



# LOCKHART SHIRE

## Annual Report 2019 – 2020



The Rock War Memorial Swimming Pool Complex from the air. The newly refurbished pool was officially opened on 26 October 2019 by the Hon Steph Cooke MP.

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# MAYORAL ANNUAL REPORT

The opportunity to report to you on the Council's activities for the 2019/20 financial year is also an opportunity to reflect on a 12 month period that ended in very different circumstances to what we would have envisaged at the beginning of the financial year in July 2019. Instead of reporting on what would have been the final year of the Council's four year term which commenced in September 2016, as we all now know the Minister for Local Government has decided to extend by one year the term of the current Councillors and hold elections for Council in September 2021. This is one of many changes brought on by the COVID-19 pandemic. The 12-month extension will give continuity to local government in these challenging times.

The restrictions on gatherings and movements and the border controls imposed through Public Health Orders in response to the pandemic have impacted on all aspects of our daily lives. The Public Health Orders also resulted in the closure of a number of facilities including museums and visitor information centre, caravan parks and camping grounds as well as playgrounds.

Financially, I believe the Council has weathered the storm with the pandemic having only a limited impact on Council's finances. This is largely because the Council does not rely on income from the facilities that were closed to the public as they are predominantly managed by volunteer based management committees. However, the closures will have robbed these committees of an income source and fundraising opportunities and Council has sought to address this in the 2020/21 Budget.



**Milbrulong Water Tower Mural, completed in June 2020 by artists Scott Nagy and Krimson**

COVID-19 has also prompted an unprecedented amount of grant funding being made available by Federal and State Governments to help overcome the economic impacts of the pandemic. Grant funding programmes announced in the latter half of 2019/20 from which Lockhart Shire will benefit include the Drought Communities Programme, the Local Roads and Community Infrastructure Programme and the Showground Stimulus Funding Programme. Whilst announced in 2019/20, many of the projects to be funded by these programmes will not materialise until 2020/21 and will include a wide range of projects including upgrades to our recreation grounds, public hall improvements, youth programs, water supply extensions, footpath construction and development of tourist attractions.

Whilst the final months of 2019-20 were dominated by the pandemic, the financial year overall was a productive one with a number of high profile projects completed amongst a number of other achievements.

The new swimming pool complex at The Rock was officially opened in October 2019 in time for the 2019/20 swimming season. The new complex was the venue for a very successful Australia Day celebration on 26 January 2020 hosted by The Rock Recreation Ground Management Committee where we once again had the opportunity to acknowledge those who have made a significant contribution to the community with the presentation of Australia Day Citizen Awards. Following on the official opening of the new Lockhart swimming pool complex in October 2018, both facilities have been well received by the

community as evidenced by the increased patronage since their refurbishment.

The installation of a new all abilities playground at The Rock Recreation Ground adjacent to the new swimming pool has also helped make this a very appealing recreational area for the town.

Our efforts to mitigate the risk of flooding in our two major towns also took another significant step forward in 2019/20 with the completion of Stage 2 of the Lockhart Flood Mitigation Project. Council has a grant application pending for Stage 2 of The Rock Flood Mitigation Project following the completion of Stage 1 in June 2019.

We cannot forget that the Lockhart Shire is predominantly an agricultural area and Council continues to pursue projects that support our farming businesses. In 2019/20 these included the following projects which were over and above our recurring road maintenance programs:

- The widening of 22km of the Urana Lockhart Road which will provide much safer passage of traffic from Lockhart to Urana. Work commenced in 2019/20 and is due to be completed in the first half of 2020/21.
- The trimming of trees beside roads throughout the Shire allowing for easier passage by high, wide loads on our roads.
- Work on the Flood Detour Road at Lockhart will allow heavy vehicles to travel around the town.
- Upgrading of a number of bridges and culverts across the Shire to facilitate higher mass limit vehicles which commenced in 2019/20 and will be completed in 2020/21 in time for the much anticipated harvest.

I'm also proud to say that Lockhart Shire Council received a Local Government NSW Excellence in the Environment Award for its recycling initiative involving the use of crushed glass in its road base. Our pug mill, a large piece of equipment which mixes the gravel and glass at the rate of 6 to 1 has proved invaluable as you can also add water at the time of mixing thus speeding up the compaction process on the widened road edges.

The latest addition to the Shire's public art trail, the Milbrulong Water Tower mural, has been completed and has generated much attention on social

media. Congratulations to everyone involved and thank you to Riverina Water whose permission and financial support made the project possible. Planning is well underway for the Yerong Creek Water Tower mural which when completed will link with the Lockhart and Milbrulong Water Tower murals for a public art trail through the Shire.

Some significant steps were taken in 2019/20 towards the Lockhart Renewable Energy Project with funding secured to enable Better Energy Technology to undertake Stage 1 of the project which included, amongst other things, the granting of development approval for the project. This has been a complex and time consuming process and will continue to progress in 2020/21.

I would like to take this opportunity to thank my fellow councillors for their support throughout the year and the collegiate approach they take in carrying out their role in the best interests of the Shire. I also express my appreciation to the many volunteers on whom Council relies on so much to manage a variety of public facilities, and to the Council's hardworking and loyal staff.

The 2019/20 financial year commenced with the Shire and the broader region continuing to be drought affected. Our resilience was further tested with the emergence of the COVID-19 pandemic. However, I am pleased to be able to say that as 2019/20 drew to a close, conditions were vastly improved for farmers to be able to have one of the best sowing starts experienced for years as we look forward to a more promising 2020/21.



**Cr Rodger Schirmer**  
**Mayor**



# COUNCIL'S DIRECTION

## Our Vision

Provide an environment where people may enjoy a quality of life to which they aspire.

## Our Mission

Provide leadership and meet the community's needs in an equitable and inclusive way that enhances the area's environmental, social and economic qualities.

## Our Values

- Leadership
- Integrity
- Progressiveness
- Commitment
- Accountability
- Adaptability.

## Community Strategic Plan

Our 2017-2027 Community Strategic Plan was developed following the Council election held in September 2016 and after an extensive community engagement process involving public consultation meetings. The feedback received from the community culminated in a draft document that was placed on public exhibition for a period of 28 days before being formally adopted by Council in February 2017.

## Our Community Vision

The 2017-2027 Community Strategic Plan reflects the community's vision that in 2027 we are:

- Deeply connected to the land and proud of our independence;
- Dynamic, resilient and have a strong sense of community;
- Passionate for innovation and diverse opportunities; and
- Welcoming, vibrant, inclusive, accessible and value the rights of people equally.

## Delivery Program

The Delivery Program sets out what the Council plans to achieve in its current term of office. Normally this would have been for the four year term from September 2016 to September 2020. However due to the COVID-19 pandemic the elections that were scheduled to be held in September 2020 have been postponed until September 2021, effectively making it a five year term.

The Delivery Program details the principal activities to be undertaken by Council to implement the strategies established by the Community Strategic Plan.

Consistent with the community's vision reflected in the ten year Community Strategic Plan, the objectives of the Delivery Program are:

- Strong leadership and governance;
- A connected and resilient community;
- A dynamic and prosperous economy;
- An environment that is respected and protected; and
- Infrastructure that meets the long term needs of the community.

Our desired vision for our community and Delivery Program objectives can only be achieved through close co-operation, support and partnerships between Council, state agencies, private industry, community groups and individuals in the implementation of our Plan.

To ensure that we achieve our desired community vision, we will also undertake asset management, service provision and workforce management planning and prepare a delivery program and operational plan to service the key strategy items highlighted in our Plan.

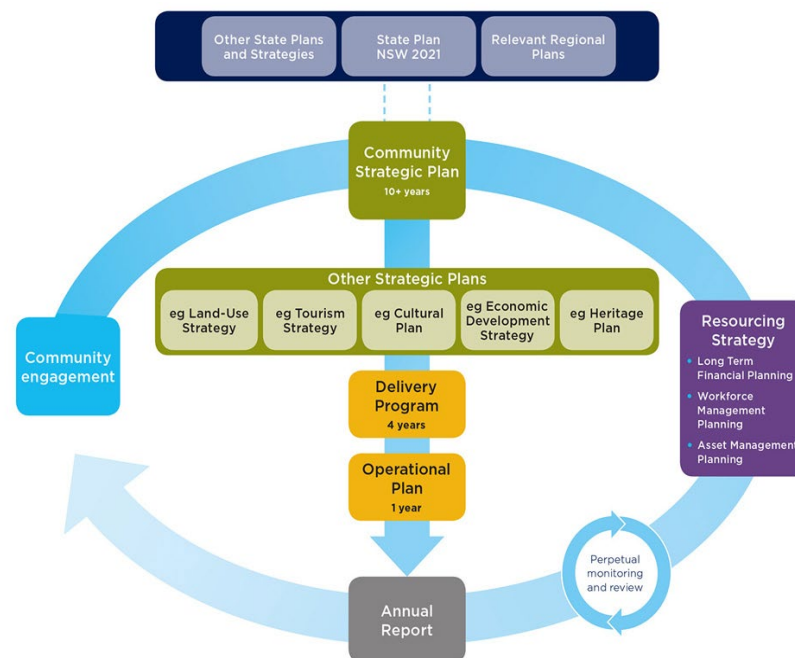
### Our Planning Framework

Our planning framework is guided by the NSW Government Integrated Planning and Reporting legislation and framework. In undertaking long-term planning, we recognise that people across our community share similar aspirations and our people hold the key to how we should best respond to these aspirations. Our planning framework allows us to draw various plans together, understand how they relate and get the maximum benefit by collectively planning for the future.

Lockhart Shire acknowledges and reflects the NSW Government's social justice principles in its planning process.

- Equity – there should be fairness in decision making, and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances;
- Access – all people should have fair access to services, resources and opportunities to improve their quality of life;
- Participation – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives;
- Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

A Disability Inclusion Action Plan has been developed and progress reports have been incorporated into the Delivery Program.



# OUR COUNCILLORS

Lockhart Shire residents and ratepayers are represented by the nine-member Lockhart Shire Council equally represented across three wards.

Elections are normally conducted every four years however due to the COVID-19 pandemic the elections that were scheduled to be held in September 2020 have been postponed until September 2021.



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## OUR COMMUNITY

Lockhart Shire nestles in the heart of the Riverina and is one of the region's most productive agricultural and pastoral areas. The Shire offers visitors a relaxed country atmosphere that is steeped in history.

The Lockhart Shire covers an area of 2,942km<sup>2</sup> and with a population of 3,295 the Shire includes the major townships of Lockhart and The Rock and the smaller villages of Milbrulong, Osborne, Urangeline, Yerong Creek and Pleasant Hills.

Lockhart is situated 62km south-west of Wagga Wagga, 62km east of Narrandera and 105km north of Albury. The Rock is on the Olympic Highway 25km south of Wagga Wagga with Yerong Creek another 15km down the Highway.

The Shire, which is traditionally Wiradjuri land, has a vibrant and varied history and has been an area that has long captured the interest of both Indigenous and European cultures. Renowned for the majestic land form, Galore Hill and The Rock Hill have influenced the development of townships over many years.

The Shire, which offers the full range of lifestyle options, has grown in popularity, both as a place to live and as a place of business. With close proximity to the major regional centres of Wagga Wagga and Albury, the Shire still relies on a strong primary industry supported by a number of secondary and service industries. Tourism, especially heritage and eco-tourism, have seen good positive growth over recent years.

Lockhart Shire is the centre of farming excellence. Fertile soils led to agriculture flourishing, firstly as a grazing district and, with the advent of cropping, became a prosperous mixed farming area. Today, its proud history is reflected in the agricultural initiatives and distinction for which the Shire has become renowned. The Shire's agriculture continues to produce quality grain, prime lamb and beef, with the wool industry still an integral part of its agricultural diversity.

After experiencing population decline over recent decades the 2016 census signalled a reversal of the trend with the Shire recording a 4.04% increase over the five year period since the 2011 census, an average annual population growth of 0.81%.

Subsequent reports released by the Australian Bureau of Statistics (ABS) indicate that this trend is continuing. According to the ABS, the Estimated Resident Population of Lockhart is 3,295 as at 30 June 2018.

More importantly Lockhart Shire is a resilient community with a high level of volunteerism and community spirit. A Bond University study released in 2018-19 found that, based on the ratio of volunteers, Lockhart Shire is the 'happiest' and 'kindest' place in NSW.

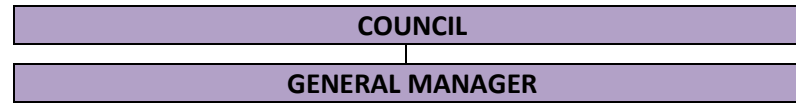


**PHOTO: (L-R) 2020 Australia Day Ambassador, Mark Warren, presents Lockhart Shire Citizen of the Year, Mr Ian Weily with his certificate.**



# OUR ORGANISATION

The following diagram shows the organisational structure and key function areas of the departments within Lockhart Shire Council:





**Johan Louw**  
**Director Engineering and Environmental Services**

- Road/Bridge Construction & Maintenance
- Drainage Construction & Maintenance
- Sewerage Construction & Maintenance
- Waste Management and recycling
- Traffic Management
- Municipal Emergency Control
- Asset Management - Swimming Pools, Roads, Cemeteries, Aerodrome, Caravan Park, Quarries
- Parks and Reserves
- Depots and Stores
- Fleet Management
- Land Management Plans
- Advice, support, planning and communications
- Environment and Pollution Monitoring
- Building Regulation & Advice
- Food Inspections
- Animal Control
- Subdivision & Development Control
- Statutory Town Planning
- Local Environment Plan



**Peter Veneris**  
**General Manager**

- Integrated Planning & Reporting
- Council Meeting Management
- Human Resources
- Work Health & Safety
- Economic Development
- Tourism
- Land Sales
- Organisation Development
- Communication/Media Interface



**Craig Fletcher**  
**Director Corporate and Community Services**

- Financial Management (AAS27) & Corporate Planning
- Finance and Internal Auditing
- Statutory Reporting
- Rates
- Information Technology
- Records Management
- Purchasing
- Maximising Potential Grant Income
- Insurance Portfolio
- Asset Management
- Land Register
- Youth Services
- Advice, support, planning and communications
- Payroll/Creditors
- Property Management

## BUSINESS ACTIVITY

### Mayoral and Councillors Fees and Expenses

During the period 1 July 2019 to 30 June 2020 the following expenses were incurred:

Mayoral Allowance	\$	26,530
Councillor Fees (9 Councillors)	\$	96,075
Provision of Facilities	\$	0
Communication exp. (iPads etc.)	\$	5,616
Conference/Seminar expenses	\$	8,731
Training and skills development	\$	1,077
Spouse/partner expenses	\$	220
Intrastate travel	\$	3,369
Interstate travel	\$	0
Overseas travel	\$	0
Care and other related expenses	\$	<u>2,666</u>
Total	\$	<u>144,284</u>

These payments were made in accordance with the annual fees determined by the Local Government Remuneration Tribunal, Council's policy for the Payment of Councillors and Mayoral Fees, Expenses and Facilities and with the Local Government Act 1993.

### Interstate and Overseas Visits Undertaken by Councillors, Council Staff or other Persons Representing the Council

No interstate or overseas visits were undertaken on Council's behalf by councillors, council staff or other persons representing the Council.

### Senior Staff

The position of General Manager is the only position classified as senior staff. This position was occupied by Mr Peter Veneris in 2019/20.

The total annual remuneration package in respect of the employment of the General Manager, including money payable for salary, superannuation,

motor vehicle and associated on-costs connected with their employment was \$221,299.

### Councillor Professional Development

In 2018/19 Council adopted a program of professional development for Councillors. The program provides for one additional councillor to accompany the Mayor (who is Council's voting delegate) to the annual conference of Local Government NSW, local government's peak industry body.

In addition to providing access to numerous one-day courses offered by Local Government NSW and other organisations, the program also allows for one councillor each year to undertake the Executive Certificate in Local Government (4 day course) also offered by Local Government NSW.

Details of other training and professional development opportunities provided to and undertaken by Councillors is set out below:

### Local Government NSW Annual Conference – October 2019, Warwick Farm

The 2019 LGNSW Annual Conference, held at Warwick Farm on 14-16 October 2019, was attended by the Mayor, Cr Rodger Schirmer (voting delegate) and Cr Max Day. The Deputy Mayor, Cr Greg Verdon, also attended in his capacity as Chair of Riverina Water County Council.

The Mayor and Councillors Max Day and Gail Driscoll attended the Annual Water Conference held in Albury on 2- 4 September 2019. The Deputy Mayor, Cr Greg Verdon, also attended in his capacity as Chair of Riverina Water County Council.

The Mayor attended a number of meetings of the NSW Country Mayors' Association.

The following training seminars and workshops were also attended by the respective Councillors:

Attendees	Provider	Event	Date
Cr Max Day	Department of Planning Industry and Environment	Net Zero Emissions and Climate Resilience for Local Government	15 November 2019 Wagga Wagga
Cr Max Day	Statewide Mutual	Enterprise Risk Management	19 November 2019 Lockhart
Cr Gail Driscoll Cr Peter Sharp	LGNSW	Financial issues in Local Government	30 September 2019 Leeton

The total cost of providing the above training and professional development opportunities totalled \$1,077 in 2019/20.



**Council's Facilities Team completed beautification works outside The Rock Medical Centre in June 2020, making access easier and safer for visitors.**

## External Bodies Exercising Council Functions

Lockhart Shire Council has a number of Management Committees appointed under Section 355 of the Local Government Act and delegated authority to undertake management of functions of Council. Those operative during 2018/2019 are listed below:

- Bidgeemia Public Hall Committee
- Lockhart Showground & Racecourse Management Committee
- Lockhart Recreation Ground Committee
- Lockhart & District Historical Society
- Milbrulong Hall & Recreation Ground Committee
- Osborne Recreation Ground Committee
- Pleasant Hills Hall Committee
- Pleasant Hills Recreation Ground Committee
- The Rock Town Hall and Museum Committee
- The Rock Recreation Ground Committee
- The Rock Showground & Golf Course Committee
- Tootool Recreation Reserve Committee
- Tourism/Economic Development Committee
- Yerong Creek Hall Committee
- Yerong Creek Recreation Ground Committee.

## Contracts Awarded

During the period 1 July 2019 to 30 June 2020 Council awarded the following contracts in excess of \$150,000:

Contracted Party	Contract Description	Estimated Value (Incl. GST)
Mitchell Constructions (NSW) Pty Ltd 142 North Street North Albury NSW 2640	Stage 2 flood mitigation works at Lockhart	\$1,020,859
WesTrac Pty Ltd 280 Beech Road Casula NSW 2170	Supply of a new 12M Motor Grader including trade-in of existing 12M Motor Grader	\$ 277,577
WesTrac Pty Ltd 280 Beech Road Casula NSW 2170	Supply of a new Caterpillar 279D Skid Steer Loader plus CAT Cold Planner PC306B XD and CAT BR378 HF Brushcutter attachments.	\$ 200,076
Rocky Point Quarries Pty Ltd Tooyal Road Euberta NSW 2650	Winning and crushing of gravel for 2019/20.	\$ 827,520
Kurrajong Waratah 131 Lord Baden Powell Drive Wagga Wagga NSW 2650	Supply of crushed glass	\$ 60,000 (\$2.20/t)
Kurrajong Waratah 131 Lord Baden Powell Drive Wagga Wagga NSW 2650	Provision of recycling services	\$ 90,000 (\$101.97/t)
Habitat Planning Pty Ltd	Preparation of Plans of Management for Crown Reserves and Community Land	\$ 55,000

## Financial Assistance

Financial assistance was provided pursuant to section 356 of the Local Government Act 1993 to numerous organisations during 2019-20 as listed below.

Bidgeemia Hall	\$ 1,500	Annual Subsidy
Milbrulong Hall	\$ 1,500	Annual Subsidy
Pleasant Hills Hall	\$ 3,000	Annual Subsidy
The Rock Hall & Museum	\$ 5,000	Annual Subsidy
Urangeline Peace Hall	\$ 1,500	Annual Subsidy
Yerong Creek Hall	\$ 3,000	Annual Subsidy
Lockhart Recreation Ground	\$ 12,500	Annual Subsidy
Osborne Recreation Ground	\$ 12,000	Annual Subsidy
Pleasant Hills Rec Reserve	\$ 1,500	Annual Subsidy
The Rock Recreation Ground	\$ 12,500	Annual Subsidy
Yerong Creek Rec Ground	\$ 7,000	Annual Subsidy
Lockhart Show Ground	\$ 3,500	Annual Subsidy
The Rock Show Ground	\$ 1,800	Annual Subsidy
Lockhart & District Historical Society	\$ 2,600	Annual Subsidy
Pleasant Hills Community Hotel	\$ 6,000	Annual Subsidy
Lockhart Lions Club	\$ 230	Rates – depot facility
Lockhart Bowling Club	\$ 300	Sponsorship of Tournament
Lockhart Showground	\$ 3,372	Contribution to absorption trench
Spirit of the Land Lockhart Inc.	\$ 8,000	2019 Sponsorship
Spirit of the Land Lockhart Inc.	\$ 2,000	In-kind Donation
The Rock Central School	\$ 100	Dux Award
Lockhart Central School	\$ 150	Dux Award
Lockhart Central School	\$ 1,718	Building hire fee – exams
Cricket Albury-Wodonga	\$ 3,750	Cricket wicket – Osborne
The Rock Recreation Ground	\$ 4,000	Australia Day
The Rock Recreation Ground	\$ 13,364	Contribution to second oval
Hilltop Carer Accom. Centre	\$ 5,000	Contribution to Stage 2
<b>Total Subsidies, Contributions and Donations</b>	<b>\$ 116,884</b>	

In addition to the financial assistance provided to the community based organisations outlined above, Council also facilitated funding being secured for Better Energy Technology Pty Ltd (BET) to undertake Stage 1 of the Lockhart Renewable Energy Project. The project aims to demonstrate that a town like Lockhart can be 100% self-sufficient by using renewable energy sources with battery storage technology to power the town 24 hours a day seven days a week whilst remaining connected to the grid. In addition to enhancing energy security the project will result in reduced power prices thereby providing significant economic development opportunities for the town.

From the outset it was Council's intention to play a facilitative role in assisting BET to secure funding so that it can deliver the demonstration project. Council has not committed any of its own funds in order to play a more direct role. Notwithstanding this the grant that was secured was made available to Council and not BET. However, Council in turn provided the financial assistance to BET pursuant to Section 356 of the Local Government Act, 1993. Section 356 of the Act states that:

- 1) *"A council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.*
- 2) *A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days' public notice of the council's proposal to pass the necessary resolution has been given.*

At its August 2019 meeting Council resolved to give public notice of its intention to pass a resolution to provide financial assistance to BET, using the grant funds from the Commonwealth, and subsequently passed the actual resolution at its September 2019 Council meeting.

The purpose of the Stage 1 funding is to prepare and submit all the necessary documentation for the:

- Development Application with Lockhart Council.
- Connection agreement with the grid operator, Essential Energy.
- Market permissions with the Australian Energy Market Operator (AEMO).

Other outcomes from Stage 1 include:

- Confirming the costs of Stages 2 and 3 and producing an investment grade financial plan for the subsequent Stages of the project.
- Producing a detailed design of the project.
- Producing a procurement plan for the project.
- Producing a technical optimisation summary.
- Providing all project management costs.

The funding made available under the Australian Government's Community Development Grants program totalled \$1 million of which \$700,000 was made available to BET in 2019-20.

#### **Private Works – Statutory**

During the period 1 July 2019 to 30 June 2020 Council did not undertake any subsidised work on private land in terms of Section 67 of the Local Government Act 1993.

Residents can obtain quotes from Council to undertaken Private Works. Council is to ensure appropriate Private Works' charges are set at Delivery Program preparation time. Any Private Works are integrated into Council's Works Program. In 2019-20 Council undertook Private Works to the value of \$24,011.

#### **Rates and charges written off during the year**

During the 2019-20 financial year rates and charges (exclusive of Pensioner concessions) totalling \$12.32 were written off.

Council provided rate relief to Pensioners during the financial year in the sum of \$88,090.21. Council did however receive \$48,449.62 in Pensioner Concession Rebate from the NSW State Government.

## Animal Control

During 2019-20 Council was without a Compliance Officer for a period of months following the retirement of the incumbent officer and difficulties Council experienced in recruiting a suitable person to fill the vacancy. This together with the precautions taken in response to the COVID-19 pandemic affected Council's overall compliance activities.

In the absence of the Compliance Officer, Wagga Wagga and Lockhart Councils continue to utilise the existing 'resource sharing agreement', which allows Lockhart Shire Council to employ the services of the rangers at Wagga Wagga City Council (WWCC). The agreement has remained in place since 1999 and helps Lockhart Council deliver an adequate service for issues relating to companion animals (including stray and roaming dogs, noise complaints, dog attacks, and trapping of feral cats).

To ensure a good level of compliance with respect to keeping of companion animals and livestock, Lockhart Shire Council strive to:

- Ensure that complaints are investigated expeditiously and with appropriate action;
- Improve the community's level of knowledge of the care and control of animals;
- Implement strategies to promote the de-sexing of dogs and cats;
- Maximise the number of registered animals;
- Record and lodge pound data and dog attacks;
- Implement strategies to ensure compliance with the requirements under s64 (Companion Animals Act);
- Seek alternatives to euthanasia for unclaimed animals; and
- Provide off leash areas throughout council areas.



**A sighting of an echidna at Galore Hill Scenic Reserve, recorded by Council's Environmental Officer during a routine inspection.**

## Public Interest Disclosures

Council has a Public Interest Disclosures Policy in place, a copy of which is available on Council's website. The policy was reviewed in June 2020.

It is reported that during 2019/20:

- There were no public interest disclosures made by public officials in performing their day to day functions;
- There were no public interest disclosures not within paragraph a) made under a statutory or other legal obligation;
- There were no other public interest disclosures made to Council.

## Government Information (Public Access) Applications

Council is an 'agency' for the purposes of the Government Information (Public Access) Act (GIPA Act).

It is reported that during 2019/20 Council received and determined access applications under the GIPA Act as follows:

Number of applications by type of applicant	Access granted in full	Access denied	Information not held	Application Withdrawn	Total number of applications received
Media	0	0	0	0	0
Members of the public (application by legal representative)	11	0	1	0	12
Applications from members of the public (other)	0	0	0	0	0
<b>Total</b>	<b>11</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>12</b>

It is further reported that:

- All applications were for other than personal information.
- No applications were deemed to be invalid applications pursuant to sections 14, 43 or 110 of the GIPA Act.
- Conclusive presumption of overriding public interest against disclosure in accordance with Schedule 1 of the GIPA Act was not a consideration for any of the applications.
- No other public interest considerations against disclosure in accordance with Section 14 of the GIPA Act were applied to any of the applications.
- All applications were determined within the statutory timeframe of 20 days.



**Winner of the 2019 Farm Art Sculpture Prize at the Spirit of the Land Lockhart Festival.**

## Amounts Incurred by the Council during the Year in Relation to Legal Proceedings Taken by or against the Council

### LGGR 2005 – Clause 217 (1) (a3)

There were no legal proceedings taken by or against the Council in 2019/20.

Council's legal costs totalled \$12,132 in 2019-20 and related to conveyancing costs associated with the sale or acquisition of real property and general legal work including the preparation of legal documents.

### A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the Council (whether alone or in conjunction with other councils) held a controlling interest

#### LGGR 2005 – Clause 217 (1) (a7)

Council did not participate in any entities in which it held a controlling interest.

### A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the Council participated

Council participates in a number of entities for resource sharing and related purposes. A list of all such entities Council participates in or is a member of are listed below:

#### **Riverina Eastern Regional Organisation of Councils (REROC)**

REROC is a voluntary association of seven general purpose councils and two water county councils located in the eastern Riverina region of NSW.

The members of REROC are the councils of: Bland, Coolamon, Cootamundra-Gundagai, Greater Hume, Junee, Lockhart, Temora, Goldenfields Water and Riverina Water.

REROC provides an opportunity for member councils to work more closely together to achieve greater efficiencies and effectiveness in service delivery.

REROC is an incorporated association in NSW.

#### **Riverina Joint Organisation**

The Riverina Joint Organisation (Riverina JO) brings together eight general purpose councils and two water county councils located in the eastern Riverina of NSW.

Joint Organisations are a new type of local government-based collaborative organisation. Joint Organisations operate only in regional NSW and will increase opportunities for local government and the State to work more closely together to bring about better outcomes for the communities the JO's Member Councils represent. The Riverina JO is one of 13 Joint Organisations constituted under the Local Government Act 1993 that were proclaimed in 2018.

The Riverina JO's Member Councils are: Bland, Coolamon, Cootamundra-Gundagai, Greater Hume, Junee, Lockhart, Temora, Wagga Wagga, Goldenfields Water and Riverina Water County Councils.

The principal functions of the Riverina JO are to:

- establish regional strategic priorities and develop strategies and plans to deliver those priorities;
- promote regional leadership and be an advocate for our regional strategic priorities; and
- identify and take up opportunities for intergovernmental co-operation on matters relating to the Joint Organisation area.



### **Riverina Regional Library (RRL)**

RRL is the largest regional library service in NSW. It provides library services to the constituents of 10 local government areas, those being the shires of Bland, Coolamon, Cootamundra-Gundagai, Federation, Greater Hume, Junee, Lockhart, Snowy Valleys, Temora and the City of Wagga Wagga.

RRL operates under sections 11 and 12 of the NSW Library Act 1939 which provide for the joint provision of library services by two or more councils under the Executive Council model. This is the only model under which a regional library may operate in NSW and requires participating Councils to appoint an Executive Council to administer library services on their behalf. Wagga Wagga City Council is the Executive Council of RRL.

### **Riverina Water**

Riverina Water County Council is a body corporate established under the Local Government Act for the purposes of water supply. Lockhart Shire Council is one of four constituent councils and neither controls nor significantly influences the County Council. Riverina Water County Council is governed by a body of nine Councillors. Council members consist of five elected members from Wagga Wagga City Council and one each from Lockhart and Urana Shire Councils, and two from Greater Hume Shire Council.

### **Statewide Mutual**

With a membership of 115 NSW Local Government councils, including Lockhart, Statewide Mutual is the largest local government self-insurance pool in Australia.

The five schemes offered by Statewide Mutual are:

- Liability scheme
- Property Mutual scheme
- Crime (Fidelity Guarantee) scheme
- Councillors' and Officers' cover
- Motor Vehicle cover.

### **StateCover Mutual**

StateCover Mutual Limited has been operating since 2001 as a Specialised Insurer, supporting the workers compensation needs of NSW Councils and other local government entities. StateCover insures around 94% of eligible Councils, including Lockhart, covering a workforce of approximately 31,000 employees.

StateCover was established as a public company by Local Government NSW (LGNSW), which remains as StateCover's majority shareholder. In addition, StateCover policy-holding Members are each shareholders in the Mutual.

### **Local Government NSW (LGNSW)**

LGNSW is the peak organisation that represents the interests of NSW general and special purpose councils.

LGNSW provides support to and advocates on behalf of member councils. LGNSW also delivers a range of services including representing councils in industrial disputes and award matters, providing policy advice, executive recruitment, performance reviews, organisation reviews as well as professional development for councillors and staff.

LGNSW is a registered organisation pursuant to the Fair Work (Registered Organisations) Act.

### **Murray Darling Association**

The MDA is an incorporated body which aims to provide effective representation of local government and communities at state and federal level in the management of the Murray Darling Basin's resources. It seeks to achieve this by providing information, facilitating debate and seeking to influence government policy.

## Activities undertaken by Council during the year to implement its equal employment opportunity (EEO) management plan

### LGGR 2005 – Clause 217 (1) (a9)

Council has an EEO Policy (Policy 3.10) which is subject to review in accordance with Council's adopted Policy Review Timetable as well as an EEO Management Plan. The objectives of the updated EEO management plan are:

- To inform all employees, potential employees and the general community at large that the Council is an Equal Opportunity Employer.
- To ensure the active participation of all management, employees and relevant unions in the EEO Management Plan.
- To review recruitment and selection procedures and practices to ensure they support EEO principles.
- To ensure that all council employees involved in the interview process adopt a technique which is non-discriminatory i.e. questioning, non-verbal gestures etc.
- To encourage applicants for positions to demonstrate an awareness of EEO principles and practices at interview. The level of awareness and knowledge is to be varied according to the level and nature of the position and the number of staff to be supervised.
- To ensure all employees are treated in a fair and consistent manner in relation to matters pertaining to appointment, promotion and transfer within Council.
- To ensure that all employees have equal opportunities to relieve/act in higher positions.
- To identify opportunities for providing positions for people of all abilities in Council employment.
- To ensure that all employees have equal opportunities for promotion and career path development within the Council.
- To remove any barriers to part-time positions within the Council.

- To encourage opportunities for full-time and part-time trainee positions within Council for people under 21 years.
- To ensure staff receive training and developmental opportunities based on policies and procedures which confirm EEO principles.
- To review and monitor conditions of service and practices to ensure they conform with EEO principles and demonstrate fair practice.
- To encourage and maintain a harmonious work environment by introducing an effective mechanism for the resolution, of grievances, accessible to all staff.

All new staff are provided with a copy of Council's EEO Policy as part of the induction process.

A copy of Council's EEO Policy was also displayed in staff rooms and on Council's public notice board.

## Report on proposed capital works projects where a capital expenditure review had been submitted

### Office of Local Government Capital Expenditure Guidelines

Council in February 2017 notified the Office of Local Government of the proposed upgrade of the swimming pools at Lockhart and The Rock townships within Lockhart Shire and submitted a Capital Expenditure Review in accordance with the Office of Local Government Capital Expenditure Guidelines.

Both the Lockhart and The Rock swimming pools were at or nearing the end of their economic life and required significant refurbishments to meet safety and operational obligations, as well as community levels of service. The upgrade of the two swimming pool complexes was identified in the Community Strategic Plan and Delivery Program as key community infrastructure priorities.

During 2017-18 the Council received \$1,528,536 in grant funding under the NSW Government's Stronger Country Communities Grants program towards the project. The balance of the \$4.7 million project was funded by a loan from the NSW Treasury Corporation (\$2.2 million) and Council's Reserves (\$970,000).

Following a competitive tender process Council awarded separate contracts for the swimming pool construction and the amenities building upgrades respectively. The Lockhart swimming pools and amenities building were completed and officially opened on 27 October 2018 and The Rock amenities building was completed and officially opened on 16 November 2018. Work on The Rock swimming pools continued into 2019/20 and was completed and officially opened to the public on 26 October 2020.

## Details of Inspections of Private Swimming Pools

### Swimming Pools Act 1992 – Section 22F(2) and Swimming Pools Regulation 2018 – Clause 23

The following private swimming pool inspections were undertaken in 2019-20:

- a) Number of inspections of tourist and visitor accommodation – Nil
- b) Number of inspections of premises with more than two dwellings – Nil
- c) Number of inspections under Swimming Pools Act 1992 that resulted in the issuance of a certificate of compliance under 22D of the Act – 24
- d) Number of inspections under Swimming Pools Act 1992 that resulted in the issuance of a certificate of non-compliance under 18BA of the Regulations – 8

During 2019-20 Council was without a Compliance Officer for a period of months following the retirement of the incumbent officer and difficulties Council experienced in recruiting a suitable person to fill the vacancy. This together with the precautions taken in response to the COVID-19 pandemic affected Council's overall compliance activities.

## Fraud Control Activities

Council maintains a Fraud Control Policy and Fraud Control Action Plan.

Council has a Policy Review Schedule which provides for all policies to be reviewed at least every three years. Individual policies are reviewed and amended in advance of the scheduled review date when circumstances warrant. This may be prompted by factors such as a change in legislation, a change in government policy or as a result of a need identified by the Council, management and staff or internal and external audit activities.

In 2019/20 Council undertook the following fraud control activities:

### Policies and Procedures

A number of policies that contain fraud control measures were reviewed including the following:

- Local Preference Purchasing Policy
- Privacy Plan and Privacy Code of Practice
- Procurement Policy.
- Public Interest Disclosures and Reporting Policy
- Related Party Disclosures Policy
- Statement of Business Ethics

Council also adopted the new Model Code of Conduct released by the NSW Government in 2018-19.

The Handbook for New Employees was updated to incorporate information relating to the new Model Code of Conduct, Council's Public Interest Disclosures and Reporting Systems and information regarding the standards of behaviour expected of employees.

Instruments of Delegation were updated for those staff with purchasing delegations following the abovementioned Policy reviews.

## Training and Annual Sign-Off

Council's induction program for new employees was updated in 2019-20 to include online training in the Code of Conduct for all new employees.

Council's annual Employee Performance Review system was updated to include an annual sign-off by all existing employees in relation to the Code of Conduct.

### Internal Audit

Council participates in an Internal Audit Alliance comprising five other councils in the region to share the services of a contracted Internal Auditor.

Internal Audit Reviews undertaken by the Internal Auditor in 2019-20 focused on Payroll/ Human Resources and Section 355 Committees.

"Reportable incidents" are a standing agenda item at all Internal Audit Committee meetings.

An online internal audit module has been developed by the Internal Audit Alliance in conjunction with Local Government Software Solutions with financial assistance from the Office of Local Government's Innovation Fund Grants Program.

# FINANCIAL SUMMARY

The Audited Financial Statements present the actual financial position and performance of Council for the 2019/20 financial year. Council's Statements have been prepared in accordance with:

- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board,
- Local Government Act 1993 and Regulations and
- Local Government Code of Accounting Practice and Financial Reporting (the Code).

Council's Financial Statements are independently audited, reported to Council, placed on public exhibition and lodged with the Office of Local Government each year.

## Summary of Financial Statements

Operating surplus before capital grants and contributions:

\$157K (2019 – \$427K)

**Operating Revenues** (excl. capital grants & contributions)

▲ 0.7% to \$11.35M

**Operating Expenses**

▲ 3.2% to \$11.2M

**Cash and Investments**

▼ 8.4% to \$7.6M (2019 - \$8.3M)

**Revenue from Rates and Annual Charges**

▲ 2.9% to \$3.5M

This represents 22.5% of Council's total Income from Continuing Operations.

**User Charges and Fees**

▼ 24.1% to \$528,000

**Interest on Investments**

▼ 49.7% to \$114,000

**Loans**

\$3.7M balance of loans

The Council has renewed \$4.1 million of assets in the 2019–20 financial year, compared to \$4.4 million

The Council's operating result from continuing operations was a surplus of \$4.2 million (\$2.5 million surplus for the year ended 30 June 2019). The increase of \$1.7 million is primarily due to the increase in grants and contributions provided for capital purposes.

The net operating result before capital grants and contributions was a surplus of \$0.2 million (\$0.4 million surplus for the year ended 30 June 2019). The decrease is mainly due to the increase in operating expenses during the year.

Rates and annual charges revenue (\$3.5 million) have increased by \$0.12 million (2.9 per cent) in 2019–20 mainly due to the IPART rate peg, which increased general rates revenue by 2.7 per cent in 2019–20.

Grants and contributions revenue (\$10.9 million) have increased by \$2.0 million (22.5 per cent) in 2019–20 mainly due to higher capital grants received in the current year, primarily relating to Stronger Country Communities Funding and Growing Local Economies Funding.

Council's Audited Financial Statements can be viewed at:

Council's office: 65 Green Street Lockhart NSW 2656  
 Council's website: [www.lockhart.nsw.gov.au](http://www.lockhart.nsw.gov.au)

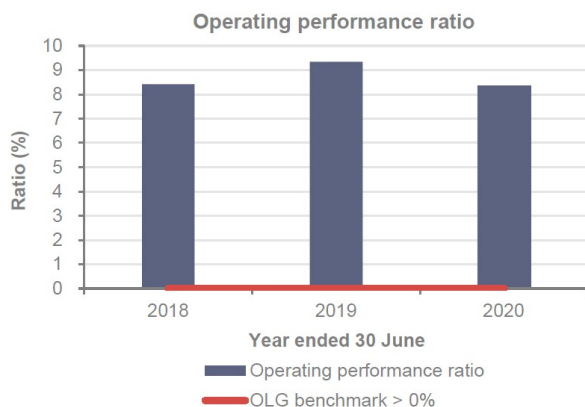
A detailed analysis of Council's Financial Statements can be found in the Audited Financial Statements.

## Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

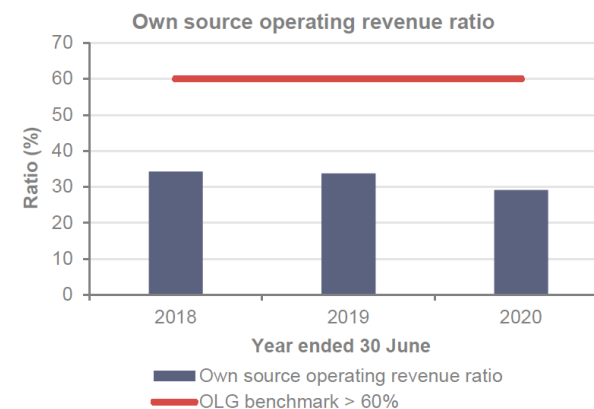
### Operating performance ratio

- The 'operating performance ratio' measures how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the former Office of Local Government (OLG) is greater than 0%.
- The Council's operating performance ratio of 8.37% is above the industry benchmark of greater than 0 per cent.
- The ratio has decreased due to the increase in operating expenses during the year.



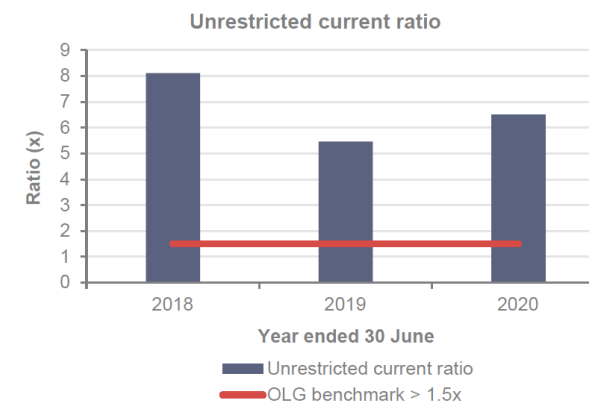
### Own source operating revenue ratio

- The 'own source operating revenue ratio' measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by the former OLG is greater than 60 per cent.
- The Council's own source operating revenue ratio of 29.1% is below the industry benchmark of 60%.
- The own source operating revenue ratio has decreased due to the increase in grants and contributions revenue during the year.



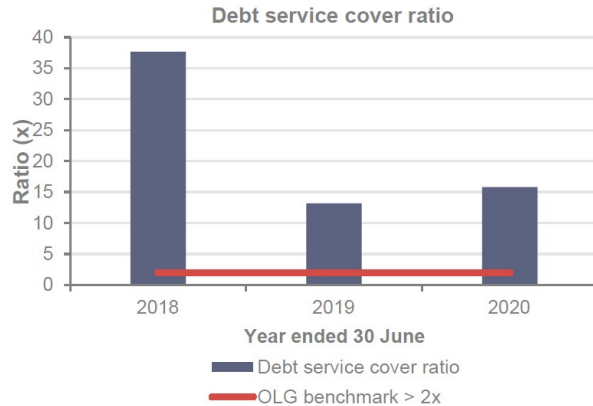
### Unrestricted current ratio

- The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.
- The Council's unrestricted current ratio of 6.51 times is greater than the industry benchmark minimum of greater than 1.5 times.
- The Council's unrestricted current ratio has slightly increased due to lower current liabilities less specific purpose liabilities.



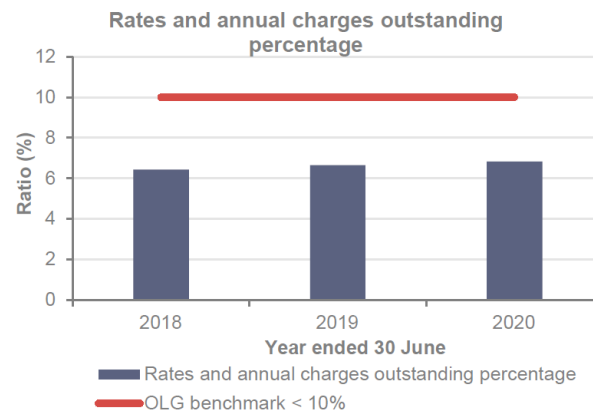
### Debt service cover ratio

- The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by the former OLG is greater than two times.
- The Council's debt service cover ratio of 15.84 times is greater than the industry benchmark of greater than 2 times.
- The Council's debt service cover ratio remained relatively constant from 2019 to 2020.



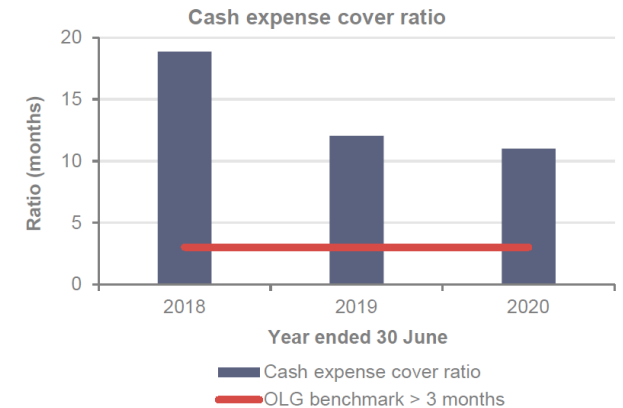
### Rates and annual charges outstanding percentage

- The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the former OLG is less than 10 per cent for regional and rural councils.
- The Council's rates and annual charges outstanding ratio of 6.83% is within the industry benchmark of less than 10% for regional and rural councils.
- The rates and annual charges ratio has remained relatively consistent in 2019 and 2020.



### Cash expense cover ratio

- This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by the former OLG is greater than three months.
- The Council's cash expense cover ratio was 11.02 months, which is above the industry benchmark of greater than 3 months.
- The Council's cash expense ratio has slightly decreased as there was less cash and cash equivalents during the year.



## OUR PERFORMANCE AGAINST THE DELIVERY PROGRAM

This Lockhart Shire Council Delivery Program activates our 10-year Community Strategic Plan and details the services, program and projects that we will deliver in the four years of the current term of Council.

In this annual report we will report on the progress of the strategic objectives within Delivery Program. The status of the objectives have been listed as follows:

**Completed** – projects and actions that were one-offs and have been finalised.

**Ongoing** – activities that have commenced and are now ongoing parts of operations.

**Progressing** – projects that are under way but will be finalised.

**Not Progressing** – projects that were scheduled to have commenced but have been delayed.



**Stage 2 Flood Mitigation Works in Lockhart were completed in the 2019-20 year, including an upgrade of the major culvert on Albury Road.**





# 2019-20 Operational Plan

Progress Report to 30 June 2020

# 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? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	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%	Council continues to provide support for community-based events on an annual basis. Council provided in kind assistance to The Rock BnS Ball, the Spirit of the Land Festival, The Lockhart and The Rock Shows, Lockhart Picnic Races, The Rock Triathlon and the Lockhart Truck Show.
	Compile and promote a comprehensive calendar of events.	Tourism and Economic Development Officer	Ongoing	100%	A monthly calendar of upcoming events is published in Council's Newsletter and Website and promoted through the Visit Lockhart Shire website, social media, Destination NSW, Thrive Riverina, Wagga Partnerships Program and RDA Country Change.
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	Ongoing	100%	Council has a comprehensive database to facilitate communicating with community groups and clubs on grant funding opportunities and administration support.  A Procedures Manual to provide administrative guidance and support to section 355 Committees was distributed to the Committees in July 2018 and updated in 2019.
	Within financial means, support and fund Section 355 Committees to manage and maintain Council facilities.	Director Corporate and Community Services	Ongoing	100%	Council allocated \$27,000 to section 355 Public Hall Management Committees and \$77,500 to Recreation Ground Management Committees that manage Council facilities on behalf of Council.  The annual grants were distributed to Section 355 committees in October 2019.  A Procedures Manual to provide administrative guidance and support to section 355 Committees was distributed to the Committees in July 2018 and updated in 2019.  Support is also provided to community-based management committees to secure government grants.  An internal audit review of section 355 management committees was completed in March 2020.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Facilitate and support programs and projects within the community to make them accessible to people with all abilities. <a href="#">DIAP – Attitudes and behaviours</a>	Director Corporate and Community Services	Progressing	50%	Additional footpaths and disabled access improvements are amongst the projects approved for funding under the Drought Communities Programme Extension. These works will be undertaken in 2020/21.  Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP.
Provide or partner to provide cultural and sporting participation opportunities.	Support cultural and sporting opportunities that respond to the needs of the community.	Tourism and Economic Development Officer	Ongoing	100%	Council continues to provide support for community based events on an annual basis including The Rock BnS Ball, the Spirit of the Land Festival, The Lockhart and The Rock Shows, Lockhart Picnic Races, The Rock Triathlon and the Lockhart Truck Show.  Council also engages a Museum Advisor who provides support and advice to the Greens Gonyah Museum and The Rock Museum.  The expanded Greens Gonyah Museum including a new community cultural space was officially opened in October 2019.  The museum was closed for several months from April to June 2020 due to the COVID-19 pandemic.  Council participates in the Eastern Riverina Arts and in December 2019 was successful in securing funding for the "A Maze of Art – Lockhart Outdoor Youth Space" project.  In November 2019 funding was secured under the Riverina Water Community Grants Program with assistance from Council for the Milbrulong Water Tower Mural project, the Murrumbidgee River of Life Community Art project, the Spirit of the Land Pottery and Painting Workshops, The Rock Museum Mosaic Workshops. Funding was also secured for Lockhart Bowling Club, The Rock Bowling Club and Lockhart Golf Club.

## 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	Progressing	75%	<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>Flood mitigation projects are occurring as funding becomes available. Voluntary Purchase of properties is also occurring as funding permits.</p> <p>Council participates in a Drought Sub-Committee established by REROC which aims to disseminate information on available government drought assistance.</p> <p>Funding has been secured under the Drought Communities Programme Extension for the employment of a Drought Support Officer and to extend the reticulated water supply in rural areas by up to 10km with the work to be undertaken in 2020/21.</p>
	Strengthen mechanisms that support access and inclusion for our community. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Progressing	100%	<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" Program to be implemented in 2020/21.</p> <p>An all-inclusive play space at The Rock Recreation Ground was completed in the second half of 2020/21.</p>
	Promote community safety initiatives within the community.	Director Engineering and Environmental Services	Progressing	100%	<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? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Advocate for sufficient provision of policing, ambulance and fire services.	General Manager	Ongoing	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.  The quarterly meetings of the Committee were suspended in the second half of 2019/20 due to the COVID-19 pandemic.
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	Ongoing	100%	Parks and gardens continue to be maintained in accordance with an annual program and within the adopted budget.  Significant works were undertaken in the lead up to the opening of the refurbished swimming pool complex at The Rock in October 2019 including turf being laid after the installation of the new irrigation system and trees planted as well as soft fall being spread after the installation of the playground equipment and the new BBQ.  Landscaping works and installation of soft fall areas was also undertaken in relation to the new all abilities playground at The Rock.
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	Ongoing	100%	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.  Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP.
	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	Ongoing	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.

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
	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	Ongoing	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 is participating in the Rural Doctors Network Scholarship Program which saw two students complete a two-week placement in Lockhart in the second half of 2019/20.  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	100%	Representations are made as opportunities arise.  Council supported the CSU Engineering program by engaging a cadet engineer in 2019/20.



**Council received funding from the “Everyone Can Play” Grant Program to complete an all-abilities, inclusive playground, located at The Rock Recreation Ground.**

### 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	Ongoing	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 to be implemented in 2020/21.
	Support the provision of pre-school, playgroup and childcare services within the community.	Director Corporate and Community Services	Ongoing	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	Ongoing	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 to be implemented in 2020/21.
Provide support and opportunities to celebrate our older residents.	Provide opportunities for older residents to come together.	Director Corporate and Community Services	Ongoing	100%	Council provides financial assistance for events during Seniors Week each year. Fundraising opportunities were given to The Rock Men's Shed by engaging the Men's Shed to cater at Council events e.g. the official opening of the new swimming pool complex at The Rock.
	Continue to support, advocate, and plan for high quality services and accommodation for our aged population.	Director Corporate and Community Services	Ongoing	100%	Council provides independent living units at Magnolia Lodge and is liaising with Woodhaven Aged Care and other service providers to assist in the retention of aged care services in Lockhart.



HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	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.
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	Ongoing	50%	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.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	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	Ongoing	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.



Young people from across the Shire came together to participate in the Youth Engagement Strategy Day in July 2019.

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	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	Progressing	25%	A Masterplan for the Lockhart CBD was adopted by Council in June 2019 following an extensive community consultation process.  A masterplan for the Avenue of Honour at The Rock has also been adopted by Council.  Designs for new town and Shire entrance signs were endorsed by Council in June 2020 with a view to the signs being erected in early 2020/21.
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	Progressing	75%	The masterplan prepared for the Lockhart CBD addressed all abilities access into local businesses, including parking and wayfinding.
	Encourage a diverse retail mix within the Shire to respond to the community's and visitors needs and tastes.	Tourism and Economic Development Officer	Ongoing.	100%	Council participates in "Country Change" program and the "Start Your Business Here" section of Council's website has been updated. 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	Progressing	100%	Council's Tourism and Economic Development Officer maintains regular contact with businesses in the Shire.  An annual survey of local businesses was undertaken to better understand their needs and was reported to Council in November 2019.
	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres.	Tourism and Economic Development Officer	Ongoing	100%	Council continued its promotion of the Lockhart Shire Business Directory including encouragement of local businesses to participate. As well as ongoing management of Lockhart Shire Shopping social media page.  Regular business promotion on the Lockhart Shire Community social media page was also maintained.  Town business flyers were designed and placed in the Lockhart Visitor Information Centre and Lockhart Caravan Park.  Lockhart Main Street painting and repairs were undertaken under the \$100,000 Heritage Near Me grant and new 'Welcome to Lockhart' flags were installed.

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 services and infrastructure that supports our rural business.	Advocate to improve television, mobile and internet coverage.	General Manager	Ongoing	100%	<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>
	Lobby to increase the use of rail for agricultural transportation.	General Manager	Ongoing	100%	<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>
	Strive to assist development of strong farming businesses.	Tourism and Economic Development Officer	Ongoing	10%	<p>Government funding has been secured under the Fixing Country Roads program and work 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>REROC has established a Drought Sub-Committee of which the Mayor is the Chair, and the Tourism and Economic Development Officer is a Committee member.</p> <p>Council has secured funding under the Drought Communities Program Extension for the employment of a Drought Support Officer.</p> <p>Funding was secured under the Drought Communities Program Extension to extend the reticulated water supply in rural areas by up to 10km with the work to be undertaken in 2020/21.</p>

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Provide business support to our community.	Promote and provide networking opportunities for businesses.	Tourism and Economic Development Officer	Progressing	50%	An online Lockhart Shire business directory has been launched and can be found at <a href="https://lockhartshirebusinessdirectory.com.au/">https://lockhartshirebusinessdirectory.com.au/</a> . The Annual Business Excellence Awards which were planned for the second half of 2019/20 were postponed due to the COVID-19 pandemic. Nomination of businesses for awards e.g. Back Up Charlie (BUC) nominated by the Tourism and Economic Development Officer for the NSW Agricultural Innovation Award. Reaching the finals, BUC representatives attended the awards in the Blue Mountains in November 2019.
	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.
	Build an informed response to supporting businesses through the collection of timely and relevant local data.	Tourism and Economic Development Officer	Completed	100%	The annual business survey was undertaken to ensure current and accurate data is collected and maintained and was reported to Council in November 2019.
	Celebrate the achievements of our businesses.	Tourism and Economic Development Officer	Not commenced	50%	Nominated by the Tourism and Economic Development Officer, local business BUC reached the finals of the NSW Agricultural Innovation Award in November 2019. The Business Excellence Awards function scheduled to be held in the second half of the reporting period 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	Ongoing	75%	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 economic development matters. Committee meetings were suspended during April-June due to the COVID-19 pandemic. The Regional Economic Development Strategy for the Coolamon, Junee, Lockhart and Wagga Wagga Functional Economic Region was reviewed in December 2019.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Support the growth of the business and industry sector.	Tourism and Economic Development Officer	Progressing	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. Grant funding has been secured for the upgrade of MR59, Urana Lockhart Road, which is a major transport and tourist route and work on upgrading the road has commenced.
	Promote positive images of the Lockhart Shire as a dynamic and innovative community.	Tourism and Economic Development Officer	Ongoing	100%	Lockhart Shire is promoted across all media platforms including print, radio and social media. 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	Ongoing	100%	Council participates in the NSW Government's "Easy to do Business" program and the "Business Friendly Council" initiative.

Insert Photo

## 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	Ongoing	100%	Council continues to successfully promote Lockhart Shire through various means including social media, numerous publications and regional partnerships as evidenced by record visitor numbers being experienced at the Lockhart Visitor Information Centre and The Rock Nature Reserve.  The Lockhart and The Rock swimming pool upgrades have also attracted interest from outside the Shire.
	Use our natural strengths and assets to build our tourism sector.	Tourism and Economic Development Officer	Ongoing	100%	The Shire's tourism sector continues to grow as evidenced by increased visits to the Greens Gonyah Museum and The Rock Hill Nature Reserve.  An MoU has been entered into with CSU for The Rock Regional Observatory Project.
	Support and develop infrastructure for our tourism sector. <a href="#">DIAP – Liveable communities</a>	Tourism and Economic Development Officer	Progressing	100%	The refurbished swimming pool complex at The Rock was officially opened in October 2019.  The expanded Greens Gonyah Museum was officially opened in October 2019.  The Milbrulong Water Tower Mural was completed in May 2020.  Funding for the Yerong Creek Water Tower Mural has been approved under the Drought Communities Programme Extension.  An MoU has been entered into with CSU for The Rock Regional Observatory Project.  Four new sculptures have been added to the Lockhart Sculpture and Heritage Trail.
	Develop partnerships that support our tourism industry.	Tourism and Economic Development Officer	Ongoing	100%	Council continues to participate in Thrive Riverina (formerly Riverina Regional Tourism), Taste Riverina and other regional initiatives such as Wagga partnerships and Destination Riverina Murray.  Council initiated the Riverina Outdoor Art Trail launched in November 2019 in conjunction with nine regional LGAs.  Council is working with four neighbouring LGAs to develop a joint tourism brochure.

### 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	Ongoing	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 participated in CSU's cadet engineer program, engaged parks & gardens trainees and also supported the Rural Doctors Scholarship Program.
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	Ongoing	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.	Ongoing	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	Ongoing	100%	Contact is maintained with RDA Riverina. Council also participated in the preparation of a Regional Economic Development Strategy comprising the Coolamon, Junee, Lockhart and Wagga Wagga Functional Economic Region which was reviewed in December 2019.



**C1: OUR ENVIRONMENTAL PRACTICES ARE SUSTAINABLE.**

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 that Council buildings and facilities are environmentally sensitive.	Where practical improve the energy efficiency of Council buildings.	Director Corporate and Community Services	Progressing	75%	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. Council is working with OEH in assessing Council public buildings in electricity usage and what may be possible in the way of solar and battery storage. An assessment of the cost of converting council buildings to LED lighting is also being undertaken.
	Develop and implement a strategy that works towards Lockhart Shire being carbon neutral.	Director Engineering and Environmental Services	Progressing	75%	During 2019/20 Council made representations to the Australian Renewable Energy Agency, The NSW Deputy premier and the Minister for Energy in support of the project to make Lockhart township 100% self-sufficient on renewable energy. Grant funding for Stage 1 of the project was announced in April 2019 and work commenced in September 2019.
	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.
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	70%	During 2019/20 Council made representations to the Australian Renewable Energy Agency, The NSW Deputy premier and the Minister for Energy in support of the project to make Lockhart township 100% self-sufficient on renewable energy. Grant funding for Stage 1 of the project was announced in April 2019 and work commenced in September 2019.
	Promote initiatives that support water wise practices & products throughout the community.	Director Engineering and Environmental Services	Ongoing	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.

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 explore the feasibility of water conservation practices throughout all Council works, & incorporate water saving & reuse features to Council facilities.	Director Engineering and Environmental Services	Ongoing	100%	Council reviews water usage quarterly to monitor water usage.
Utilise effective waste management practices.	Provide efficient and sustainable waste management practices	Director Engineering and Environmental Services	Ongoing	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	Ongoing	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	Ongoing	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	Ongoing	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	Ongoing	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	Ongoing	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? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	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	Ongoing	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	Ongoing	100%	Council has signed off on The Rock Hill Nature Reserve Management Plan prepared in conjunction with the NSW National Parks and Wildlife Service and other stakeholders.
	Provide protection, management and promotion of nature reserves under the control of Council.	Director Engineering and Environmental Services	Ongoing	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	Ongoing	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	Ongoing	100%	No significant breaches reported.



**Drosera – commonly known as sundews – are native, carnivorous plants. They are just some of the tiny, hidden treasures that can be found at Galore Hill Scenic Reserve.**

**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	Progressing	50%	Council is currently preparing a new 5-year Active Transport Plan. Funding has been secured for the provision of more footpaths and disabled access under the Drought Communities Programme Extension with the work to be undertaken in early 2020/21.
	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	Ongoing	100%	Street lighting complaints are recorded and actioned accordingly. Council is participating in the Southern Lights project being co-ordinated by REROCC involving the provision of LED street lighting.
	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	Progressing	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, for various improvements to the Lockhart, Osborne and The Rock Recreation Grounds.
	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.

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 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	Ongoing	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. The RSO has commenced a road safety audit of Shire roads. This will be ongoing.
	Provide and maintain efficient and safe road and bridge infrastructure.	Director Engineering and Environmental Services	Progressing	75%	The upgrade of bridges and culverts across the Shire to Higher Mass Limits standard with grant funding under the Fixing Country Roads Program has commenced and is continuing.
	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	Progressing	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 funding is being sought for Stage 2.
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	Ongoing	100%	Options available include Magnolia Lodge, Youth Flats and vacant residential land developed by Council at both ends of the price spectrum ranging in price from \$25,000 to \$115,000. Stage 2 of the Carson Road, The Rock, residential development comprising eight lots was completed in November 2018. Seven of the eight lots have been sold as at 30/06/20.

## 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	Progressing	100%	Extension of reticulated sewerage at The Rock has been completed. Council is commencing a scoping study of upgrading the Lockhart Sewerage Treatment Plant. Funding has been secured for the preparation of an Integrated Water Cycle Management Strategy.
	Ensure maintenance, accessibility, and safety of the Lockhart air strip. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Ongoing	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	Ongoing	100%	Council works with Riverina Water as required to assist in facilitating reliable water supply to the Shire. Expertise in relation to roadside vegetation management was recently provided for a Riverina Water mains extension from The Rock to Milbrulong. Funding has been secured under the Drought Communities Program Extension to extend the reticulated water supply in rural areas by up to 10km with the work to be undertaken by Riverina Water in 2020/21.
	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Director Engineering and Environmental Services	Ongoing	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	Ongoing	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.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
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	Ongoing	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 has been prepared and was on public exhibition as at 30/06/20
	Continue to remain updated on potential mining and quarry developments.	Director Engineering and Environmental Services	Ongoing	100%	In June 2019 the Riverina JO resolved to make representations on behalf of member councils, including Lockhart, regarding compliance requirements for small quarries.
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 Spirit of the Land Art Gallery was officially opened in Greens Gunyah Museum in November 2019. The Riverina Outdoor Art Trail was initiated by Council, leveraging on key Riverina art pieces to drive tourism to Lockhart Shire. The Milbrulong Water Tower mural was completed in May 2020 and funding has been secured for the Yerong Creek Water Tower Mural.
	Advocate for the protection of our historic buildings, landmarks, and artefacts.	Director Engineering and Environmental Services	Ongoing	100%	Council engages a Heritage Advisor to provide advice as required. A heritage grant of \$100,000 to assist with repairs and maintenance of the historic verandas in Green Street Lockhart was announced in December 2018 and acquitted in December 2019.



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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	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	Ongoing	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	Ongoing	50%	Participation is encouraged through open council meetings promoted in Council's monthly newsletter, website and Facebook page. In-kind and financial support was provided to community-based section 355 management committees performing various council functions. Council recognised significant contributions to the community through such means as the annual Australia Day Awards.
	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%	Application for a special rate variation was lodged in accordance with Council's Improvement Action Plan but was declined by IPART. Contract roadworks were undertaken for Greater Hume Council in May/June 2019. Council is a member of the Riverina Joint Organisation. 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.
	Continue to enhance sound financial management policies and practices.	Director Corporate and Community Services	Ongoing	100%	The NSW Audit Office presented an unqualified audit report to the December 2019 Council meeting for the 2018/19 financial year. All relevant financial ratios continue to be above the industry benchmark with the exception of Own Source Revenue.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	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	Ongoing	100%	A Compliance Policy and Compliance Register has been developed and adopted by Council. An internal audit review focusing on compliance was undertaken in June 2019.
	Minimise Council's exposure to risk and promote a strong risk management culture within Council.	General Manager HR/WHS Co-ordinator	Ongoing	90%	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 planned test of Council's Business Continuity Plan to be facilitated by Statewide Mutual was deferred due to the COVID-19 pandemic and is now proposed for the first quarter of 2020/21.
	Ensure appropriate IT systems are in place to support service delivery and accountability requirements.	Director Corporate and Community Services	Ongoing	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	Progressing	85%	Council has resolved to purchase a new Electronic Document and Records Management System. Implementation of the new system has commenced and is scheduled to be active in early 2020/21.
	Attract and retain a quality workforce.	HR/WHS Co-ordinator	Ongoing	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	Ongoing	100%	<p>Council's Newsletter is distributed to all households in the Shire on a monthly basis.</p> <p>The most recent Community Satisfaction Survey undertaken in 2019 revealed that 96% of respondents received their information about Council from the Monthly Newsletter.</p> <p>Policies that have the potential to impact on residents and ratepayers are placed on public exhibition prior to adoption by Council.</p> <p>A Community Engagement Strategy and a Community Participation Plan were adopted by Council in June 2019.</p>
	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	Ongoing	0%	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	Ongoing	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	Ongoing	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	Ongoing	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
	Continue to lead and advocate on key social and community issues. <a href="#">DIAP –Attitudes and behaviours</a>	Director Corporate and Community Services	Ongoing	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	Ongoing	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	Ongoing	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.
	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	Ongoing	75%	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.

# OUR PERFORMANCE AGAINST THE DISABILITY INCLUSION ACTION PLAN

## Promote positive attitudes and behaviours

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A1	Build capacity, capability and partnerships to encourage sustainable community groups and clubs.	Facilitate and support programs and projects within the community to make them accessible to people with all abilities.	Council Community groups Community	Ongoing	<p>Financial support was provided to community/ volunteer-based committees including section 355 management committees, Men's Shed organisation etc. to support access to programs and events.</p> <p>All abilities access has been incorporated in all new community infrastructure projects including:</p> <ul style="list-style-type: none"> <li>– Lockhart swimming pool refurbishment</li> <li>– The Rock swimming pool refurbishment</li> <li>– Lockhart recreation ground amenities building upgrade.</li> <li>– The Rock recreation ground amenities building upgrade.</li> <li>– The Rock Regional Observatory</li> </ul> <p>Incorporated access and inclusion principles in event management plans approved by Council.</p> <p>Incorporated access and inclusion principles in Council's development application assessment processes.</p> <p>Council has identified footpath upgrades and disabled access to local businesses as a priority project for which funds will be allocated from the Drought Communities Programme Extension funding. Construction is scheduled to commence in 2020-21.</p>
A3	Provide support for people with a disability and their families and carers.	Participate in a collective approach within Lockhart Shire's disability sector to improve the understanding, access and operation of the sector.	Council Service providers	Ongoing	<p>Council has adopted a Disability Inclusion Action Plan as well as requirements for all abilities access in its planning documents such as the DCP.</p> <p>A progress on the implementation of the Disability Inclusion Action Plan was submitted to the Minister by the legislative deadline.</p>

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
B1	Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community.	Promote the benefits of being fully accessible and inclusive for businesses.	Council	Ongoing	<p>Included all abilities access to local businesses in the Consultant's Brief for the preparation of concept plans for the Lockhart main street upgrade which formed the basis of consultation with local businesses and the broader community. Council liaised with shop owners on the benefits of investing in all abilities access to their premises.</p> <p>Following extensive consultation over a six-month period a masterplan for the main street upgrade was adopted by Council in June 2019.</p> <p>Council has identified footpath upgrades and disabled access to local businesses as a priority project for which funds will be allocated from the Drought Communities Programme Extension funding. Construction is scheduled to commence in 2020-21.</p>
E3	Represent and acknowledge the needs and challenges and characteristics of our community.	Continue to lead and advocate on key social and community issues.	Council	Ongoing	Council continues to promote inclusion within the community via its newsletters and events.

## Create liveable communities

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A2	Work with stakeholders to ensure our community is safe and well prepared to respond to adversity.	Strengthen mechanisms that support access and inclusion for our community.	Council, Service providers	Ongoing	Council's Emergency Management Plan has been approved by the Regional Emergency Management Committee. Council works with stakeholders through its Local Emergency Management Committee and Interagency Group meetings held every four months.
	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.	Council State Government	Ongoing	All abilities access incorporated in all new community infrastructure projects including: <ul style="list-style-type: none"> <li>– Lockhart swimming pool refurbishment</li> <li>– The Rock swimming pool refurbishment</li> <li>– Lockhart recreation ground amenities building upgrade.</li> <li>– The Rock recreation ground amenities building upgrade.</li> <li>– The Rock Regional Observatory</li> </ul> Council parks are maintained and improved to allow access to all. Council has identified footpath upgrades and disabled access to local businesses as a priority project for which funds will be allocated from the Drought Communities Programme Extension funding. Construction is scheduled to commence in 2020-21.
	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.	Council	Ongoing	Include all abilities access to local businesses in the Consultant's Brief for the preparation of concept plans for the Lockhart main street upgrade which formed the basis of consultation with local businesses and the broader community. Council liaised with shop owners on the benefits of investing in all abilities access to their premises. Following extensive consultation over a six-month period a masterplan for the main street upgrade was adopted by Council.
A3	Provide support for people with a disability and their families and carers.	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.	Council Service providers	Ongoing	Council works with stakeholders through its Local Emergency Management Committee and Interagency Group meetings held every four months.
		Provide support for people with disability, their families and carers.	Council Service providers	Ongoing	Council continues to advocate for all members of the community.

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
B1	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.	Council	Ongoing	Main Street traffic monitoring devices were installed to collect relevant data for determining appropriate actions. The Lockhart CBD masterplan incorporated accessible parking upgrades.
B2	Create a thriving tourism economy in Lockhart Shire.	Support and develop infrastructure for our tourism sector.	Council	Ongoing	Incorporate access and inclusion principles in Council's development application assessment processes. An all ages and all abilities facilities and attraction was included in the annual Spirit of the Land Festival with the support of Eastern Riverina Arts and the IDEAS organisation.
D1	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.	Council	2020/21	A five-year Footpath Plan is being prepared. Council has identified footpath upgrades and disabled access to local businesses as a priority project for which funds will be allocated from the Drought Communities Programme Extension funding. Construction is scheduled to commence in 2020-21.
		Advocate for community and transport options.	Council	Ongoing	Country Public Transport Infrastructure Grant Scheme funds have been utilised to replace the bus stop in Lockhart to ensure compliance. Funding is currently being sought for bus stops at The Rock.
	Advocate for diverse and affordable housing options within the Lockhart Shire.	Work with developers, investors, and service providers to realise the development of diverse housing options to address affordable housing across the Shire.	Council State Government Developers	Ongoing	Consideration to be given to further development opportunities at The Rock following completion of Carson Road Stage 2 subdivision. Ensure the forthcoming review of Council's LEP provides for diverse housing options. Council worked with a service provider to convert a Council owned building into housing for the physically and intellectually disabled.
D2	Develop infrastructure that supports growth within our community.	Ensure maintenance, accessibility and safety of the Lockhart air strip.	Council	Ongoing	The Air Strip is inspected monthly and any required maintenance carried out.



## Support access to meaningful employment

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A3	Provide support for people with a disability and their families and carers.	Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment.	Council Service providers	Ongoing	Council continues to provide employment and work experience opportunities to all members of the community as well as through its 355 committees,
B3	Develop the skills and employment opportunities of our residents.	Support and communicate pathways to employment for all residents.	Council Service providers	Ongoing	Council continues to provide employment and work experience opportunities to all members of the community.



Students of Lockhart and The Rock Central Schools took part in a project under the RANSW Country Arts Support Program 2019 – and produced a hardcopy book, and e-book *Heroes of the Community: What the young people think!* The project was disability inclusive, the chosen venue and support provided for young people with a disability including mobility, hearing, sight, or language, as a barrier.

## Improve access to services through improved systems and processes

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A3	Provide support for people with a disability and their families and carers.	Work with partners to identify opportunities to support the implementation of the National Disability Insurance Scheme.	Service providers Council	2019/20	Council worked with a service provider to convert a Council owned building into housing for the physically and intellectually disabled.
E2	Use effective community engagement processes.	Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation.	Council	2020/21	<ol style="list-style-type: none"> <li>1. Activate hearing loop in Council's administration building.</li> <li>2. Upgrade Council's website to ensure compliance with relevant standards.</li> <li>3. Provide disability awareness training to staff.</li> <li>4. Council monthly newsletters to all the community (especially for those who do not have internet access).</li> </ol>
	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.	Council	Ongoing	<ol style="list-style-type: none"> <li>1. Upgrade Council's website to ensure compliance with relevant standards.</li> <li>2. Incorporate access and inclusion principles in event management plans approved by Council.</li> <li>3. Provide disability awareness training to staff.</li> <li>4. Council continues to advocate for improved internet access across the Shire.</li> </ol>
A3	Represent and acknowledge the needs and challenges and characteristics of our community.	Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups.	Council	Annually	Access demographic data from the ABS including most recent community profiles. Council continues to encourage the community to support and complete ABS data returns as well as other government surveys that provides important information regarding the community demographic.