences and meetings, accessing Australian Business Register for data.
E2.1.1	Remain updated and informed on current demographic and social	E2.1.1.b	Actively seek new and updated information relating to the	Director Corporate Services	Progressing	25%	Proactively seeks out Australian Bureau of Statistics information and Regional Tourism data.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	data pertaining to the Lockhart Shire communities		population of the Lockhart Shire to inform future planning				
E2.1.2	Continue to lead and advocate on key social and community issues	E2.1.2.a	Remain up to date on key social and community issues that relate to the shire and its communities and ensure appropriate advocacy to represent the needs of the residents of the shire.	General Manager	Progressing	50%	Council performed an advocacy role in relation to matters such as mobile phone coverage and upgrade of rail lines. In the second half of the year it is anticipated that the opportunity will be taken to lobby for the upgrade of the Boree Creek to The Rock rail line as well as lodge a submission to the Senate Enquiry on the relocation of corporate Commonwealth entities.
E2.1.3	Regularly provide up to date and accurate community information to relevant program and services providers	E2.1.3.a	Ensure that accurate community information is passed on to service providers as it becomes available to Council	Director Corporate Services	Progressing	85%	General information communicated via Newsletter and specific information sent to relevant agencies and service provider(s).

Improve understanding of the services available for people within the community

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E2.2.1	Regularly promote services and programs throughout the community.	E2.2.1.a	Develop an accessible database of programs, services and service providers that is accessible by the community.	Tourism/EDO	Not Progressing	0%	Corporate Services - Comprehensive list of community services developed and maintained on Shire website and via database.

Productive and beneficial relationships

Provide opportunities for relationship building and development

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E3.1.1	Strong and beneficial relationships between local government and service providers, other levels of government and community	E3.1.1.a	Ensure Council staff develop networks and relationships with service providers and relevant government bodies.	General Manager	Progressing	50%	Staff participate in networking through their respective professional associations as well as through other local government organisations such as REROC Committees.
E3.1.1	Strong and beneficial relationships between local government and service providers, other levels of government and community	E3.1.1.b	Ensure prompt, courteous service and advice to all Council customers.	Director Corporate Services	Ongoing	100%	Achieved with courteous, professional front counter staff and with other staff providing back up phone support.
E3.1.2	Ensure Council staff and Councillors participate regularly in professional development to support high quality customer service and professional skills	E3.1.2.a	Ensure attendance at training sessions by Councillors as required by the Division of Local Government following each ordinary election.	General Manager	Progressing	50%	Information regarding the availability of Councillor training sessions provided by LGNSW and hosted by Albury City Council, disseminated to all Councillors. Further training opportunities for Councillors being arranged through REROC.
E3.1.2	Ensure Council staff and Councillors participate regularly in professional development to support high quality customer	E3.1.2.b	Ensure that all professional Council staff attend at least one professional development course per annum.	HR/WHS	Progressing	75%	Professional development details are maintained within Council's Staff Training Plan.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	service and professional skills						

Strong and effective leadership

Plan for the long term sustainability of the shire

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E4.2.1	Advocate and prepare for the long term sustainability of our Shire	E4.2.1.a	Continue to develop sound financial management policies and practices that help ensure Council's long term financial sustainability.	Director Corporate Services	Ongoing	100%	Council's Long Term Financial Plan (LTFP) is prepared and reported to Council and community via Operational Plan as per Integrated Reporting and Planning Guidelines (IP&R) and provides a 10 year outlook on Council's financial sustainability. Also supported by other IP&R Plans, being Operational Plan & Delivery Program. Updates are communicated to Council and the Community via Quarterly Budget Reviews of the Operational Plan as per IP&R Guidelines. Application for a Special Rate Variation submitted to IPART.
E4.2.1	Advocate and prepare for the long term sustainability of our Shire	E4.2.1.b	Develop and regularly report on long term financial plans for Council.	Director Corporate Services	Ongoing	100%	Achieved via Quarterly Budget Reviews presented to Council and the community.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E4.2.1	Advocate and prepare for the long term sustainability of our Shire	E4.2.1.c	Present a professional image of Council in all corporate and civic settings.	General Manager	Progressing	50%	Corporate ties and scarfs have been purchased to compliment corporate jackets. Councillors and staff are encouraged to wear corporate uniform at official functions.
E4.2.1	Advocate and prepare for the long term sustainability of our Shire	E4.2.1.d	Set a detailed annual program of works for within the shire and ensure such works are scheduled within the budget and appropriate work plans.	Director Engineering	Progressing	50%	10 year capital works plan incorporated into LTFP.
E4.2.1	Advocate and prepare for the long term sustainability of our Shire	E4.2.1.e	Continue the development of Asset Management Strategy and Plans.	Director Corporate Services	Progressing	60%	Council is continually developing and improving the level of confidence in the data in its Asset Management Plans. Updated Asset Management Plans tabled at February 2017 Council Meeting.
E4.2.1	Advocate and prepare for the long term sustainability of our Shire	E4.2.1.f	Continue community consultation regarding asset maintenance levels and identification of new projects.	Director Corporate Services	Progressing	45%	Incorporated as part of Council's review and updating of Asset Management Plans.
E4.2.2	Increase the participation of local people in local government	E4.2.2.a	Promote and encourage participation in local government throughout Council's publications – in particular in the lead up to Council elections	General Manager	Progressing	50%	Participation encouraged through various means including monthly Community Newsletter and Community Facebook Page. Extensive Community Engagement Strategy implemented as part of reviewing and amending the 2017-2027 Community Strategic Plan and 2017-2021 Delivery Programme.

A supportive and inclusive community

Improve access to quality health, medical, and life-stage relevant services

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E5.1.3	Advocate on behalf of the shire's communities in regards to health planning at a regional level.	E5.1.3.a	Make appropriate representation on behalf of the community as issues arise.	General Manager	Progressing	50%	Continued participation on Local Health Advisory Committee. Support provided and representations made as opportunities arise.

Ensure our residents can access a high quality education experience

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E5.2.3	Advocate for all our Shire's primary schools to stay open.	E5.2.3.a	Continue to advocate for the long term sustainability of the small schools within the shire.	General Manager	Progressing	50%	Support is provided as required and when opportunities arise.

Provision of efficient and cost effective services by Council to the Lockhart Shire Community

Provision of excellent leadership and governance within Council

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E6.1.1	Meet all governance and regulatory requirements in the conduct of Council's operations.	E6.1.1.a	Ensure all statutory policies, codes and plans are adopted by Council and reviewed regularly.	Director Corporate Services	Progressing	70%	This is an ongoing program which may be by notification from Government agencies, community needs and others. Process for ongoing review of Policies endorsed at February 2017 Council meeting.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E6.1.1	Meet all governance and regulatory requirements in the conduct of Council's operations.	E6.1.1.b	Ensure all legislative requirements are regularly checked for compliance.	Director Corporate Services	Progressing	85%	Many legislative requirements are notified to Council via Office of Local Government circulars.
E6.1.1	Meet all governance and regulatory requirements in the conduct of Council's operations.	E6.1.1.c	Ensure all leases and licences of Council owned land and land for which Council is responsible are renewed as required.	Director Corporate Services	Progressing	65%	Achieved via notifications from Department of Land & Properties, and Crown Lands.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	E6.1.2.a	Develop a WH&S Risk Audit Schedule and checklist.	HR/WHS	Ongoing	25%	Council completed the StateCover WHS Self-Audit on August 2016. Report provided by StateCover in September 2016. Council scored well in regard to Specific Hazards with the WHS Management System identified as an ongoing process that requires review and maintenance of documented processes.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	E6.1.2.b	Create a WH&S Risk Register and update annually	HR/WHS	Progressing	25%	StateWide Audit results contribute to this action. WHS Program documentation under development.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk	E6.1.2.c	Develop and implement WH&S Risk Management Plans, Strategies and Audits to identify	HR/WHS	Progressing	25%	WHS/Risk processes under review. Consultation with WHS Committee to take place.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	management culture within council.		and ameliorate risks to council and staff.				Employee involvement with risk processed.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	E6.1.2.d	Continue regular back-ups of all organisational software and data to ensure that, in the event of an emergency, the organisation can commence delivery of services as soon as possible after the event.	Director Corporate Services	Ongoing	100%	Council's IT hardware and software incorporates backup system that backs up network drives every 60 minutes, which is retained for 10 to 14 days.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	E6.1.2.e	Establish an organisation wide risk management framework and business continuity plans.	HR/WHS	Progressing	15%	Framework and BCP under discussion.

To provide responsible management of knowledge resources

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E6.2.1	Ensure adequate IT systems are in place to support service delivery and accountability requirements.	E6.2.1.a	Maintain and develop suitable communications and IT systems.	Director Corporate Services	Progressing	90%	Facilitated and achieved via up to date server hardware. All staff desktop computers have access to Microsoft Office 365. Other specific programs are acquired and used by required staff.
E6.2.1	Ensure adequate IT systems are in place to support service delivery	E6.2.1.b	Provide 'help desk' service to staff offering trouble shooting, maintenance and software upgrades.	Director Corporate Services	Ongoing	100%	Council has third party IT support, which is coordinated by a staff member who also assists with lower level IT issues.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
	and accountability requirements.						
E6.2.2	Maintain and develop a Records Management System that meets the needs of the organisation, the community and legislative requirements.	E6.2.2.a	Consider installation of an electronic document management system.	Director Corporate Services	Progressing	30%	A Records Management Working Group has been established to review current records management system, with a view to considering the suitability of an electronic records management system for Council and reviewing Council's current File Index system.

To provide responsible people management

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E6.3.1	Attract and Retain a quality workforce.	E6.3.1.a	Develop and maintain a full range of Human Resource Management Information System.	HR/WHS	Progressing	50%	Payroll software operational and in use. Council does not have a complete HRMIS, however information is maintained in full as required through Council forms, processes, policies, personnel files.
E6.3.1	Attract and Retain a quality workforce.	E6.3.1.b	Biannually update the Lockhart Shire Council Equal Employment Opportunity Management Plan.	HR/WHS	Progressing	50%	Plan currently under review.
E6.3.1	Attract and Retain a quality workforce.	E6.3.1.c	Regularly review Organisational Structure for currency and relevance.	HR/WHS	Ongoing	75%	Structure is reviewed as required. Structure is current to date.

DP Action Code	DP Action	Action Code	Action	Responsible Position	Status	Progress	Comment
E6.3.1	Attract and Retain a quality workforce.	E6.3.1.d	Regularly review the salary and performance system for currency and relativity.	HR/WHS	Ongoing	75%	S&P System is reviewed as required.
E6.3.1	Attract and Retain a quality workforce.	E6.3.1.e	Take pro-active WH&S measures to minimise accidents/incidents in the workforce.	HR/WHS	Ongoing	75%	Pro-active measures are ongoing in respect to incident/injury reporting by employees, i.e. through investigation. Injury management is undertaken as required in collaboration with StateCover and associated entities.