



# LOCKHART SHIRE

## Annual Report 2020 – 2021



"Emu Family", CWA Park – Lockhart: Matt Beaver 2021.



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# MAYORAL ANNUAL REPORT

2020/21 presented us with some unique and challenging circumstances. Unique because it was the fifth year of what should have been a four year term of office for the Council which commenced in September 2016. However, as we all now know instead of the council elections being held in September 2020 as scheduled, the Minister for Local Government decided to extend by one year the term of the current Councillors and hold elections for Council in September 2021 due to the COVID-19 pandemic. The elections were subsequently postponed a second time to 4 December 2021.

The COVID-19 pandemic also presented some challenging circumstances as a result of the restrictions on gatherings and movements and the border controls imposed at various times throughout the year through Public Health Orders. We were also challenged by the unprecedented amount of grant funding that was made available by Federal and State Governments to help mitigate the economic impacts of the pandemic. Council secured significant amounts of funding which enabled it to undertake additional sporting, recreational and community infrastructure projects that were not otherwise included in its Delivery Plan and Annual Operational Plan. Some of these projects include:

- Amenities upgrades at Lockhart, Osborne and The Rock Recreation Grounds.
- New netball courts at The Rock Recreation Ground.
- Sealing of internal roads at Yerong Creek Recreation Ground and Lockhart Showground.



**Yerong Creek Water Tower Project – completed in June 2021, by Melbourne-based artist Heesco, designed in collaboration with the local school community.**

- New footpath construction at Lockhart and The Rock.
- Extension of the reticulated water supply in rural areas to help drought proof additional properties.

Whilst the additional grant funding enabled the delivery of the abovementioned projects and many others, Council also continued with its planned budgeted works program which included, amongst other things:

- Widening of 22km of the Lockhart to Urana Road.
- Sealing of 3.7km of Western Road.
- Culverts upgrades at Flood Detour Road, Albury Road, Grubben Road, Lockhart The Rock Road and The Rock Bullenbong Road.

The Shire will continue to benefit from significant capital works programs in 2021/22 with work already under way for the sealing of Wattles Road and Tinamba Lane as a heavy vehicle bypass for Lockhart and a contractor having been engaged for Stage 2 of flood mitigation works at The Rock.

Council is always mindful of the need to continue to develop new tourism product to attract visitors to our Shire to support our local businesses. In 2020/21 this

included the astronomical observatory at The Rock, commencing an upgrade of the Lockhart Caravan Park and completing the Yerong Creek Water Tower mural which, together with the Lockhart and Milbrulong Water Tower murals, will allow us to promote a public art trail through the Shire. Council also collaborated with the Leeton, Murrumbidgee and Narrandera Councils to launch the Murrumbidgee Trails marketing campaign and visitor guide.

I would like to take the opportunity to thank my fellow councillors for their support throughout the year and for their commitment to what was an unexpected extension to their term of office. I also express my appreciation to the Council's hardworking and loyal staff.

I always like to take this opportunity to also thank the many volunteers who contribute to the well-being of the Shire and this year is no different. Whether it be through participation on Council's section 355 management committees, other not for profit incorporated bodies or simply as individuals in a more discreet and less conspicuous way, the contribution made by our volunteers is immeasurable and for this we are most grateful.

Whilst I expect that 2021/22 will continue to present challenges for us, it is this community mindedness that assures me that our community has the resilience to meet these challenges.



**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 December 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.

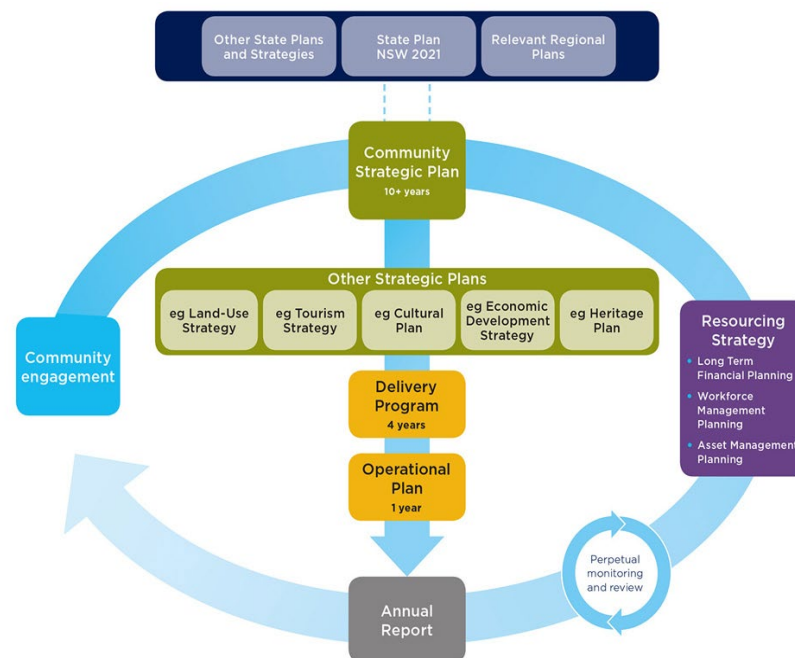
### Our Planning Framework

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 were postponed until December 2021.

## 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 3,285 as at 30 June 2019.

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.

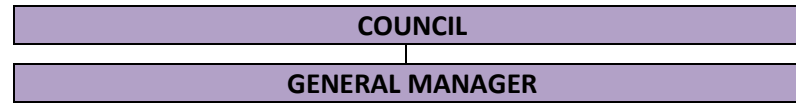


**Patrick Clancy – Citizen of the Year, Australia Day 2021, pictured with The Hon. Michael McCormack MP, Member for Riverina.**



# 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 2020 to 30 June 2021 the following expenses were incurred:

Mayoral Allowance	\$	26,530
Councillor Fees (9 Councillors)	\$	96,085
Provision of Facilities	\$	0
Communication exp. (iPads etc.)	\$	3,525
Training & development (incl. conferences & seminars)	\$	444
Spouse/partner expenses	\$	40
Intrastate travel	\$	1,585
Interstate travel	\$	0
Overseas travel	\$	0
Care and other related expenses	\$	753
Total	\$	<u>128,962</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 2020/21.

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 2020

Details

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 Gail Driscoll	LGNSW	Annual Conference	November 2020
Cr Rodger Schirmer	REROC	Crisis Preparedness Workshop for Councillors	March 2021

### 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 2020/2021 are listed below:

- Bidgeemia Public Hall Committee
- Lockhart Showground & Racecourse Management Committee
- Lockhart Recreation Ground Committee
- Lockhart & District Historical Society
- Magnolia Lodge Tenancy Committee
- 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
- Tootool Roadside Rest Stop Committee
- Tourism/Economic Development Committee
- Yerong Creek Hall Committee
- Yerong Creek Recreation Ground Committee.



## Contracts Awarded

During the period 1 July 2020 to 30 June 2021 Council awarded the following contracts in excess of \$150,000:

Contracted Party	Contract Description	Estimated Value (Incl. GST)
Precise Build Pty Ltd 166 Napier St Deniliquin NSW 2710	Construction – Stage 1, Lockhart Recreation Ground amenities building upgrade	\$484,023
Milbrae Quarries Pty Ltd 609 Colinroobie Road Leeton NSW 2705	Winning & crushing of gravel.	\$749,450
J & J Building & Construction Pty Ltd 5 Elm Rd Wagga Wagga NSW 2650	Construction of The Rock Regional Observatory Building	\$244,329
WesTrac Pty Ltd 280 Beech Rd Casula NSW 2170	Supply and delivery of CAT 432 backhoe	\$191,805 (less trade-in)
WesTrac Pty Ltd 280 Beech Rd Casula NSW 2170	Supply and delivery of CAT 950M loader	\$366,520
Bitupave Ltd t/as Boral Asphalt Norton St Wagga Wagga NSW 2650	Supply of bitumen, emulsions and asphalt materials and services	\$495,000
Hounsell & Sons Pty Ltd 25 Brookong St Lockhart NSW 2656	Construction of Stage 1 – Osborne Recreation Ground amenities building (new changerooms)	\$207,936
Riverina Sporting Services Pty Ltd Round Hill Homestead 2619 Culcairn Holbrook Road Culcairn NSW 2660	Construction of two new netball courts and fencing at The Rock Recreation Ground	\$245,209
Precise Build Pty Ltd 166 Napier St Deniliquin NSW 2710	Construction – Stage 2, Lockhart Recreation Ground amenities building upgrade (extend kitchen)	\$245,000
Excell Gray Bruni Pty Ltd 21 Jones St, Wagga Wagga NSW 2650	Construction of The Rock West Drainage Works	\$1,863,400
Graincorp Operations Ltd L28 175 Liverpool St Sydney NSW 2000	Council purchase of property situated at 109 Green Street, Lockhart being Lot 2 DP1016809, Lot A DP409130 and Lot 2 DP205729	\$165,000

## Financial Assistance

Financial assistance was provided pursuant to section 356 of the Local Government Act 1993 to numerous organisations during 2020/21 as listed below.

Bidgeemia Hall	\$ 2,100	Annual Subsidy
Milbrulong Hall	\$ 2,100	Annual Subsidy
Pleasant Hills Hall	\$ 4,200	Annual Subsidy
The Rock Hall & Museum	\$ 7,000	Annual Subsidy
Urangeline Peace Hall	\$ 2,100	Annual Subsidy
Yerong Creek Hall	\$ 4,200	Annual Subsidy
Lockhart Recreation Ground	\$ 17,500	Annual Subsidy
Osborne Recreation Ground	\$ 16,800	Annual Subsidy
Pleasant Hills Rec Reserve	\$ 2,100	Annual Subsidy
The Rock Recreation Ground	\$ 17,500	Annual Subsidy
Yerong Creek Rec Ground	\$ 9,800	Annual Subsidy
Lockhart Showground	\$ 4,900	Annual Subsidy
The Rock Showground	\$ 2,520	Annual Subsidy
Lockhart & District Historical Society	\$ 3,640	Annual Subsidy
Pleasant Hills Community Hotel	\$ 6,000	Annual Subsidy
Lockhart Lions Club	\$ 227	Rates – depot facility
Pleasant Hills Hall Committee	\$ 1,933	Mundawaddy Cemetery
Spirit of the Land Lockhart Inc.	\$ 7,000	2021 Sponsorship
The Rock Central School	\$ 100	Dux Award
Lockhart Central School	\$ 150	Dux Award
Lockhart Central School	\$ 720	Building hire fee – exams
NSW Rural Doctors Network	\$ 3,000	Bush Bursary Scholarship
Yerong Creek Hall Committee	\$ 1,050	Australia Day
Yerong Creek Hall Committee	\$ 397	Australia Day
Lockhart Lions Club	\$ 3,200	Freight costs
Explorers Rifle Club	\$ 300.00	Contribution to event

### Total Subsidies, Contributions and Donations

**\$ 120,537**

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 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 \$200,000 was made available to BET in 2020/21.

#### **Private Works – Statutory**

During the period 1 July 2020 to 30 June 2021 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.

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

During the 2020/21 financial year rates and charges (exclusive of Pensioner concessions) totalling \$31.05 were written off.

Council provided rate relief to Pensioners during the financial year in the sum of \$87,844.47. Council did however receive \$48,314.46 in Pensioner Concession Rebate from the NSW State Government.

## Animal Control

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.

Companion animals identified and registered in Lockhart Shire are 179 dogs and 125 cats.

Council's employs a Compliance Officer and in 2020/21 compliance activities resulted in:

42 dogs being seized.

31 dogs returned to their owners.

4 dogs sent to the Wagga Wagga pound.

3 dogs euthanised.

4 dogs re-homed.

16 dog attacks were responded to and 30 fines issued in relation to dog attacks.



**A pair of Striated pardalotes (*Pardalotus striatus*) spotted near the Olympic Highway at The Rock.**



## Public Interest Disclosures

Council has a Public Interest Disclosures Policy in place, a copy of which is available on Council's website.

It is reported that during 2020/21:

- a) There were no public interest disclosures made by public officials in performing their day to day functions;
- b) There were no public interest disclosures not within paragraph a) made under a statutory or other legal obligation;
- c) 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 2020/21 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	Refuse to confirm or deny whether Information is held	Application Withdrawn	Total no. of applications received
Media	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0
Private sector business	2	0	0	0	0	2
Members of the public (application by legal reps)	9	0	3	0	2	14
Applications from members of the public (other)	4	2	4	1	0	11
<b>Total</b>	<b>15</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>2</b>	<b>27</b>

During 2020/21 An internal Audit review focusing on GIPA reporting and compliance was carried out by Council's contracted Internal Auditor.

As a result of the internal audit review and the recommendations emanating from it the following actions have been undertaken by Council:

- A Procedure Manual for the processing of GIPA requests has been prepared and distributed to relevant staff
- The "Access to Information" pages of the website have been updated and now include links to open access information where it is available on the website and information on how to access the information if it is not. A statement regarding copyright has also been included
- The application forms have been updated to reflect the IPC templates and made available on the revised web pages relating to "Access to Information". The template letters have also been incorporated into the Procedure Manual that has been developed
- Training has been provided to relevant staff.

## 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 2020/21.

Council's legal costs totalled \$25,656 in 2020/21 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 Federation 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**

There were no capital works projects undertaken in 2020/21 that were the subject of a capital expenditure review.

### **Details of Inspections of Private Swimming Pools**

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

Swimming pool inspections were severely restricted in 2020/21 and due to the COVID-19 pandemic and related restrictions, were only undertaken on request by the owner for a compliance certificate.

- 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 – 2
- 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 – Nil.

## 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 2020/21 Council undertook the following fraud control activities:

### Codes and Policies

Council adopted the updated Model Code of Conduct prescribed by the regulation and notified in the NSW Government Gazette on 7 August 2020.

A new Bribes, Gifts and Benefits Policy was developed and adopted by Council. The Policy provides for the Gifts and Benefits Register to be tabled at an Audit, Risk and Improvement Committee meeting on an annual basis.

The following policies with fraud control related provisions were reviewed in 2020/21:

- Policy 1.23 Information Systems Security
- Policy 3.20 Guidelines for Secondary Employment

## Training and Annual Sign-Off

Council's induction program for new employees includes online training in the Code of Conduct for all new employees.

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

Employees with purchasing delegations undertook training in purchasing and procurement through Local Government Procurement (LGP).

The General Manager participated in the following training opportunities:

- Crime Prevention Network Webinar: Engaging Employees and Stakeholders in your Anti-Fraud and Corruption Program - A joint presentation with the Australian Certified Fraud Examiners, Sydney Chapter" March 17, 2021.
- ICAC Fraud Prevention Worksop on 16 December 2020.

### 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 grants management, depot inventory management and records management.

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

An online internal audit module, 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, was implemented in 2020/21.

# FINANCIAL SUMMARY

The Local Government Act (The Act) requires Council to produce General Purpose Financial Statements and Special Purpose Financial Statements for inclusion in Council's Annual Report. These statements are to be externally audited prior to being adopted by Council for publication.

Council applied to the Office of Local Government (OLG) for an extension of time to lodge its 2020/21 Audited Financial Statements, normally due on 31 October 2021. Council's request was granted, and Council has until 24 December 2021 to lodge its 2020/21 Audited Financial Statements. This extension is only for the lodgement of Council's 2020/21 Audited Financial Statements and does not apply to the legislative deadline for completion of Council's Annual Report which is 30 November 2021. The 2020/21 Annual Report therefore contains the draft unaudited Financial Statements for 2020/21.

It is proposed to present the 2020/21 Audited Financial Statements at a Council meeting to be held on 10 January 2022 in order to comply with the legislative requirements for presentation of the audited financial statements and auditor's reports to the public, as outlined in section 413 of the Act.

Following presentation to the Council meeting on 10 January 2022 the 2020/21 Audited Financial Statements will be available for inspection at:

Council's office: 65 Green Street Lockhart NS 2640  
 Council's website: [www.lockhart.nsw.gov.au](http://www.lockhart.nsw.gov.au)

## Summary of Financial Statements

A summary of the draft unaudited 2020/21 Financial Statements against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment is set out below.

### Operating performance ratio

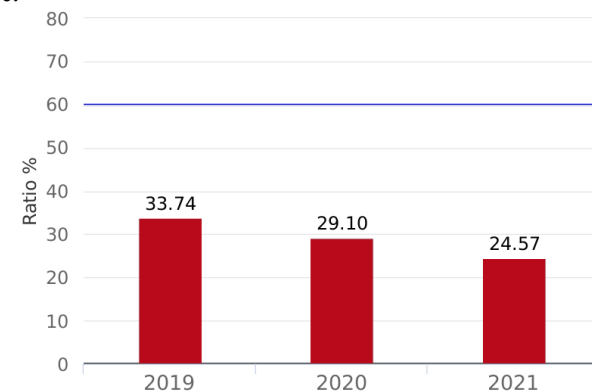
- The 'operating performance ratio' measures how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the former Office of Local Government (OLG) is greater than 0%.

- The Council's operating performance ratio of 7.18% is above the industry benchmark of greater than 0 per cent.
- Council's Operating performance is again consistent with prior years. This year's result continues Council's long term Operating results being above the benchmark.



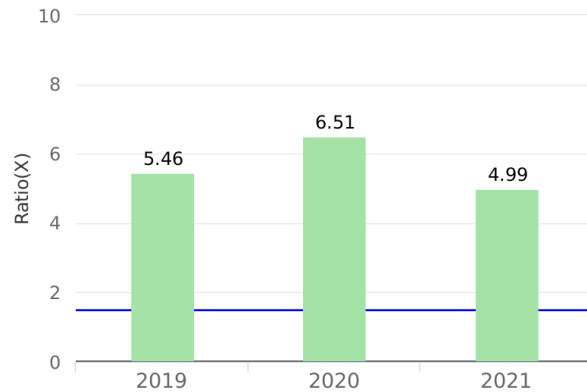
### Own source operating revenue ratio

- 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 24.57% is below the industry benchmark of 60%.
- Council's own source operating revenue is being impacted by the level of grants being provided by both the Commonwealth and State governments, mainly related to Covid stimulus.



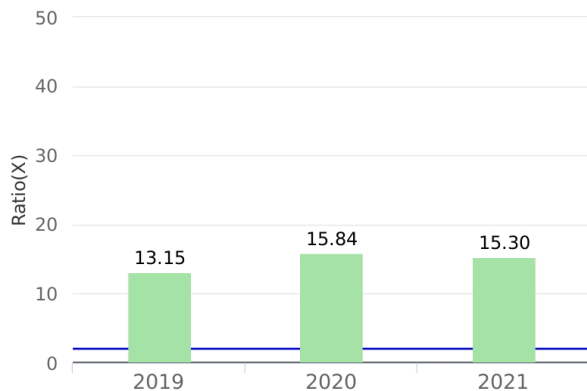
### Unrestricted current ratio

- 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 4.99 times is greater than the industry benchmark minimum of greater than 1.5 times.
- Council's ratio for this year has dropped slightly. However, is again well above the industry benchmark. Council is in a strong financial position to pay its debts as and when they fall due.



### 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 15.30 times is greater than the industry benchmark of greater than 2 times and consistent with prior years.



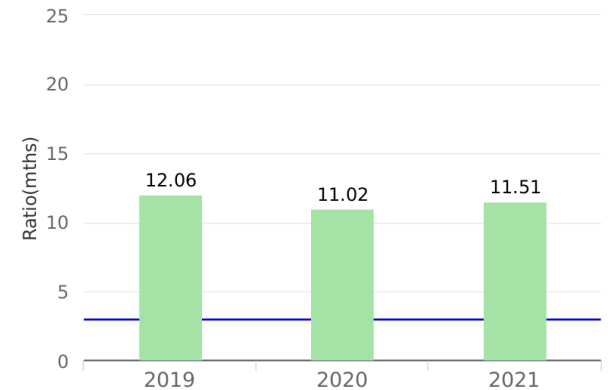
### Rates and annual charges outstanding percentage

- 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 7.56% is well under the industry benchmark of less than 10% for regional and rural councils, despite the impacts of COVID-19.



### 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 11.51 months, which is above the industry benchmark of greater than 3 months.
- Council continues to maintain a strong liquidity ratio which is well above the benchmark.





## 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.



**The Heavy Vehicle Safety & Productivity Program grants allowed Council to upgrade major culverts, including this one on Lockhart The Rock Road, across the Shire to enable higher mass limit access on Council's road network.**



# 2020-21 Operational Plan

Progress Report to 30 June 2021

# OBJECTIVES AT A GLANCE

## A: A CONNECTED & RESILIENT COMMUNITY

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

## B: A DYNAMIC & PROSPEROUS ECONOMY

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

## C: AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

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

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

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

## E: STRONG LEADERSHIP AND GOVERNANCE

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

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

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

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 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	Complete	100%	Council engages a Museum Advisor who provides support and advice to the Greens Gonyah Museum and The Rock Museum. Council is a member of Eastern Riverina Arts. The Milbrulong Water Tower Mural and the Yerong Creek Water Tower Mural were completed in 2020/21. Council nominated numerous cultural and sporting relating projects and facilities for funding under the Drought Communities Programme Extension, LRCI and SCCF grant programs.

**Council's Facilities Team maintain our parks and gardens using mulch and native plantings to reduce water usage.**





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

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Support, or partner to provide, welcoming and well-maintained community spaces and facilities. *	Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Complete	100%	<p>Parks and gardens continue to be maintained in accordance with an annual program and within the adopted budget.</p> <p>A property has been acquired in the Lockhart central business area and concept plans have been produced to convert the property into a community space and public toilets with all abilities access.</p> <p>All abilities access is being incorporated into council projects and concept plans including: -</p> <ul style="list-style-type: none"> <li>▪ Lockhart central business area Masterplan; and</li> <li>▪ Redevelopment of 109 green Street Lockhart.</li> </ul> <p>Masterplans have also been developed for the Lockhart Caravan Park and The Rock Avenue of Honour.</p>
Provide and advocate for services that respond to the needs of our community. *	Lobby government, business and service providers to provide accessible services to meet the needs of the community. <a href="#">DIAP – Liveable communities</a>	General Manager	Complete	100%	<p>Representations are made as opportunities arise directly by Council as well as through Council's membership of regional organisations such as the Riverina Joint Organisation.</p> <p>Sporting and recreational amenities nominated for funding under various grant programs.</p> <p>Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP.</p>
	Improve understanding of the services available in the community, and work with service providers to promote and encourage community use of services.	Director Corporate and Community Services	Complete	100%	<p>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.</p>
	Work with service providers and government to improve access to quality health, and medical life-stage facilities and services to meet the long-term needs of the community.	Director Corporate and Community Services	Complete	100%	<p>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.</p> <p>Council participated in the Rural Doctors Network Scholarship Program which facilitates students completing a two-week placement in Lockhart.</p> <p>Council also liaised with Valmar Support Services regarding the establishment of a group home in Lockhart.</p>

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Advocate to ensure our residents can access a quality education experience.	Director Corporate and Community Services	Ongoing	50%	Representations are made as opportunities arise.

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Support our children and young people.	Understand and respond to the needs of young people in the Shire through engagement and provision of a Youth Officer.	Director Corporate and Community Services	Complete	100%	Council continues to employ a Youth Officer in conjunction with Greater Hume Council. A Youth Advisory Committee comprising of young people from throughout the Shire has been established. Funding has been secured under Round 3 of the Stronger Country Communities Fund for a “Life skills for young People” Program which commenced in the second half of 2020/21 and continued into 2021/22.
	Support the provision of pre-school, playgroup and childcare services within the community.	Director Corporate and Community Services	Complete	100%	Council provides out of school hours care through The Rock OOSH.
	Provide young residents with greater access to youth services.	Director Corporate and Community Services	Complete	100%	Council continues to employ a Youth Officer in conjunction with Greater Hume Council. A Youth Advisory Committee comprising of young people from throughout the Shire has been established. Funding has been secured under Round 3 of the Stronger Country Communities Fund for a “Life skills for young People” Program which commenced in the second half of 2020/21 and continued into 2021/22.
Provide support and opportunities to celebrate our older residents.	Provide opportunities for older residents to come together.	Director Corporate and Community Services	Complete	100%	Council provides financial assistance for events during Seniors Week each year. A property has been acquired in the Lockhart central business area and concept plans have been produced to convert the property into a community space and public toilets with a dedicated building to be made available to the Lockhart Men’s Shed.

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 support, advocate, and plan for high quality services and accommodation for our aged population.	Director Corporate and Community Services	Complete	100%	Council provided independent living units at Magnolia Lodge and negotiated the transfer of these units to Respect Group Ltd from 1 July 2021 to secure the retention of Woodhaven Aged Care in Lockhart and to facilitate the construction of additional independent living units in the future.
	Support a feasibility study to explore the establishment of an aged care service hub within the Lockhart Shire.	Director Corporate and Community Services	Progressing.	25%	Council has held discussions with Valmar Support Services which indicated that the concept of a “service hub” was still in the planning stage and was not at this stage a strategic policy direction for Valmar whilst it focuses on the implementation of the National Disability Insurance Scheme (NDIS).  Moving forward Valmar will be conducting in-house strategic planning sessions which will include the feasibility of service hub(s).  Council and Valmar will continue to communicate with a view to identifying where there may be opportunities to work in partnership regarding the provision of aged care services in our Shire.
Provide support for people with a disability and their families and carers. *	Provide support for people with a disability, their families and carers. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Complete	100%	Council has adopted a Disability Inclusion Action Plan as well as requirements for all abilities access in its planning documents such as the DCP.  Council also liaised with Valmar Support Services regarding the establishment of a group home in Lockhart.
	Work with community partners to lobby government and to seek funding to support people with disabilities to reach their full potential and to lead fulfilling lives. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Ongoing	50%	Council continually reviews grant programs to seek potential funding.
	Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment. <a href="#">DIAP – Employment</a>	Director Corporate and Community Services	Not commenced	0%	No opportunities have arisen at this stage.

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 partners to identify opportunities to support the implementation of the National Disability Insurance Scheme. <a href="#">DIAP – Systems and processes</a>	Director Corporate and Community Services	Not commenced	0%	No opportunities have arisen at this stage.
	Participate in a collective approach within Lockhart Shire’s disability sector to improve the understanding, access and operation of the sector. <a href="#">DIAP – Attitudes and behaviours</a>	Director Corporate and Community Services	Complete	100%	Council’s General Manager is a member of the Local Health Advisory Committee which provides a conduit between the local community and health services provided by the Murrumbidgee Local Health District.



**Senior students at Lockhart Central School participated in the Adulting 101 Program which was funded by Stronger Country Communities grant funding.**



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

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	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	50%	Better internet coverage has been included in the Regional Economic Development Strategy – Action Plan prepared for the Eastern Riverina Functional Economic Region.  Advocacy has also been occurring through REROC Infrastructure group with mapping of blackspots in the Shire.  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
	Lobby to increase the use of rail for agricultural transportation.	General Manager	Complete	100%	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.  Funding for the provision of a business case adviser has been secured for the upgrade of The Rock to Boree Creek rail line under the Inland Rail Interface Improvement program.  A submission was also made to NSW Legislative Assembly Committee Inquiry into the Inland Rail project.
	Strive to assist development of strong farming businesses.	Tourism and Economic Development Officer	Complete	100%	Government funding has been secured under the Fixing Country Roads program and work has been undertaken to upgrade bridges and culverts in the Shire that will open the Shire's road network to HML and larger trucks e.g. B-Doubles.  Council has gazetted road access for the Grain Harvest and Livestock Management schemes.  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.  Funding was secured under the Drought Communities Program Extension to extend the reticulated water supply in rural areas by more than 10km.  Funding for the provision of a business case adviser has been secured for the upgrade of The Rock to Boree Creek rail line under the Inland Rail Interface Improvement program.

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	Complete	100%	An online Lockhart Shire business directory is available for the community and visitors to use. <a href="https://lockhartshirebusinessdirectory.com.au/">https://lockhartshirebusinessdirectory.com.au/</a> . Workshops and networking events were held during October 2020 for “Small Business Month” and the launch of Murrumbidgee Trails in November 2020.
	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. Workshops and networking events were held during October 2020 for “Small Business Month”
	Build an informed response to supporting businesses through the collection of timely and relevant local data.	Tourism and Economic Development Officer	Ongoing	100%	New data is currently being sourced, with current data available to the public. Council provided support and material to businesses and the community in response to COVID-19.
	Celebrate the achievements of our businesses.	Tourism and Economic Development Officer	Not commenced	0%	The Business Excellence Awards function was postponed due to the COVID-19 pandemic.
Work in partnership with stakeholders to grow existing and attract new businesses.	Provide strong strategic direction for economic development.	Tourism and Economic Development Officer	Complete	100%	Council continues to employ a full-time Tourism and Economic Development Officer. A Tourism and Economic Development Committee with Council, business and community representatives continue to advise Council on tourism and economic development matters. Council, in collaboration with three other Councils launched the Murrumbidgee Trails Visitor Guide in November 2020. Council continues to be part of RDA “Country Change” and works closely with its neighboring Councils.
	Support the growth of the business and industry sector.	Tourism and Economic Development Officer	Complete	100%	Council’s Economic Development officer maintains regular contact with local businesses. Council’s website includes information regarding Council’s business incentives policy, business support information, “Make the Move” and “Start Your Business” campaigns. The upgrade of Urana Lockhart Road (MR59), which is a major transport and tourist route, has been completed. Council informs businesses of any grants, incentives, opportunities and support available to them from other organisations via email, social media, and newsletter

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
	Promote positive images of the Lockhart Shire as a dynamic and innovative community.	Tourism and Economic Development Officer	Complete	100%	Lockhart Shire is promoted across all media platforms including print, numerous websites, and social media. Upgrades to the Council's Image Library is ongoing. The Visitor Information Centre was closed for several months due to the COVID-19 pandemic but otherwise continues to register increased visitor numbers.
Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community. *	Promote benefits of being fully accessible and inclusive for businesses. <a href="#">DIAP - Attitudes and behaviours</a>	Tourism and Economic Development Officer	Complete	100%	Council participates in the NSW Government's "Easy to do Business" program and the "Business Friendly Council" initiative.

## B2: OUR COMMUNITY HAS A STRONG TOURISM SECTOR.

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



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

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

## C1: OUR ENVIRONMENTAL PRACTICES ARE SUSTAINABLE.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Ensure that Council buildings and facilities are environmentally sensitive.	Where practical improve the energy efficiency of Council buildings.	Director Corporate and Community Services	Progressing	90%	Council is facilitating grant funding and providing in kind support for a project that aims to make Lockhart township 100% self-sufficient on renewable energy, reducing energy costs and increasing efficiencies through smart meters and other technology.
	Develop and implement a strategy that works towards Lockhart Shire being carbon neutral.	Director Engineering and Environmental Services	Progressing	90%	Implementation of Stage 1 of the Lockhart Renewable Energy Project continued throughout the reporting period and is nearing completion.
	Investigate installation of new energy efficient street lighting.	Director Engineering and Environmental Services	Progressing	75%	Council is participating in the "Southern Lights Project", a proposal for energy efficient LED lighting being co-ordinated by REROC. Upgrading of LED lighting is scheduled for Q2 in 2021/22.
Explore opportunities to utilise renewable energy and water saving practices.	Investigate programs and initiatives that promote renewable energy options for households and industry.	Director Engineering and Environmental Services	Progressing	90%	Implementation of Stage 1 of the Lockhart Renewable Energy Project continued throughout the reporting period and is nearing completion.
	Promote initiatives that support water wise practices and products throughout the community.	Director Engineering and Environmental Services	Complete	100%	Council is using low water and native plants in parks & gardens as well as street trees. Council uses recycled water on parks and sporting ovals in Lockhart.
	Continue to explore the feasibility of water conservation practices throughout all Council works and incorporate water saving & reuse features to Council facilities.	Director Engineering and Environmental Services	Complete	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	Complete	100%	Council introduced a three-bin kerbside waste collection service in April 2020 which included food and garden organics, recycling, and general waste.
Ensure responsible development practices are exercised.	Through our Local Environmental Plan, incorporate environmentally sustainable design principles into all new residential, rural & commercial developments & subdivision plans.	Director Engineering and Environmental Services	Complete	100%	Council implements statutory requirements in new buildings within the Shire.

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

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

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

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



**The General Manager, Peter Veneris, and Waste Operator, Ed Schneider, inspect the FOGO processing site at Lockhart Landfill. Council is extending the life of its landfill sites by removing FOGO (Food Organics Garden Organics).**



**Leopard Orchid (Diuris maculata, Galore Hill)**

**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? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan sustainable transport strategies. *	Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Completed	100%	Additional footpaths and disabled access have been provided at Lockhart and The Rock under the Drought Communities Programme Extension.
	Provide effective street lighting within the villages of the Shire to support safety and security for pedestrians and vehicular traffic.	Director Engineering and Environmental Services	Progressing	50%	Street lighting complaints are recorded and actioned accordingly. Council is participating in the Southern Lights project being co-ordinated by REROC involving the provision of LED street lighting to be upgraded in Q2 of 2021/22.
	Advocate for community and public transport options. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Progressing	75%	Representations are made as opportunities arise. Council has received grant funding to construct a new bus stop at the Pleasant Hills School under the Country Passenger Transport Infrastructure Grants Scheme. Funding is currently being sought for a new bus stop at Yerong Creek.
Strategically plan for our sports and recreation infrastructure, as well as cemeteries.	Ensure appropriate provision, planning and use of all open space and recreation facilities and cemeteries.	Director Engineering and Environmental Services	Completed	100%	Council maintains and manages its open space and recreation facilities in conjunction with relevant s355 Committees. Funding has been secured under Rounds 2 and 3 of the Stronger Country Communities Fund Grants Program, as well as the Drought Communities Programme Extension and LRCI programs, for various improvements to the Lockhart, Osborne, The Rock and Yerong Creek Recreation Grounds.
	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	Completed	100%	Council continues to employ a Road Safety Officer (RSO) in conjunction with Greater Hume Shire Council. The RSO has undertaken various education programs including younger driver sessions at local schools.
	Provide and maintain efficient and safe road and bridge infrastructure.	Director Engineering and Environmental Services	Completed	100%	The upgrade of bridges and culverts across the Shire to Higher Mass Limits standard with grant funding under the Fixing Country Roads Program has been undertaken.
	Undertake road repair works following 2016 wet weather and flood events.	Director Engineering and Environmental Services	Completed	100%	All road restoration works related to the 2016 flood events has been completed.
Reduce the effects of flooding in our towns and villages.	Implement flood mitigation measures for Lockhart.	Director Engineering and Environmental Services	Completed	100%	Stages 1 and 2 of the Lockhart flood mitigation works have been completed.
	Implement flood mitigation measures for The Rock.	Director Engineering and Environmental Services	Progressing	50%	Stage 1 of The Rock flood mitigation works has been completed and Stage 2 is scheduled to commence in September 2021.
Advocate for diverse and affordable housing options within Lockhart Shire.	Work with developers, investors and service providers to realise the development of diverse housing options to address affordable housing across the Shire. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Completed	100%	Options available include Magnolia Lodge, Youth Flats and vacant residential land developed by Council. Stage 2 of the Carson Road, The Rock residential development comprising eight lots was completed in November 2018. All eight lots have now been sold as at 30/06/20. Concerns regarding the lack of rental accommodation are being pursued at a regional level through REROC.



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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Develop infrastructure that supports growth within our community. *	Provide and maintain efficient sewage systems that allows for current and future community needs.	Director Engineering and Environmental Services	Completed	100%	Extension of reticulated sewerage at The Rock has been completed. A scoping study has been undertaken regarding the upgrading of the Lockhart Sewerage Treatment Plant. An Integrated Water Cycle Management Strategy has been prepared.
	Ensure maintenance, accessibility and safety of the Lockhart air strip. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Completed	100%	The Lockhart air strip is inspected and maintained as required.
	Support Riverina Water in quality town water supply that is sustainable in line with potential growth.	Director Engineering and Environmental Services	Completed	100%	The reticulated water supply has been extended in rural areas by more than 10km with funding under the Drought Communities Program Extension.
	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Director Engineering and Environmental Services	Completed	100%	Stormwater maintenance is occurring as budget and resourcing allows. Kerb and guttering is maintained and replaced as budget and resourcing allows.
	Advocate for natural gas supply to our communities.	General Manager	Completed	100%	Provision of natural gas to The Rock has been included in the Action Plan incorporated into the Regional Economic Development Strategy prepared for the Coolamon, Junee, Lockhart and Wagga Wagga Functional Economic Region. Representations have been made to APA (pipeline owner) and Gemena.
Land use that supports the development of our community.	Clearly define land use requirements and developments in line with State Government regulations.	Director Engineering and Environmental Services	Completed	100%	Land use requirements are specified in Council's Local Environmental Plan. All development applications are assessed in accordance with statutory requirements. Council staff have made amendments to Councils Development Control Plan (DCP) to assist with managing developments across the Shire. A Local Strategic Planning Statement has been adopted by Council in May 2020. An updated Developer Contributions Plan was adopted by Council during the reporting period.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Continue to remain updated on potential mining and quarry developments.	Director Engineering and Environmental Services	Completed	100%	In June 2019 the Riverina JO resolved to make representations on behalf of member councils, including Lockhart, regarding compliance requirements for small quarries.
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 Council's assistance for permanent display in Lockhart. The Milbrulong and Yerong Creek Water Tower murals have been completed.
	Advocate for the protection of our historic buildings, landmarks, and artefacts.	Director Engineering and Environmental Services	Completed	100%	Council engages a Heritage Advisor to provide advice as required.

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

HOW WILL WE GET THERE? 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	Completed	100%	Council has prepared a Long Term Financial Plan in accordance with Integrated Planning and Reporting requirements with a 10 year outlook.
	Promote the increased participation of local people in local government and the community.	General Manager	Completed	100%	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. Information regarding the 2021 Council elections is disseminated via Council's monthly newsletter and website.
	Implement Fit for the Future improvement plan actions, those of highest priority being: <ul style="list-style-type: none"> <li>Apply for Special Rate Variation (SRV) to begin revenue expansion and increase Own Source Revenue;</li> <li>Increase external contracting to increase Own Source Revenue;</li> <li>Continue involvement with REROC/JO; and</li> <li>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 and REROC. 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	Completed	100%	The NSW Audit Office presented an unqualified audit report to the November 2020 Council meeting for the 2019/20 financial year. All relevant financial ratios continue to be above the industry benchmark with the exception of Own Source Revenue.

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	Completed	100%	A Compliance Policy and Compliance Register has been developed and adopted by Council and was reviewed during the reporting period.
	Minimise Council's exposure to risk and promote a strong risk management culture within Council.	General Manager HR/ WHS Co-ordinator	Completed	100%	A Risk Register has been developed and individual risk treatment plans have been prepared for each identified risk. External desk top reviews have been conducted on Council's business interruption risks and overall risk profile in conjunction with Statewide Mutual. Council participates in Statewide Mutual's Council Improvement Program focusing on risk management and governance processes. A test of Council's Business Continuity Plan was facilitated by Statewide Mutual on 29/10/20.
	Ensure appropriate IT systems are in place to support service delivery and accountability requirements.	Director Corporate and Community Services	Completed	100%	This is achieved through up-to-date server hardware. All staff desk top computers have access to Microsoft Office 365. Other specific software is acquired as required. The management arrangements of Council's IT by an external provider were reviewed in 2019/20.
	Maintain and develop a Records Management System that meets the needs of the organisation, the community, and legislative requirements.	Director Corporate and Community Services	Completed	100%	Council implemented a new Electronic Document and Records Management System in 2020/21.
	Attract and retain a quality workforce.	HR/ WHS Co-ordinator	Completed	100%	Where practical opportunities are provided to enhance staff attraction and retention e.g., training and development for new and existing employees.

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

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

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Actively seek strong involvement in state and regional planning for the region.	Advocate for the appropriate representation of the needs of the Lockhart Shire community at a state and regional level.	General Manager	Completed	100%	Representations are made in relation to relevant issues as opportunities arise. Council is an active member of REROC, Riverina JO and Country Mayors Association.
Represent and acknowledge the needs, challenges, and characteristics of our communities. *	Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups. <a href="#">DIAP – Systems and processes</a>	Tourism and Economic Development Officer	Completed	100%	Data from the 2016 census was released in the first half of 2017/18 and has been accessed by Council. Regular statistical updates are also received through RDA Riverina and available through REMPLAN
	Continue to lead and advocate on key social and community issues. <a href="#">DIAP – Attitudes and behaviours</a>	Director Corporate and Community Services	Completed	100%	Council advocates and makes representations in relation to relevant issues as opportunities arise.
	Regularly provide up to date and accurate community information to relevant program and service providers.	Director Corporate and Community Services	Completed	100%	Various forums such as the Local Health Advisory Committee, Police and Community Consultation Group and other networks in which Council participates provide opportunities for Council to provide feedback and relevant information to service providers.
Provide opportunities for relationship building and development.	Promote strong and beneficial relationships between local government and service providers, other levels of government and the community.	Director Corporate and Community Services	Completed	100%	Council staff participate in networking opportunities provided by their respective professional associations and other local government bodies such as REROC, LGNSW, Statewide, StateCover etc. Participation in the Local Health Advisory Committee is maintained. Council also convenes a Police and Community Consultation Group for this purpose.
	Ensure Council staff and councillors participate regularly in professional development to support high quality customer service and professional skills.	General Manager HR/ WHS Co-ordinator	Completed	100%	An annual Training Plan has been adopted for all staff. Relevant training and professional development opportunities are drawn to councillors' attention as they arise. A Councillor Professional Development Program was adopted by Council in April 2019.



# OUR PERFORMANCE AGAINST THE DISABILITY INCLUSION ACTION PLAN

## Promote positive attitudes and behaviours

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	STATUS
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 progressed in 2019-20 including:</p> <ul style="list-style-type: none"> <li>– Lockhart 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>An all-abilities facility was procured for installation in the Lockhart Caravan Park in 2021/22.</p> <p>Footpath upgrades and disabled access were carried out in Lockhart and The Rock with funds secured under the Drought Communities Programme Extension.</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 report on the implementation of the Disability Inclusion Action Plan was submitted to the Minister by the legislative deadline.</p>
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>Footpath upgrades and disabled access were carried out in Lockhart and The Rock with funds secured under the Drought Communities Programme Extension.</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	<p>Council continues to promote inclusion within the community via its newsletters and events.</p> <p>Incorporated access and inclusion principles in event management plans approved by Council.</p>

## Create liveable communities

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	STATUS
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. An Adverse Events Plan was prepared and adopted by Council in 2020/21.
	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 progressed in 2020/21 including: <ul style="list-style-type: none"> <li>- Lockhart recreation ground amenities building upgrade.</li> <li>- The Rock Regional Observatory</li> </ul> Council parks are maintained and improved to allow access to all. Footpath upgrades and disabled access were carried out in Lockhart and The Rock with funds secured under the Drought Communities Programme Extension. An all-abilities facility was procured for installation in the Lockhart Caravan Park in 2021/22.
	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	Council continues to promote inclusion within the community via its newsletters and events. Incorporated access and inclusion principles in event management plans approved 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.
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	Additional RV parking has been incorporated into the Lockhart CBD masterplan along with 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-abilities facility was procured for installation in the Lockhart Caravan Park in 2021/22.

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	STATUS
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. Footpath upgrades and disabled access were carried out in Lockhart and The Rock with funds secured under the Drought Communities Programme Extension.
		Advocate for community and transport options.	Council	Ongoing	Grant funding was secured for a bus stop at Yerong Creek and funding has been sought for a facility at Pleasant Hills in 2021/22.
	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	Ensure the forthcoming review of Council's LEP provides for diverse housing options. Council continues to provide one of its properties in Lockhart for 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 s355 committees, when opportunities arise.
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. Council is participating in a "Skills Shortages in Local Government" project facilitated by the Riverina Joint Organisation.

## 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	2021/22	Council continues to provide employment and work experience opportunities to all members of the community.
E2	Use effective community engagement processes.	Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation.	Council	2021/22	Activate hearing loop in Council's administration building. Upgrade Council's website to ensure compliance with relevant standards. Provide disability awareness training to staff. Council monthly newsletters to all the community (especially for those who do not have internet access).
	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	Upgrade Council's website to ensure compliance with relevant standards. Incorporate access and inclusion principles in event management plans approved by Council. Provide disability awareness training to staff. Council continues to advocate for improved internet access across the Shire.
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.