



2017–2027 Community Strategic Plan  
2017-2021 Delivery Plan  
and  
2020-21 Operational Plan

Report to 30 June 2021

# OBJECTIVES AT A GLANCE

## **A: A CONNECTED & RESILIENT COMMUNITY**

- A1. We value spending time with each other and want more opportunities to come together.
- A2. Our community services and facilities meet the needs of our communities.
- A3. People of all ages, abilities, and backgrounds participate in community life.

## **B: A DYNAMIC & PROSPEROUS ECONOMY**

- B1. Our Shire is attractive and welcoming to businesses, industry, residents and visitors.
- B2. Our community has a robust retail offering, strong tourism sectors, and a range of job opportunities.
- B3. We develop, attract and retain skilled individuals in our community.

## **C: AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED**

- C1. Our environmental practices are sustainable.
- C2. Flora and fauna are protected across the Shire.
- C3. Our open space and natural environment are protected for future generations.

## **D: INFRASTRUCTURE FOR THE LONG TERM NEEDS OF THE COMMUNITY**

- D1. Our assets and infrastructure are well planned and managed to meet the needs of the community now and in the future.
- D2. Our planning and development controls work to attract new residents and investment.

## **E: STRONG LEADERSHIP AND GOVERNANCE**

- E1. Council is strong, sustainable, and able to stand-alone.
- E2. Council actively engages with its residents to support and facilitate decision making.
- E3. Council responds collectively and responsibly to community needs.

## A1: WE VALUE SPENDING TIME WITH EACH OTHER AND WANT MORE OPPORTUNITIES TO COME TOGETHER

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Facilitate and support our community to deliver vibrant and dynamic community events.	Provide support to events held within the community.	Tourism and Economic Development Officer	Ongoing	100%	Most events scheduled for the first half of 2020/21 were cancelled due to the COVID-19 pandemic. Guidance and assistance was provided to organisations planning events in the second half of 2020/21, particularly with respect to the preparation of COVID-19 Safety Plans and compliance with the Public Health Orders.
	Compile and promote a comprehensive calendar of events.	Tourism and Economic Development Officer	Complete	100%	A calendar of upcoming events is normally published in Council's Newsletter and Website and promoted through the Visit Lockhart Shire website, social media, Destination NSW, Visit Riverina, Wagga Tourism Partnership Program and RDA Country Change. However, many events scheduled in 2020/21 were cancelled due to the COVID-19 pandemic.
Build capacity, capability and partnerships to encourage sustainable community groups and clubs. *	Provide support and advice to community groups, clubs, and volunteers.	Director Corporate and Community Services	Complete	100%	Guidance and assistance has been provided to community groups and organisations managing Council facilities with respect to grant applications and the preparation of COVID-19 Safety Plans and compliance with the Public Health Orders.
	Within financial means, support and fund Section 355 Committees to manage and maintain Council facilities.	Director Corporate and Community Services	Complete	100%	Council allocated \$30,070 to section 355 Public Hall Management Committees and \$102,760 to Recreation Ground Management Committees that manage Council facilities on behalf of Council.  The subsidies incorporated a one-off increase to compensate management committees for the loss of income and fundraising opportunities due to the closure of facilities in response to the COVID-19 pandemic.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
					<p>The annual grants were distributed to Section 355 committees in December 2020.</p> <p>Support is also provided to community based management committees to secure government grants.</p>
	<p>Facilitate and support programs and projects within the community to make them accessible to people with all abilities.</p> <p><a href="#">DIAP – Attitudes and behaviours</a></p>	<p>Director Corporate and Community Services</p>	<p>Complete</p>	<p>100%</p>	<p>Additional footpaths and disabled access improvements were provided with funding from the Drought Communities Programme Extension grant.</p> <p>Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP.</p>
<p>Provide or partner to provide cultural and sporting participation opportunities.</p>	<p>Support cultural and sporting opportunities that respond to the needs of the community.</p>	<p>Tourism and Economic Development Officer</p>	<p>Complete</p>	<p>100%</p>	<p>Council engages a Museum Advisor who provides support and advice to the Greens Gunyah Museum and The Rock Museum.</p> <p>Council is a member of Eastern Riverina Arts.</p> <p>The Milbrulong Water Tower Mural and the Yerong Creek Water Tower Mural were completed in 2020/21.</p> <p>Council nominated numerous cultural and sporting relating projects and facilities for funding under the Drought Communities Programme Extension, LRCI and SCCF grant programs.</p>

## A2: OUR COMMUNITY SERVICES AND FACILITIES MEET THE NEEDS OF THE COMMUNITY

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Work with stakeholders to ensure our community is safe and well prepared to respond to adversity. *	Ensure that Lockhart Shire is well prepared to respond to adversity.	Director Engineering and Environmental Services	Complete	100%	<p>The Lockhart Shire Local Emergency Management Committee meets on a regular basis with the frequency of meetings increased during the Covid-19 pandemic.</p> <p>The Local Emergency Management Plan was finalised in 2017/18 and is maintained up to date.</p> <p>The voluntary purchase of flood prone properties is occurring as funding permits.</p> <p>Council participates in a Critical Events Co-ordination Committee established by REROC.</p> <p>An Adverse Events Plan was adopted by Council on 16 November 2020.</p>
	Strengthen mechanisms that support access and inclusion for our community. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Progressing	75%	<p>Council provides funding for Seniors Week activities on an annual basis.</p> <p>Activities for younger people are co-ordinated by Council's Youth Development Officer.</p> <p>Funding has been secured under Round 3 of the Stronger Country Communities Fund for a "Life skills for young People" which commenced in the second half of 2020/21 and will continue into 2021/22.</p>
	Promote community safety initiatives within the community.	Director Engineering and Environmental Services	Progressing	75%	<p>A Road Safety Action Plan has been developed for the period 1 July 2018 to 30 June 2021.</p> <p>Council's Road Safety Officer is continuing with the safety audit of all roads in the Shire.</p>

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Advocate for sufficient provision of policing, ambulance and fire services.	General Manager	Complete	100%	Council convenes a Police and Community Consultation Group that meets quarterly. The Committee provides a conduit for the Council, community and NSW Police to discuss policing matters. The Committee and meets on a quarterly basis.
Support, or partner to provide, welcoming and well maintained community spaces and facilities. *	Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Complete	100%	<p>Parks and gardens continue to be maintained in accordance with an annual program and within the adopted budget.</p> <p>A property has been acquired in the Lockhart central business area and concept plans have been produced to convert the property into a community space and public toilets with all abilities access.</p> <p>All abilities access is being incorporated into council projects and concept plans including: -</p> <ul style="list-style-type: none"> <li>▪ Lockhart central business area Masterplan; and</li> <li>▪ Redevelopment of 109 green Street Lockhart.</li> </ul> <p>Masterplans have also been developed for the Lockhart Caravan Park and The Rock Avenue of Honour.</p>
Provide and advocate for services that respond to the needs of our community. *	Lobby government, business and service providers to provide accessible services to meet the needs of the community. <a href="#">DIAP – Liveable communities</a>	General Manager	Complete	100%	<p>Representations are made as opportunities arise directly by Council as well as through Council's membership of regional organisations such as the Riverina Joint Organisation.</p> <p>Sporting and recreational amenities nominated for funding under various grant programs.</p> <p>Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP.</p>

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Improve understanding of the services available in the community, and work with service providers to promote and encourage community use of services.	Director Corporate and Community Services	Complete	100%	Council has adopted various strategies to promote and communicate available services to the community e.g. web site, Facebook page, Newsletter and e-mails to community clubs and groups on Council's database.
	Work with service providers and government to improve access to quality health, and medical life-stage facilities and services to meet the long term needs of the community.	Director Corporate and Community Services	Complete	100%	Council's General Manager is a member of the Local Health Advisory Committee which provides a conduit between the local community and health services provided by the Murrumbidgee Local Health District.  Council participated in the Rural Doctors Network Scholarship Program which facilitates students completing a two week placement in Lockhart.  Council also liaised with Valmar Support Services regarding the establishment of a group home in Lockhart.
	Advocate to ensure our residents can access a quality education experience.	Director Corporate and Community Services	Ongoing	50%	Representations are made as opportunities arise.

### A3: PEOPLE OF ALL AGES, ABILITIES, AND BACKGROUNDS PARTICIPATE IN COMMUNITY LIFE

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Support our children and young people.	Understand and respond to the needs of young people in the Shire through engagement and provision of a Youth Officer.	Director Corporate and Community Services	Complete	100%	Council continues to employ a Youth Officer in conjunction with Greater Hume Council. A Youth Advisory Committee comprising of young people from throughout the Shire has been established. Funding has been secured under Round 3 of the Stronger Country Communities Fund for a "Life skills for young People" Program which commenced in the second half of 2020/21 and continued into 2021/22.
	Support the provision of pre-school, playgroup and childcare services within the community.	Director Corporate and Community Services	Complete	100%	Council provides out of school hours care through The Rock OOSH.
	Provide young residents with greater access to youth services.	Director Corporate and Community Services	Complete	100%	Council continues to employ a Youth Officer in conjunction with Greater Hume Council. A Youth Advisory Committee comprising of young people from throughout the Shire has been established. Funding has been secured under Round 3 of the Stronger Country Communities Fund for a "Life skills for young People" Program which commenced in the second half of 2020/21 and continued into 2021/22.



HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Provide support and opportunities to celebrate our older residents.	Provide opportunities for older residents to come together.	Director Corporate and Community Services	Complete	100%	Council provides financial assistance for events during Seniors Week each year. A property has been acquired in the Lockhart central business area and concept plans have been produced to convert the property into a community space and public toilets with a dedicated building to be made available to the Lockhart Men's Shed.
	Continue to support, advocate, and plan for high quality services and accommodation for our aged population.	Director Corporate and Community Services	Complete	100%	Council provided independent living units at Magnolia Lodge and negotiated the transfer of these units to Respect Group Ltd from 1 July 2021 to secure the retention of Woodhaven Aged Care in Lockhart and to facilitate the construction of additional independent living units in the future.
	Support a feasibility study to explore the establishment of an aged care service hub within the Lockhart Shire.	Director Corporate and Community Services	Progressing.	25%	Council has held discussions with Valmar Support Services which indicated that the concept of a "service hub" was still in the planning stage and was not at this stage a strategic policy direction for Valmar whilst it focuses on the implementation of the National Disability Insurance Scheme (NDIS). Moving forward Valmar will be conducting in-house strategic planning sessions which will include the feasibility of service hub(s). Council and Valmar will continue to communicate with a view to identifying where there may be opportunities to work in partnership regarding the provision of aged care services in our Shire.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Provide support for people with a disability and their families and carers. *	Provide support for people with a disability, their families and carers. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Complete	100%	Council has adopted a Disability Inclusion Action Plan as well as requirements for all abilities access in its planning documents such as the DCP. Council also liaised with Valmar Support Services regarding the establishment of a group home in Lockhart.
	Work with community partners to lobby government and to seek funding to support people with disabilities to reach their full potential and to lead fulfilling lives. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Ongoing	50%	Council continually reviews grant programs to seek potential funding.
	Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment. <a href="#">DIAP – Employment</a>	Director Corporate and Community Services	Not commenced	0%	No opportunities have arisen at this stage.
	Work with partners to identify opportunities to support the implementation of the National Disability Insurance Scheme. <a href="#">DIAP – Systems and processes</a>	Director Corporate and Community Services	Not commenced	0%	No opportunities have arisen at this stage.
	Participate in a collective approach within Lockhart Shire’s disability sector to improve the understanding, access and operation of the sector. <a href="#">DIAP – Attitudes and behaviours</a>	Director Corporate and Community Services	Complete	100%	Council’s General Manager is a member of the Local Health Advisory Committee which provides a conduit between the local community and health services provided by the Murrumbidgee Local Health District.

**B1: OUR SHIRE IS ATTRACTIVE AND WELCOMING TO BUSINESSES, INDUSTRY, RESIDENTS, AND VISITORS**

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Manage and improve the appearance of our towns, in line with their desired identities	Develop and implement a long-term beautification plan for each of the Shire's towns.	Director Engineering and Environmental Services	Complete	100%	Masterplans have been developed for the Lockhart central business area, Lockhart Caravan Park and The Rock Avenue of Honour. The Masterplans are forming the basis of grant applications.  Concept plans have been prepared for the redevelopment of 109 Green Street Lockhart.  New town and Shire entrance signs were completed in December 2020.
Improve the convenience and amenity of our towns. *	Ensure that there is sufficient and accessible parking for cars and trailers in the centre of each town. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Complete	100%	The Masterplan prepared for the Lockhart central business area addressed all abilities access into local businesses, including parking and wayfinding.  RV parking (linemarking and signage) has been provided at Lockhart.
	Encourage a diverse retail mix within the Shire to respond to the community's and visitors needs and tastes.	Tourism and Economic Development Officer	Complete	100%	Council participates in "Country Change" program and the "Start Your Business Here" project.  Council also participates in the NSW Government's "Easy to do Business" Program and the "Business Friendly Council" initiative.
	Better understand the retail and commercial sector to assist and support a response to filling service gaps.	Tourism and Economic Development Officer	Complete	100%	Council's Tourism and Economic Development Officer maintains regular contact with businesses in the Shire.
	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres.	Tourism and Economic Development Officer	Complete	100%	Council continued its promotion of the Lockhart Shire Business Directory including encouragement of local businesses to participate.  Murrumbidgee Trails collective actively promotes participating businesses on its

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
					<p>website, printed Visitor Guide and social media pages.</p> <p>Regular promotion of the Lockhart Shire happens through many social media pages, website, and printed material.</p>
<p>Improve services and infrastructure that supports our rural business.</p>	<p>Advocate to improve television, mobile and internet coverage.</p>	<p>General Manager</p>	<p>Ongoing</p>	<p>50%</p>	<p>Better internet coverage has been included in the Regional Economic Development Strategy – Action Plan prepared for the Eastern Riverina Functional Economic Region.</p> <p>Advocacy has also been occurring through REROC Infrastructure group with mapping of blackspots in the Shire.</p> <p>Specific representations have been made to Telstra regarding a blackspot on the Olympic Highway at Yerong Creek. Telstra is completing a feasibility study to ensure that a small cell solution would resolve the issue</p>
	<p>Lobby to increase the use of rail for agricultural transportation.</p>	<p>General Manager</p>	<p>Complete</p>	<p>100%</p>	<p>The upgrade of The Rock to Boree Creek rail line has been included in the Regional Economic Development Strategy – Action Plan prepared for the Eastern Riverina Functional Economic Region.</p> <p>Funding for the provision of a business case adviser has been secured for the upgrade of The Rock to Boree Creek rail line under the Inland Rail Interface Improvement program.</p> <p>A submission was also made to NSW Legislative Assembly Committee Inquiry into the Inland Rail project.</p>

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Strive to assist development of strong farming businesses.	Tourism and Economic Development Officer	Complete	100%	<p>Government funding has been secured under the Fixing Country Roads program and work has been undertaken to upgrade bridges and culverts in the Shire that will open the Shire's road network to HML and larger trucks e.g. B-Doubles.</p> <p>Council has gazetted road access for the Grain Harvest and Livestock Management schemes.</p> <p>Council's Environmental Officer provides support with weeds investigation and control and ongoing promotion of available services, grants and training opportunities relevant to the farming community.</p> <p>Funding was secured under the Drought Communities Program Extension to extend the reticulated water supply in rural areas by more than 10km.</p> <p>Funding for the provision of a business case adviser has been secured for the upgrade of The Rock to Boree Creek rail line under the Inland Rail Interface Improvement program.</p>
Provide business support to our community.	Promote and provide networking opportunities for businesses.	Tourism and Economic Development Officer	Complete	100%	<p>An online Lockhart Shire business directory is available for the community and visitors to use. <a href="https://lockhartshirebusinessdirectory.com.au/">https://lockhartshirebusinessdirectory.com.au/</a>. Workshops and networking events were held during October 2020 for "Small Business Month" and the launch of Murrumbidgee Trails in November 2020.</p>

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Improve the capacity of businesses through training and business sessions.	Tourism and Economic Development Officer	Ongoing	100%	Council works with the Riverina BEC and Riverina RDA to promote training opportunities both locally and regionally. <a href="#">Workshops and networking events were held during October 2020 for "Small Business Month"</a>
	Build an informed response to supporting businesses through the collection of timely and relevant local data.	Tourism and Economic Development Officer	Ongoing	100%	New data is currently being sourced, with current data available to the public. Council provided support and material to businesses and the community in response to COVID-19
	Celebrate the achievements of our businesses.	Tourism and Economic Development Officer	Not commenced	0%	The Business Excellence Awards function was postponed due to the Covid-19 pandemic.
Work in partnership with stakeholders to grow existing and attract new businesses.	Provide strong strategic direction for economic development.	Tourism and Economic Development Officer	Complete	100%	Council continues to employ a full-time Tourism and Economic Development Officer. A Tourism and Economic Development Committee with Council, business and community representatives continues to advise Council on tourism and economic development matters. Council, in collaboration with three other Council's launched the Murrumbidgee Trails Visitor Guide in November 2020. Council continues to be part of RDA "Country Change" and works closely with it's neighboring Councils.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Support the growth of the business and industry sector.	Tourism and Economic Development Officer	Complete	100%	Council's Economic Development officer maintains regular contact with local businesses. Council's website includes information regarding Council's business incentives policy, business support information, "Make the Move" and "Start Your Business" campaigns. The upgrade of MR59 Lockhart to Urana Road, which is a major transport and tourist route has been completed. Council informs businesses of any grants, incentives, opportunities and support available to them from other organisations via email, social media, and newsletter
	Promote positive images of the Lockhart Shire as a dynamic and innovative community.	Tourism and Economic Development Officer	Complete	100%	Lockhart Shire is promoted across all media platforms including print, numerous websites, and social media. Upgrades to the Council's Image Library is ongoing. The Visitor Information Centre was closed for several months due to the Covid-19 pandemic but otherwise continues to register increased visitor numbers.
Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community. *	Promote benefits of being fully accessible and inclusive for businesses. <a href="#">DIAP - Attitudes and behaviours</a>	Tourism and Economic Development Officer	Complete	100%	Council participates in the NSW Government's "Easy to do Business" program and the "Business Friendly Council" initiative.

## B2: OUR COMMUNITY HAS A STRONG TOURISM SECTOR

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Create a thriving tourism economy in Lockhart Shire. *	Improve the image of Lockhart Shire for tourists.	Tourism and Economic Development Officer	Complete	100%	Council continues to successfully promote Lockhart Shire through various means including social media, numerous publications, websites and regional partnerships Updates to Councils Image library is ongoing.
	Use our natural strengths and assets to build our tourism sector.	Tourism and Economic Development Officer	Complete	100%	Before Covid-19, the Shire's tourism sector continues to grow as evidenced by increased visits to the Greens Gunyah Museum and The Rock Hill Nature Reserve. Council, in collaboration with three other Council's launched the Murrumbidgee Trails Visitor Guide, website and social media pages in November 2020. The Milbrulong and Yerong Creek Water Tower Murals have been completed.
	Support and develop infrastructure for our tourism sector. <a href="#">DIAP – Liveable communities</a>	Tourism and Economic Development Officer	Complete	100%	The Milbrulong and Yerong Creek Water Tower Murals have been completed.
	Develop partnerships that support our tourism industry.	Tourism and Economic Development Officer	Complete	100%	Council continues to participate in Visit Riverina and the Wagga Tourism Partner Program. Council, in collaboration with three other Council's launched the Murrumbidgee Trails Visitor Guide, website and social media pages in November 2020. Council, participated in Visit Riverina's "I LOVE NSW" campaign along with 10 other Councils and Destination NSW. Council continues to work closely with NPWS regarding safety and upgrades of The Rock Nature Reserve - "Kengal Aboriginal Place.



### B3: WE DEVELOP, ATTRACT AND RETAIN SKILLED INDIVIDUALS IN OUR COMMUNITY

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Develop the skills and employment opportunities of our residents. *	Support and communicate pathways to employment for all residents. <a href="#">DIAP – Employment</a>	Tourism and Economic Development Officer	Complete	100%	Council liaises with Riverina BEC to promote local and regional training opportunities. Council participates in the RDA Riverina platform 'Jobs Riverina' to promote local opportunities. Council has also promoted the dedicated platform for local businesses to register an interest in relation to Project EnergyConnect and Inland Rail
Attract and retain skilled people to the region.	Support young people to return to the region after completing education and training.	Tourism and Economic Development Officer	Complete	100%	Initiatives outlined above to support the growth of local businesses are aimed and providing potential employment opportunities to enable young people to return to the area.
	Promote the Shire and available skilled and professional positions throughout the region.	Tourism and Economic Development Officer.	Complete	100%	Council participates in the "Country Change"/ "Tree Change" project and continues to promote the "State Your Business" campaign.
	Work with local industry and government agencies to identify and address skill shortages.	Tourism and Economic Development Officer	Complete	100%	Council has participated in a "Skills Shortage in Local Government" project facilitated by the Riverina Joint Organisation.

## C1: OUR ENVIRONMENTAL PRACTICES ARE SUSTAINABLE

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Ensure that Council buildings and facilities are environmentally sensitive.	Where practical improve the energy efficiency of Council buildings.	Director Corporate and Community Services	Progressing	90%	Council is facilitating grant funding and providing in kind support for a project that aims to make Lockhart township 100% self-sufficient on renewable energy, reducing energy costs and increasing efficiencies through smart meters and other technology.
	Develop and implement a strategy that works towards Lockhart Shire being carbon neutral.	Director Engineering and Environmental Services	Progressing	90%	Implementation of Stage 1 of the Lockhart Renewable Energy Project continued throughout the reporting period and is nearing completion.
	Investigate installation of new energy efficient street lighting.	Director Engineering and Environmental Services	Progressing	75%	Council is participating in the "Southern Lights Project", a proposal for energy efficient LED lighting being co-ordinated by REROC. Upgrading of LED lighting is scheduled for Q2 in 2021/22.
Explore opportunities to utilise renewable energy and water saving practices.	Investigate programs and initiatives that promote renewable energy options for households and industry.	Director Engineering and Environmental Services	Progressing	90%	Implementation of Stage 1 of the Lockhart Renewable Energy Project continued throughout the reporting period and is nearing completion.
	Promote initiatives that support water wise practices & products throughout the community.	Director Engineering and Environmental Services	Complete	100%	Council is using low water and native plants in parks & gardens as well as street trees. Council uses recycled water on parks and sporting ovals in Lockhart.
	Continue to explore the feasibility of water conservation practices throughout all Council works, & incorporate water saving & reuse features to Council facilities.	Director Engineering and Environmental Services	Complete	100%	Council reviews water usage quarterly to monitor water usage.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Utilise effective waste management practices.	Provide efficient and sustainable waste management practices	Director Engineering and Environmental Services	Complete	100%	Council introduced a three bin kerbside waste collection service in April 2020 which included food and garden organics, recycling and general waste.
Ensure responsible development practices are exercised.	Through our Local Environmental Plan, incorporate environmentally sustainable design principles into all new residential, rural & commercial developments & subdivision plans.	Director Engineering and Environmental Services	Complete	100%	Council implements statutory requirements in new buildings within the Shire.

## C2: FLORA AND FAUNA ARE PROTECTED ACROSS THE SHIRE.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Increase the amount of native flora, fauna and protect threatened species.	Encourage native plant choices throughout the community.	Director Engineering and Environmental Services	Completed	100%	Council provides advice on appropriate plant species when required and when trees are removed by Council these are replaced by an appropriate species depending on the circumstances.
	Support the increase of food and habitat sources for threatened and endangered species.	Director Engineering and Environmental Services	Completed	100%	Council participated in the Galore Hill Scenic Reserve Biodiversity Study Project and signed off on The Rock Hill Nature Reserve Management Plan prepared in conjunction with the NSW National Parks and Wildlife Service and other stakeholders.
	Map local population of threatened and endangered plant species and protect where practical.	Director Engineering and Environmental Services	Completed	100%	Council secured grant funding towards developing best practice roadside environmental management. Council's Environmental Officer and Wagga City Council's Environmental Management Team Leader collaborated on the development of the Best Management Practice of Roadside Reserve Corridors Project Plan.
Decrease occurrence, spread and impact of weeds and pests throughout our Shire.	Implement weed management practices within Council controlled land and support practices on all other land.	Director Engineering and Environmental Services	Completed	100%	Regular inspections are undertaken by Council's Environment Officer and, where appropriate, relevant Notices issued.  Council has a dedicated staff member who controls weeds as required on Council land and roadsides.
	Implement pest management practices within Council controlled land and support practices on all other land.	Director Engineering and Environmental Services	Completed	100%	Regular inspections are undertaken by Council's Environmental Officer and, where appropriate, relevant Notices issued.  Council has provided advice and implemented control measures with regards to an outbreak of Common White Snails in Boree Creek.

### C3: OUR OPEN SPACE AND NATURAL ENVIRONMENT ARE PROTECTED FOR FUTURE GENERATIONS.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Provide nature reserves and protected areas for our community.	Provide protection, management and promotion of Galore Hill.	Director Engineering and Environmental Services	Completed	100%	Regular inspections of Galore Hill are undertaken. Council participated in the Galore Hill Scenic Reserve Biodiversity Study.
	Advocate to, and support the National Parks Wildlife Service, in their management of The Rock Hill Nature Reserve.	Director Engineering and Environmental Services	Completed	100%	Representations were made to NPWS, including an onsite meeting regarding improved signage and other facilities at the Reserve during the reporting period and as a result new signage is being installed.
	Provide protection, management and promotion of nature reserves under the control of Council.	Director Engineering and Environmental Services	Completed	100%	Council monitors and undertakes action as required on its nature reserves.
	Promote the protection of our water catchment and riparian zones.	Director Engineering and Environmental Services	Completed	100%	Council monitors and undertakes action as required on its catchment and riparian zones.
	Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards.	Director Engineering and Environmental Services	Completed	100%	No significant breaches reported.

**D1: OUR ASSETS AND INFRASTRUCTURE ARE WELL PLANNED AND MANAGED TO MEET THE NEEDS OF THE COMMUNITY NOW AND INTO THE FUTURE**

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan sustainable transport strategies. *	Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Completed	100%	Additional footpaths and disabled access have been provided at Lockhart and The Rock under the Drought Communities Programme Extension.
	Provide effective street lighting within the villages of the Shire to support safety and security for pedestrians and vehicular traffic.	Director Engineering and Environmental Services	Progressing	50%	Street lighting complaints are recorded and actioned accordingly. Council is participating in the Southern Lights project being co-ordinated by REROC involving the provision of LED street lighting to be upgraded in Q2 of 2021/22.
	Advocate for community and public transport options. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Progressing	75%	Representations are made as opportunities arise. Council has received grant funding to construct a new bus stop at the Pleasant Hills School under the Country Passenger Transport Infrastructure Grants Scheme. Funding is currently being sought for a new bus stop at Yerong Creek.
Strategically plan for our sports and recreation infrastructure, as well as cemeteries.	Ensure appropriate provision, planning and use of all open space and recreation facilities and cemeteries.	Director Engineering and Environmental Services	Completed	100%	Council maintains and manages its open space and recreation facilities in conjunction with relevant s355 Committees. Funding has been secured under Rounds 2 and 3 of the Stronger Country Communities Fund Grants program, as well as the Drought Communities Programme Extension and LRCI programs, for various improvements to the Lockhart, Osborne, The Rock and Yerong Creek Recreation Grounds.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Prepare and implement strategic replacement and upgrade plans for Lockhart Swimming Pool to address ageing infrastructure and to meet the community's long term needs.	Director Engineering and Environmental Services	Completed	100%	The newly refurbished Lockhart swimming pool and amenities building was officially opened on 27 October 2018.
	Prepare and implement strategic replacement and upgrade plans for The Rock Swimming Pool to address ageing infrastructure and to meet the community's long term needs.	Director Engineering and Environmental Services	Completed	100%	The new amenities building at The Rock swimming pool was officially opened on 16 November 2018. The community gym situated within the new amenities building was officially opened on 1 February 2019. The refurbished swimming pools at The Rock were officially opened on 26 October 2019.
Improve the safety of people on our roads.	Continue to participate in road safety education, and efficient use and planning of the road network.	Director Engineering and Environmental Services	Completed	100%	Council continues to employ a Road Safety Officer (RSO) in conjunction with Greater Hume Shire Council. The RSO has undertaken various education programs including younger driver sessions at local schools.
	Provide and maintain efficient and safe road and bridge infrastructure.	Director Engineering and Environmental Services	Completed	100%	The upgrade of bridges and culverts across the Shire to Higher Mass Limits standard with grant funding under the Fixing Country Roads Program has been undertaken.
	Undertake road repair works following 2016 wet weather and flood events.	Director Engineering and Environmental Services	Completed	100%	All road restoration works related to the 2016 flood events has been completed.
Reduce the effects of flooding in our towns and villages.	Implement flood mitigation measures for Lockhart.	Director Engineering and Environmental Services	Completed	100%	Stages 1 and 2 of the Lockhart flood mitigation works have been completed.
	Implement flood mitigation measures for The Rock.	Director Engineering and Environmental Services	Progressing	50%	Stage 1 of The Rock flood mitigation works has been completed and Stage 2 is scheduled to commence in September 2021.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Advocate for diverse and affordable housing options within Lockhart Shire.	Work with developers, investors and service providers to realise the development of diverse housing options to address affordable housing across the Shire. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Completed	100%	Options available include Magnolia Lodge, Youth Flats and vacant residential land developed by Council. Stage 2 of the Carson Road The Rock residential development comprising eight lots was completed in November 2018. All eight lots have now been sold as at 30/06/20. Concerns regarding the lack of rental accommodation are being pursued at a regional level through REROC .

## D2: OUR PLANNING AND DEVELOPMENT CONTROLS WORK TO ATTRACT NEW RESIDENTS AND INVESTMENT.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Develop infrastructure that supports growth within our community. *	Provide and maintain efficient sewage systems that allows for current and future community needs.	Director Engineering and Environmental Services	Completed	100%	Extension of reticulated sewerage at The Rock has been completed. A scoping study has been undertaken regarding the upgrading of the Lockhart Sewerage Treatment Plant. A Integrated Water Cycle Management Strategy has been prepared.
	Ensure maintenance, accessibility and safety of the Lockhart air strip. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Completed	100%	The Lockhart air strip is inspected and maintained as required.
	Support Riverina Water in quality town water supply that is sustainable in line with potential growth.	Director Engineering and Environmental Services	Completed	100%	The reticulated water supply has been extended in rural areas by more than 10km with funding under the Drought Communities Program Extension.



HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Director Engineering and Environmental Services	Completed	100%	Stormwater maintenance is occurring as budget and resourcing allows. Kerb and guttering is maintained and replaced as budget and resourcing allows.
	Advocate for natural gas supply to our communities.	General Manager	Completed	100%	Provision of natural gas to The Rock has been included in the Action Plan incorporated into the Regional Economic Development Strategy prepared for the Coolamon, Junee, Lockhart and Wagga Wagga Functional Economic Region. Representations have been made to APA (pipeline owner) and Gemena.
Land use that supports the development of our community.	Clearly define land use requirements and developments in line with State Government regulations.	Director Engineering and Environmental Services	Completed	100%	Land use requirements are specified in Council's Local Environmental Plan. All development applications are assessed in accordance with statutory requirements. Council staff have made amendments to Councils Development Control Plan (DCP) to assist with managing developments across the Shire. A Local Strategic Planning Statement has been adopted by Council in May 2020. An updated Developer Contributions Plan was adopted by Council during the reporting period.
	Continue to remain updated on potential mining and quarry developments.	Director Engineering and Environmental Services	Completed	100%	In June 2019 the Riverina JO resolved to make representations on behalf of member councils, including Lockhart, regarding compliance requirements for small quarries.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Our built heritage and our public art are enhanced to support our strong town and village identities.	Provide a public art experience that reflects our community identity.	Tourism and Economic Development Officer	Ongoing	100%	Arrangements have been made for the winning sculpture of the 2019 Spirit of the Land Festival to be placed on display at Lockhart. Four key sculptures have been secured with Councils assistance for permanent display in Lockhart. The Milbrulong and Yerong Creek Water Tower murals have been completed.
	Advocate for the protection of our historic buildings, landmarks, and artefacts.	Director Engineering and Environmental Services	Completed	100%	Council engages a Heritage Advisor to provide advice as required.

**E1: COUNCIL IS STRONG, SUSTAINABLE AND ABLE TO STAND ALONE.**

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan for the long-term sustainability of the Shire.	Advocate and prepare for the long-term sustainability of our Shire.	Director Corporate and Community Services	Completed	100%	Council has prepared a Long Term Financial Plan in accordance with Integrated Planning and Reporting requirements with a 10 year outlook.
	Promote the increased participation of local people in local government and the community.	General Manager	Completed	100%	<p>Participation is encouraged through open council meetings promoted in Council's monthly newsletter, website and Facebook page.</p> <p>In-kind and financial support was provided to community-based section 355 management committees performing various council functions.</p> <p>Council recognised significant contributions to the community through such means as the annual Australia Day Awards.</p> <p>Information regarding the 2021 Council elections is disseminated via Council's monthly newsletter and website.</p>
	Implement Fit for the Future improvement plan actions, those of highest priority being: <ul style="list-style-type: none"> <li>o Apply for Special Rate Variation (SRV) to begin revenue expansion and increase Own Source Revenue;</li> <li>o Increase external contracting to increase Own Source Revenue;</li> <li>o Continue involvement with REROC/JO; and</li> <li>o Implement service review actions.</li> </ul>	General Manager Director Corporate and Community Services Director Engineering and Environmental Services	Progressing	75%	<p>Application for a special rate variation was lodged in accordance with Council's Improvement Action Plan but was declined by IPART.</p> <p>Contract roadworks were undertaken for Greater Hume Council in May/June 2019.</p> <p>Council is a member of the Riverina Joint Organisation and REROC.</p> <p>Council has established an internal Audit Committee which held its first meeting in July 2018. The release of guidelines in their final form by OLG is awaited before a formal Committee Charter is drafted which will ultimately include service reviews.</p>

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Continue to enhance sound financial management policies and practices.	Director Corporate and Community Services	Completed	100%	The NSW Audit Office presented an unqualified audit report to the November 2020 Council meeting for the 2019/20 financial year. All relevant financial ratios continue to be above the industry benchmark with the exception of Own Source Revenue.
	Continue the development of asset management strategy and plans.	Director Engineering and Environmental Services	Progressing	75%	Council's Asset Management Plans were adopted in February 2017 and continue to be updated and enhanced. Council has resolved to purchase a new Asset Management software program which is currently being implemented.
	Meet all governance and regulatory requirements in the conduct of Council operations.	General Manager	Completed	100%	A Compliance Policy and Compliance Register has been developed and adopted by Council and was reviewed during the reporting period.
	Minimise Council's exposure to risk and promote a strong risk management culture within Council.	General Manager HR/WHS Co-ordinator	Completed	100%	A Risk Register has been developed and individual risk treatment plans have been prepared for each identified risk. External desk top reviews have been conducted on Council's business interruption risks and overall risk profile in conjunction with Statewide Mutual. Council participates in Statewide Mutual's Council Improvement Program focusing on risk management and governance processes. A test of Council's Business Continuity Plan was facilitated by Statewide Mutual on 29/10/20.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Ensure appropriate IT systems are in place to support service delivery and accountability requirements.	Director Corporate and Community Services	Completed	100%	This is achieved through up-to-date server hardware. All staff desk top computers have access to Microsoft Office 365. Other specific software is acquired as required.  The management arrangements of Council's IT by an external provider were reviewed in 2019/20.
	Maintain and develop a Records Management System that meets the needs of the organisation, the community and legislative requirements.	Director Corporate and Community Services	Completed	100%	Council implemented a new Electronic Document and Records Management System in 2020/21.
	Attract and retain a quality workforce.	HR/WHS Co-ordinator	Completed	100%	Where practical opportunities are provided to enhance staff attraction and retention e.g., training and development for new and existing employees.

## E2: COUNCIL ACTIVELY ENGAGES WITH ITS RESIDENTS TO SUPPORT AND FACILITATE DECISION MAKING.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Use effective community engagement processes. *	Provide effective community engagement practices with the community.	Director Corporate and Community Services	Completed	100%	Council's Newsletter is distributed to all households in the Shire on a monthly basis. The most recent Community Satisfaction Survey undertaken in 2019 revealed that 96% of respondents received their information about Council from the Monthly Newsletter. Policies that have the potential to impact on residents and ratepayers are placed on public exhibition prior to adoption by Council. A Community Engagement Strategy and a Community Participation Plan were adopted by Council in June 2019.
	Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation. <a href="#">DIAP – Systems and processes</a>	Director Corporate and Community Services	Completed	100%	Council has adopted a Disability Inclusion Action Plan as well as incorporating requirements for all abilities access in its planning documents such as the DCP.
Ensure the community is informed by improving access to information. *	Apply access and inclusion principles to improve access to Council services, programs, events and communications. <a href="#">DIAP – Systems and processes</a>	Director Corporate and Community Services	Completed	100%	Council has adopted various strategies to promote and communicate available services to the community e.g. website, Facebook page, Newsletter and e-mails to community clubs and groups on Council's database.

### E3: COUNCIL RESPONDS COLLECTIVELY AND RESPONSIBLY TO COMMUNITY NEEDS

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Actively seek strong involvement in state and regional planning for the region.	Advocate for the appropriate representation of the needs of the Lockhart Shire community at a state and regional level.	General Manager	Completed	100%	Representations are made in relation to relevant issues as opportunities arise. Council is an active member of REROC, Riverina JO and Country Mayors Association.
Represent and acknowledge the needs, challenges and characteristics of our communities. *	Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups. <a href="#">DIAP – Systems and processes</a>	Tourism and Economic Development Officer	Completed	100%	Data from the 2016 census was released in the first half of 2017/18 and has been accessed by Council. Regular statistical updates are also received through RDA Riverina and available through REMPLAN
	Continue to lead and advocate on key social and community issues. <a href="#">DIAP –Attitudes and behaviours</a>	Director Corporate and Community Services	Completed	100%	Council advocates and makes representations in relation to relevant issues as opportunities arise.
	Regularly provide up to date and accurate community information to relevant program and service providers.	Director Corporate and Community Services	Completed	100%	Various forums such as the Local Health Advisory Committee, Police and Community Consultation Group and other networks in which Council participates provide opportunities for Council to provide feedback and relevant information to service providers.
Provide opportunities for relationship building and development.	Promote strong and beneficial relationships between local government and service providers, other levels of government and the community.	Director Corporate and Community Services	Completed	100%	Council staff participate in networking opportunities provided by their respective professional associations and other local government bodies such as REROC, LGNSW, Statewide, StateCover etc. Participation in the Local Health Advisory Committee is maintained. Council also convenes a Police and Community Consultation Group for this purpose.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Ensure Council staff and Councillors participate regularly in professional development to support high quality customer service and professional skills.	General Manager HR/WHS Co-ordinator	Completed	100%	An annual Training Plan has been adopted for all staff. Relevant training and professional development opportunities are drawn to Councillors' attention as they arise. A Councillor Professional Development Program was adopted by Council in April 2019.