



LOCKHART SHIRE

Annual Report 2021 – 2022



Kengal Aboriginal Place – The Rock Nature Reserve
Image by Matt Beaver 2022

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CONTENTS

MAYORAL ANNUAL REPORT.....	3
COUNCIL'S DIRECTION	5
OUR COUNCILLORS	7
OUR COMMUNITY	8
OUR ORGANISATION	9
BUSINESS ACTIVITY	10
FINANCIAL SUMMARY	19
OUR PERFORMANCE AGAINST THE DELIVERY PROGRAM.....	23
OUR PERFORMANCE AGAINST THE DISABILITY INCLUSION ACTION PLAN	48

MAYORAL ANNUAL REPORT

I am pleased to present Council's Annual Report for 2021/22, a period that continued to present some unique and unexpected challenges.

As we emerged from COVID-19 related lockdowns and other restrictions imposed by the Public Health Orders, we were confronted by a weather pattern that involved three La Nina's in a row, a unique occurrence causing significant above average rainfall. This has impacted severely on our road network in particular.

Flood events were experienced at Lockhart and The Rock in late 2021 and early 2022. In response to these events Council has resolved to seek funding to review The Rock Flood Risk Management Plan and Study and to prepare a Flood Risk Management Plan and Study for Yerong Creek. The Council also continued to make representations to the NSW Government regarding the raising of the railway bridge at Lockhart in 2021/22 and continues to participate in the Voluntary Purchase Scheme for flood prone properties.

Notwithstanding these challenges, Council continued to progress a number of initiatives including various improvements to its sporting and recreational facilities and public halls. Notably, The Rock Regional Observatory and the Yerong Creek water tower mural were completed during 2021/22 adding to the existing attractions in the Shire. Improvements continued to be carried out to the Lockhart Caravan Park and with the anticipated installation of an all-abilities cabin in 2022/23, the implementation of Council's masterplan for the Park will be completed.

The Shire's roads always remain in Council's focus and in 2021/22 works were completed on the Lockhart Kywong Road as well as on Wattles Road and Tinamba Lane providing an alternative route around Lockhart for heavy vehicles. Planning commenced for widening of the Mittagong Yerong Creek Road to be undertaken in 2022/23 and funding is being sought for an upgrade of the creek crossing on Hollies Road to address the concerns of residents in that part of the Shire who continue to be adversely affected by rain events in terms of accessing services.

In December 2021 the local government elections, which were initially scheduled to be held in September 2020 and were postponed on two occasions due to the COVID-19 pandemic, were eventually held.

I would like to say what an honour and privilege it is to be elected as Mayor of Lockhart Shire. I would also like to acknowledge my predecessor Rodger Schirmer and thank him for his great leadership and service to Lockhart Shire. I would also like to thank the other retiring councillors who did not seek re-election, namely Max Day OAM and Derek Douglas,

for their fine contribution to the wellbeing of the Shire.

I would also like to extend a warm welcome to newly elected councillors, Fran Day, Jane Hunter and Bob Matthews, who have made a positive contribution to the new Council. I am also pleased to continue my association with newly elected Deputy Mayor, Andrew Rockliff, and re-



The Rock Regional Observatory, officially opened on 18 February 2022. Image: Matt Beaver

elected councillors Gail Driscoll, Ian Marston, James Walker and Peter Sharp, and I thank them for their valuable contribution in 2020/21.

Special mention also to our General Manager, Peter Veneris, who has diligently led the staff through some trying times and who has been of great assistance to me. I would also like to acknowledge the contribution of all staff to Shire activities.

Last but not least, I would like to thank all the SES members for their tireless efforts throughout the rain events. Your contribution cannot be overestimated, and we are grateful to have access to your service.

I would also like to thank the many other volunteers who contribute to the well-being of the Shire in many different ways. According to the 2021 Census data Lockhart Shire has the highest level of volunteerism in the region, a statistic for which we can all feel very proud and which gives me confidence that together we can meet whatever challenges 2022/23 has to offer.



A handwritten signature in black ink, appearing to read 'Greg Verdon'. The signature is fluid and cursive, written on a white background.

Cr Greg Verdon
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

This plan builds on the original plan developed in 2012 which set out the community aspirations current at the time and follows a review of the 2017-2027 plan, which was developed by engaging and listening to our community.

The review of the CSP was undertaken bearing in mind that the term of office of the current council will be shorter i.e. two years and nine months instead of the normal four-year term as a result of the postponement of the last elections. A more comprehensive review of the CSP is foreshadowed for the beginning of the next full four-year term in 2024

Whilst the objectives and key themes reflected in previous iterations of the CSP and retained in this plan continue to remain relevant, new initiatives and

principal activities are required to be developed to achieve the community's aspirations. These initiatives and activities are contained in the 2022-2024 Delivery Plan

Our Community Vision

The 2022-2032 Community Strategic Plan reflects the community's vision that in 2032 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 Plan is a statement of commitment to the community from our newly elected council. This is the point where the community's strategic objectives are systematically translated into actions. The 2022-2024 Delivery Plan should be read in conjunction with the Community Strategic Plan and includes, amongst other things:

- A review of the effectiveness of the Council's flood mitigation schemes
- Restoration of the Shire's road network following recent significant weather events
- Re-development of 109 Green Street Lockhart (former GrainCorp building) into a community space
- The establishment of a business/ community centre at The Rock
- A review of the Lockhart Shire Local Environmental Plan to guide land use planning and development into the future.

- Continued improvements to our sporting and recreational facilities and community infrastructure.

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.

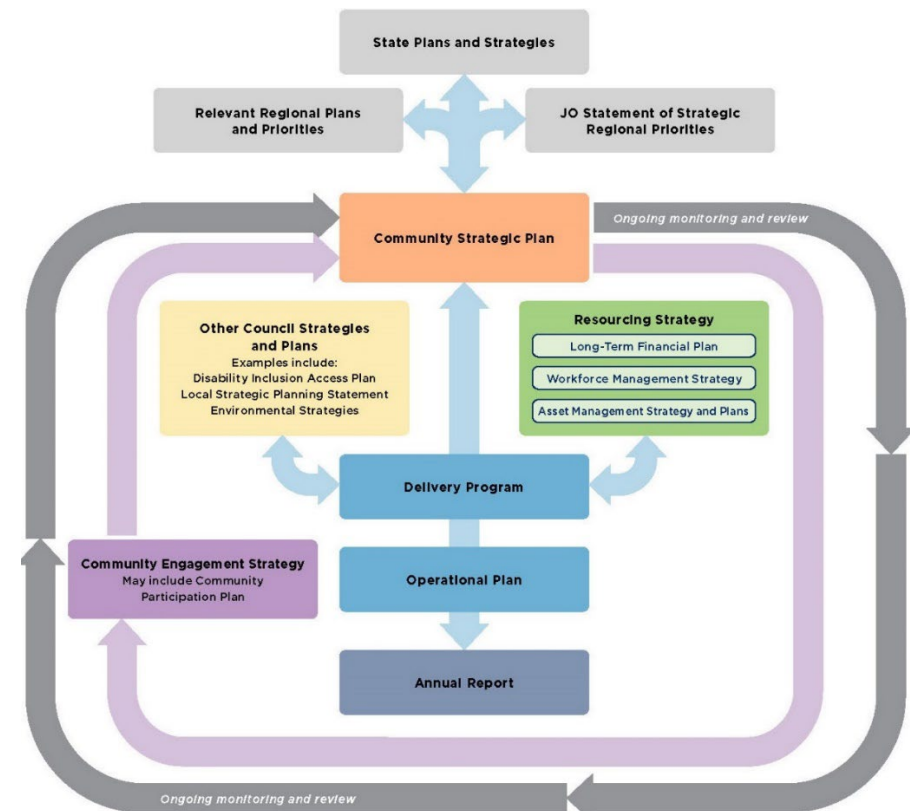
Lockhart Shire acknowledges and reflects the NSW Government's social justice principles in its planning process.

- 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.



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Cr. Bob Mathews
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OUR COMMUNITY

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

The Lockhart Shire covers an area of 2,942km² and with a population of 3,319 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 landform, 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. Close 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.

The Shire's population as recorded in the 2021 Census is 3,319 which represents a 6.41% for the five-year Census period or an annual average population growth of 1.28%.

Notably the Department of Planning and Environment has released its population projections and has forecast that Lockhart Shire's population will grow to approximately 4,500 by 2041 representing an average annual population growth of over 1.5%.

According to DPIE in the Lockhart Shire Local Government Area (LGA) births are exceeding deaths i.e. natural increase, and net migration is positive i.e. more people are moving to the LGA than are leaving it



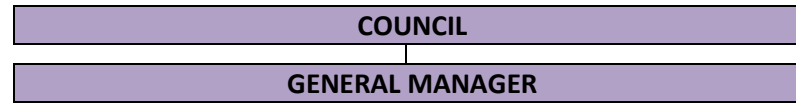
L-R, Rear: Dr Joe McGirr, Member for Wagga Wagga; Australia Day Ambassador, Ange Clarke of Where there's a Will; Cr Greg Verdon, Mayor

Front: Mrs Rosslyn Nimmo, Australia Day Award; Mrs Lynette Hamson, Citizen of the Year; Mr Noah Vennell, Sportsperson of the Year; and Miss Kiara Reed, Young Citizen of the Year.

Image: Matt Beaver 2022

OUR ORGANISATION

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




Austin Morris
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 2021 to 30 June 2022 the following expenses were incurred:

Mayoral Allowance	\$ 24,295.77
Councillor Fees (9 Councillors)	\$ 94,804.86
Communication exp. (iPads etc.)	\$ 4,721.11
Training & development (incl. conferences & seminars)	\$ 13,488.61
Spouse/partner expenses	\$ 43.00
Intrastate travel within LGA – council meetings	\$ 2,848.62
Intrastate travel - other	\$ 2,991.07
Overseas travel	\$ 0.00
Care and other related expenses	<u>\$ 1,629.47</u>
Total	<u>\$ 144,822.51</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 2021/22.

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 \$238,173.

Councillor Training and 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.

Bearing in mind that local government elections were held in December 2021 an induction program was also implemented in 2021/22 for the new Council in conjunction with the Council's normal training and professional development opportunities.

Details of induction, training and professional development opportunities provided to and undertaken by Councillors in 2021/22 is set out below:

Local Government NSW Annual Conference

Council nominated the Mayor, Cr Verdon, as its voting delegate and Cr Walker as an attendee to the LGNSW Annual Conference held in Sydney on 28 February to 2 March 2022.

NSW Country Mayors Association

The Mayor attended meetings of the NSW Country Mayors' Association held in Sydney as follows:

- 5 November 2021 (participated remotely)
- 11 March 2022 (Sydney)

Other Training and Professional Development

Training Course	Provider	Attendees	Date
"Hit the Ground Running" Webinars series	OLG	Cr Fran Day	05/02/2022 to 30/04/2022
Induction Workshop (in-house)	Council	Cr Fran Day Cr Gail Driscoll Cr Jane Hunter Cr Ian Marston Cr Andrew Rockliff Cr Peter Sharp Cr Greg Verdon Cr James Walker	07/02/2022
Cyber Security Awareness Training for Councillors	Cyber Security NSW	Cr Fran Day Cr Gail Driscoll Cr Jane Hunter Cr Ian Marston Cr Bob Mathews Cr Greg Verdon	15/02/2022 22/02/2022 24/02/2022 22/02/2022 24/02/2022 22/02/2022
"No Time to Waste" Conference	REROC	Cr Bob Mathews	9-10/03/2022
Executive Certificate for Elected Members	LGNSW	Cr Fran Day	27-28/05/2022 and 24-25/06/2022
Communicating Council Priorities	LGNSW	Cr Jane Hunter	17/03/2022
Code of Conduct Training	Merryn Crawford Consulting	Cr Fran Day Cr Gail Driscoll Cr Jane Hunter Cr Bob Mathews Cr Ian Marston Cr Greg Verdon	02/05/2022
Social Media for Councillors	LGNSW	Cr Jane Hunter	10/05/2022

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 2021/22 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 Regional Observatory
- 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.

Pursuant to section 380 of the Local Government Act each council must review all its delegations during the first 12 months of each term of office.

In accordance with this requirement Council reviewed its delegations in May 2022 following the Local Government Elections held in December 2021

Contracts Awarded

During the period 1 July 2021 to 30 June 2022 Council awarded the following contracts in excess of \$150,000:

Contracted Party	Contract Description	Estimated Value (Incl. GST)
1. Campo's Earthworks Pty Ltd 2. R & L Holyoake Pty Ltd	Additional contractors added to the approved list for the hire (wet) of plant and equipment.	NA
Milbrae Quarries Pty Ltd 609 Colinroobie Road Leeton NSW 2705	Winning and crushing of gravel for the 2021/22 financial year	\$576,000
Blacklocks Truck Centre 190 Melbourne Road Wodonga VIC 3690	Supply and delivery of an Isuzu 240-350 MWB Cab-chassis truck	\$276,995

Private Works – Statutory

During the period 1 July 2021 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 2021/22 financial year rates and charges (exclusive of Pensioner concessions) totalling \$10.38 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.

Financial Assistance

Financial assistance was provided pursuant to section 356 of the Local Government Act 1993 to numerous organisations during 2021/22 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	\$ 17,500	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	\$ 2,600	Annual Subsidy
Lockhart & District Historical Society	\$ 3,700	Annual Subsidy
Pleasant Hills Community Hotel	\$ 6,000	Annual Subsidy
Lockhart Lions Club	\$ 224.08	Rates – depot facility
The Rock Central School	\$ 200	P & C Golf Day
The Rock Central School	\$ 105	Dux Award
Lockhart Central School	\$ 420	Building hire fee – exams
Lockhart Recreation Ground	\$ 6,300	Bush Bursary Scholarship
Pleasant Hills Tennis Club	\$ 3,500	Australia Day
Lockhart Lions Club	\$ 1,063	Freight costs
Lockhart Showground Committee	\$ 723	Refund DA fees
Lockhart Show Society	\$ 1,316	Refund DA fees
Avondale Place Respite Henty	\$ 10,000	Donation to Respite Centre
Yerong Creek Bowling Club	\$ 3,651	Upgrade of bowling green
Lockhart Showground	\$ 1,383	Refund DA fees
Southern Sports Academy	\$ 200	Contribution

Total Subsidies, Contributions and Donations

\$ 132,386

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 228 dogs and 81 cats.

Council's employs a Compliance Officer and in 2021/22 compliance activities resulted in:

- 8 dogs and 17 cats being seized
- 8 dogs returned to their owners
- 2 dogs sent to the Wagga Wagga pound
- No dogs and 12 cats (feral) euthanised
- No dogs re-homed

Five (5) dog attacks were responded to and seven (7) fines issued in relation to dog attacks totalling \$9,825.



Female Red-Capped Robin, Galore Hill. Image: Lockhart Shire Council

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 2021/22:

- 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 2019/20 Council received and determined access applications under the GIPA Act as follows:

Number of applications by type of applicant	Access granted in full	Access denied	Information not held	Application Withdrawn	Total number of applications received
Media	0	0	0	0	0
Private sector businesses	0	0	0	0	0
Not for profit organisations or community groups	0	0	0	1	1
Members of the public (application by legal representative)	18	0	2	0	20
Applications from members of the public (other)	1	0	2	0	3
Total	19	0	4	1	24

It is further reported that:

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

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

Council incurred an amount of \$1,680.00 in legal costs relating to obtaining legal advice.

The balance of Council's legal costs amounting to \$7,250.00 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

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 and Goldenfields 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 was the Executive Council of RRL until 30 June 2022.

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 113 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 135 local government entities, including Lockhart, covering a workforce of approximately 35,000 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

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.

The EEO Management Plan was reviewed in November 2021.

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 2021/22 that were the subject of a capital expenditure review.

Total number of persons who performed paid work for the council

There were 52 employees undertaking paid work on the relevant date of 25 May 2022.

Permanent Full Time	39
Permanent Part Time	5
Casual	7
Senior Staff (Full time)	1
Total	52

Details of Inspections of Private Swimming Pools

Swimming pool inspections were somewhat restricted in 2021/22 due to the COVID-19 pandemic and resourcing issues.

- 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 – 4
- 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 because of a need identified by the Council, management and staff or internal and external audit activities.

In 2021/22 Council undertook the following fraud control activities:

Codes and Policies

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

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

- Policy 1.4 Code of Conduct
- Policy 1.20 Related party Disclosures
- Policy 1.23 Cyber Security and Information Systems Security
- Policy 3.18 Use of Credit Cards

Cyber Security Procedures were developed in 2021/22 following an Internal Audit focusing on IT Systems and in response to an Audit Management Letter issue identified by External Audit.

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.

Face to face training on the Code of Conduct was provided to staff in December 2021 and to the newly elected Council in May 2022.

The General Manager participated in the following training opportunities:

- Crime Prevention Network Webinar: Cyber Attacks - The Human Element July 21, 2021.
- Crime Prevention Network Webinar: Understanding Corruption Risk in Procurement – 17 August 2021
- Crime Prevention Network Webinar: Cyber Security – The Challenge of Governance – 15 June 2022

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.

Cyber Security Procedures were developed in 2021/22 following an Internal Audit focusing on IT Systems and in response to an Audit Management Letter issue identified by External Audit.

In 2021/22 Council adopted a new Charter for its Audit Risk and Improvement Committee (ARIC). In accordance with the Charter the following documents are to be tabled at an ARIC meeting on an annual basis:

- Gifts and Benefits Register
- Fraud Control Policy and Fraud Control Action Plan
- Local Government Act Compliance Checklist
- Audit Management Letter
- Risk Register



Doris Golder Wool Art on display at Green's Gonyah Museum. Image by Embarketing

FINANCIAL SUMMARY

The Audited Financial Statements present the actual financial position and performance of Council for the 2021/22 financial year. Council's Statements have been prepared in accordance with:

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

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

Council's Audited Financial Statements can be viewed at:

Council's office: 65 Green Street Lockhart NSW 2656

Council's website: www.lockhart.nsw.gov.au

Summary of Financial Statements

A summary of the draft unaudited 2021/22 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.

Performance measures

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

Operating performance ratio

- The 'operating performance ratio' measures how well Council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by the former Office of Local Government (OLG) is greater than 0%.
- The Council's operating performance ratio of 2.64% is above the industry benchmark of greater than 0 per cent.
- The ratio has decreased due to an increase in depreciation expense, and increases in materials and services expenses during the year.



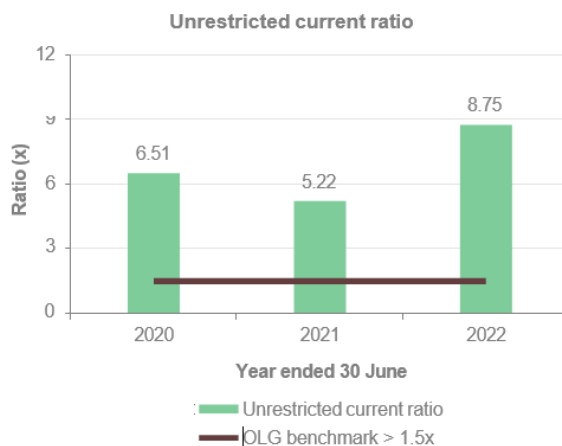
Own source operating revenue ratio

- The 'own source operating revenue ratio' measures Council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by the former OLG is greater than 60 per cent.
- The Council's own source operating revenue ratio of 27.73% is below the industry benchmark of 60%.
- The own source operating revenue ratio has decreased due to the increase in grants and contributions revenue during the year.



Unrestricted current ratio

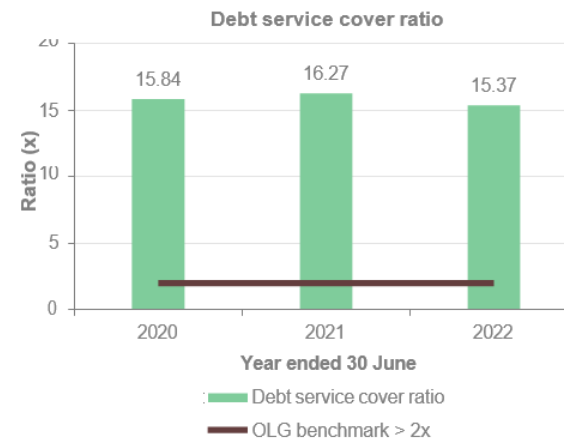
- The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.
- The Council's unrestricted current ratio of 8.75 times is greater than the industry benchmark minimum of greater than 1.5 times.



- The Council's unrestricted current ratio improved due to an increase in cash and cash equivalents from additional Financial Assistance Grant funding.

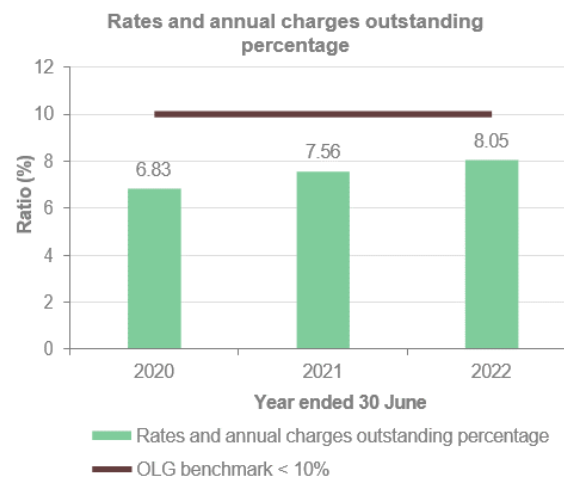
Debt service cover ratio

- 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 15.37 times is greater than the industry benchmark of greater than 2 times.
- The Council's debt service cover ratio remained relatively constant from 2020-21 to 2021-22.



Rates and annual charges outstanding percentage

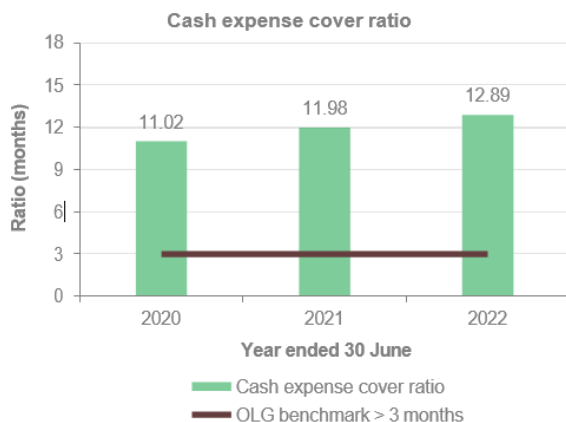
- The 'rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the former OLG is less than 10 per cent for regional and rural councils.



- Council met the OLG benchmark for the current reporting period at 8.05%, which reflects sound debt recovery procedures at Council.
- The rates and annual charges ratio has remained relatively consistent in 2020-21 to 2021-22.

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 12.89 months, which is above the industry benchmark of greater than 3 months.
- The Council's cash expense ratio has increased due to an increase in cash and cash equivalents during the year.

OUR PERFORMANCE AGAINST THE DELIVERY PROGRAM

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

In this annual report we will report on the progress of the strategic objectives within Delivery Program. The status of the objectives has 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.



Rehabilitation of a section of Albury Road was completed in February 2022.



2021-2022 Operational Plan

Progress Report to 30 June 2022

OBJECTIVES AT A GLANCE

A: A CONNECTED & RESILIENT COMMUNITY

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

B: A DYNAMIC & PROSPEROUS ECONOMY

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

C: AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

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

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

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

E: STRONG LEADERSHIP AND GOVERNANCE

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

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Facilitate and support our community to deliver vibrant and dynamic community events.	Provide support to events held within the community.	Tourism and Economic Development Officer	Ongoing	100%	Most events scheduled for 2021/22 were cancelled due to the COVID-19 pandemic. Guidance and assistance were provided to organisations planning events, 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 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 2021/22 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, projects 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 \$21,700 to section 355 Public Hall Management Committees and \$75,600 to Recreation Ground Management Committees that manage Council facilities on behalf of Council. 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. DIAP – Attitudes and behaviours	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.
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 Yerong Creek Water Tower Mural was completed in 2021/22. Council nominated numerous cultural and sporting relating projects and facilities for funding under the LRCI and SCCF grant programs.

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>In 2021/22 Council resolved to seek funding for a review of The Rock Flood Risk Management Plan and for the development of a Flood Risk Management Plan for Yerong Creek</p>
	Strengthen mechanisms that support access and inclusion for our community. DIAP - Liveable communities	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 coordinated by Council's Youth Development Officer.</p> <p>A "Life skills for Young People" project which commenced in the second half of 2020/21 continued in 2021/22.</p>
	Promote community safety initiatives within the community.	Director Engineering and Environmental Services	Progressing	75%	<p>The Position of Road Safety Officer remained vacant for a considerable part of 2021/22 after attempts to recruit were unsuccessful.</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 meets on a quarterly basis.</p> <p>In 2021/22 Council allocated funding for the installation of CCTV cameras in Lockhart and The Rock and the major recreation grounds.</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. DIAP – Liveable communities	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"> ▪ Lockhart central business area Masterplan; and ▪ Redevelopment of 109 green Street Lockhart. <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. DIAP – Liveable communities	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%	Council has adopted various strategies to promote and communicate available services to the community e.g., web site, Facebook page, Newsletter and e-mails to community clubs and groups on Council's database.
	Work with service providers and government to improve access to quality health, and medical life-stage facilities and services to meet the long-term needs of the community.	Director Corporate and Community Services	Complete	100%	<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 has also made a property available to Valmar Support Services for the purposes of a group home in Lockhart.</p>
	Advocate to ensure our residents can access a quality education experience.	Director Corporate and Community Services	Ongoing	50%	Representations are made as opportunities arise.

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Support our children and young people.	Understand and respond to the needs of young people in the Shire through engagement and provision of a Youth Officer.	Director Corporate and Community Services	Complete	100%	Council continues to employ a Youth Officer in conjunction with Greater Hume Council. A Youth Advisory Committee comprising of young people from throughout the Shire has been established. A "Life skills for young People" Program which commenced in the second half of 2020/21 continued in 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. A "Life skills for young People" Program which commenced in the second half of 2020/21 continued in 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. Work on refurbishing the building to make it suitable for the Lockhart Men's Shed commenced in 2021/22.
	Continue to support, advocate, and plan for high quality services and accommodation for our aged population.	Director Corporate and Community Services	Complete	100%	Representations are made as opportunities arise.

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

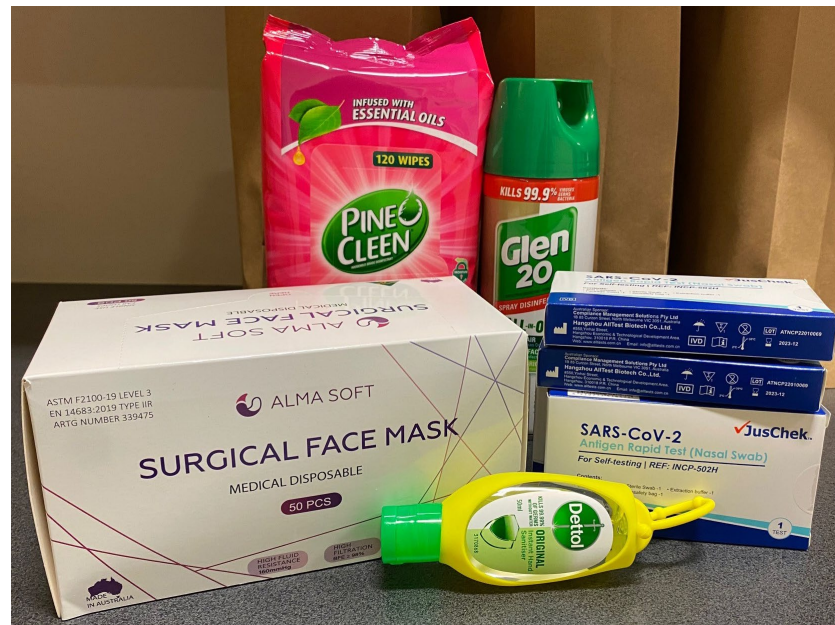
B1: OUR SHIRE IS ATTRACTIVE AND WELCOMING TO BUSINESSES, INDUSTRY, RESIDENTS, AND VISITORS.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Manage and improve the appearance of our towns, in line with their desired identities	Develop and implement a long-term beautification plan for each of the Shire's towns.	Director Engineering and Environmental Services	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. Request for Quote documents are being prepared for the preparation of masterplans for Brookong Creek and the Galore Hill Scenic Reserve.
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. DIAP – Liveable communities	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.
	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? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Improve services and infrastructure that supports our rural business.	Advocate to improve television, mobile and internet coverage.	General Manager	Ongoing	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. Council has engaged with the NSW Telecommunications Authority. A digital connectivity community survey was undertaken. 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 was secured for the upgrade of The Rock to Boree Creek rail line under the Inland Rail Interface Improvement program and work on the preparation of a business case continued throughout 2021/22.
	Strive to assist development of strong farming businesses.	Tourism and Economic Development Officer	Complete	100%	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 for the provision of a business case adviser was secured for the upgrade of The Rock to Boree Creek rail line under the Inland Rail Interface Improvement program and work on the preparation of a business case continued throughout 2021/22. Council's Tourism & Economic Development Officer promotes grant opportunities and subsidies for farmers through the Council, website, Newsletter, and social media.
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. https://lockhartshirebusinessdirectory.com.au/ .

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Improve the capacity of businesses through training and business sessions.	Tourism and Economic Development Officer	Ongoing	100%	Council works with the Business Connect/Enterprise Plus and RDA Riverina to promote training opportunities both locally and regionally.
	Build an informed response to supporting businesses through the collection of timely and relevant local data.	Tourism and Economic Development Officer	Ongoing	100%	A digital connectivity community survey was undertaken. Data relating to the 2021 census was accessed as it was progressively released by the ABS. Council provided support and material to businesses and the community in response to COVID-19.
	Celebrate the achievements of our businesses.	Tourism and Economic Development Officer	Not commenced	0%	The Business Excellence Awards function was postponed due to the COVID-19 pandemic.
Work in partnership with stakeholders to grow existing and attract new businesses.	Provide strong strategic direction for economic development.	Tourism and Economic Development Officer	Complete	100%	Council continues to employ a full-time Tourism and Economic Development Officer. A Tourism and Economic Development Committee with Council, business, and community representatives, continues to advise Council on tourism and economic development matters. Council collaborated with three other councils in relation to the Murrumbidgee Trails Visitor Guide. Council continued to be part of RDA Riverina "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. Council informs businesses of any grants, incentives, opportunities and support available to them from other organisations via email, social media, and newsletter
	Promote positive images of the Lockhart Shire as a dynamic and innovative community.	Tourism and Economic Development Officer	Complete	100%	Lockhart Shire is promoted across all media platforms including print, numerous websites, and social media. Upgrades to 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.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
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. DIAP - Attitudes and behaviours	Tourism and Economic Development Officer	Complete	100%	Council promotes the NSW Government's Service NSW for Business and Programs and support services.



While COVID-19 continued to affect events and businesses across the Shire in 2021/22, Council was able to provide support in the form of Event/Business packs of items to assist in the conduct of COVID-safe businesses and events.

B2: OUR COMMUNITY HAS A STRONG TOURISM SECTOR.

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
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 Council's 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 Nature Reserve – Kengal Aboriginal Place. Council, in collaboration with three other Council's launched the Murrumbidgee Trails Visitor Guide, website and social media pages. The Yerong Creek Water Tower Mural have been completed.
	Support and develop infrastructure for our tourism sector. DIAP - Liveable communities	Tourism and Economic Development Officer	Complete	100%	The Milbrulong and Yerong Creek Water Tower Murals as completed in 2021/22.
	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 collaborated with three other Council's in relation to the Murrumbidgee Trails Visitor Guide. 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. Council partnered with Wagga Wagga City council to produce the "Driveways Campaign".

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Develop the skills and employment opportunities of our residents. *	Support and communicate pathways to employment for all residents. DIAP - Employment	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 "Start 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 coordinated by REROC. LED street lighting was upgraded in 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 and 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 Nature Reserve-Kengal Aboriginal Place 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'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 Scenic Reserve.	Director Engineering and Environmental Services	Completed	100%	Regular inspections of Galore Hill Scenic Reserve 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 Nature Reserve – Kengal Aboriginal Place.	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.



***Grevillea dielsiana* – Diels grevillea, one of the many species found in the Grevillea Arboretum at Galore Hill Scenic Reserve.**

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan sustainable transport strategies. *	Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire. DIAP - Liveable communities	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 coordinated by REROC involving the provision of LED street lighting upgrades 2021/22.
	Advocate for community and public transport options. DIAP - Liveable communities	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 the Stronger Country Communities Fund Grants Program 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%	Stages 1 and 2 of The Rock flood mitigation works has been completed.
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. DIAP – Liveable communities	Director Corporate and Community Services	Completed	100%	Options available include Magnolia Lodge, Youth Flats and vacant residential land developed by Council. Council has submitted development applications for residential subdivisions at Lockhart. Council participated in the development of a Regional Housing Strategy by REROC. Council has provided input in the development of a Regional Housing Delivery Plan by the Department of Regional NSW..

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 is being prepared in conjunction with NSW Public Works.
	Ensure maintenance, accessibility and safety of the Lockhart air strip. DIAP - Liveable communities	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%	In 2021/22 Council resolved to seek funding for a review of The Rock Flood Risk Management Plan and for the development of a Flood Risk Management Plan for Yerong Creek. 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 has engaged planning consultants to review the LEP.
	Continue to remain updated on potential mining and quarry developments.	Director Engineering and Environmental Services	Completed	100%	The Riverina JO resolved to make representations on behalf of member councils, including Lockhart, regarding compliance requirements for small quarries.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Our built heritage and our public art are enhanced to support our strong town and village identities.	Provide a public art experience that reflects our community identity.	Tourism and Economic Development Officer	Ongoing	100%	Arrangements have been made for the winning sculpture of the 2019 Spirit of the Land Festival to be placed on display at Lockhart. Four key sculptures have been secured with Council's assistance for permanent display in Lockhart. The Yerong Creek Water Tower mural was completed in 2021/22.
	Advocate for the protection of our historic buildings, landmarks, and artefacts.	Director Engineering and Environmental Services	Completed	100%	Council engages a Heritage Advisor to provide advice as required.

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan for the long-term sustainability of the Shire.	Advocate and prepare for the long-term sustainability of our Shire.	Director Corporate and Community Services	Completed	100%	Council has prepared a Long Term Financial Plan in accordance with Integrated Planning and Reporting requirements with a 10 year outlook.
	Promote the increased participation of local people in local government and the community.	General Manager	Completed	100%	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 was 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"> • Apply for Special Rate Variation (SRV) to begin revenue expansion and increase Own Source Revenue; • Increase external contracting to increase Own Source Revenue; • Continue involvement with REROC/JO; and • Implement service review actions. 	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. A formal Committee Charter and Work Plan was adopted by Council in 2021/22.
	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 2021 Council meeting for the 2020/21 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? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	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 purchased 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. A Local Government Act compliance checklist has also been developed and is tabled at a meeting of the Audit Risk and Improvement Committee on an annual basis.
	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. The Risk Register is tabled at a meeting of the Audit Risk and Improvement Committee on an annual basis. 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.
	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 desktop computers have access to Microsoft Office 365. Other specific software is acquired as required. An internal audit review of Council's IT was undertaken in 2021/22.
	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? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	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. DIAP – Systems and processes	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. DIAP – Systems and processes	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. DIAP – Systems and processes	Tourism and Economic Development Officer	Completed	100%	Data from the 2021 census was released in 2021/22 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. DIAP –Attitudes and behaviours	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 RIVJO, 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. Councillors' induction as well as face-to-face and online training and development opportunities were provided to the new council following the December 2021 local government elections. Relevant training and professional development opportunities are drawn to Councillors' attention as they arise.

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	Financial support was provided to community/volunteer-based committees including section 355 management committees, to support access to programs and events.
				Ongoing	Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP.
				2021/22	All abilities access has been incorporated in all new community infrastructure projects progressed in 2021/22 including: <ul style="list-style-type: none"> – Lockhart recreation ground amenities building upgrade. – The Rock Regional Observatory – Lockhart Caravan Park upgrade
				Ongoing	Incorporated access and inclusion principles in event management plans approved by Council.
				Ongoing	Incorporated access and inclusion principles in Council's development application assessment processes.
				2021/22	An all-abilities shower and laundry facility was installed in the Lockhart Caravan Park in 2021/22.
				2022/23	Funding was secured in 2021/22 for the installation of an all-abilities cabin in the Lockhart Caravan Park in 2022/23.
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	Council has adopted a Disability Inclusion Action Plan as well as requirements for all abilities access in its planning documents such as the DCP.
				Ongoing	A progress report on the implementation of the Disability Inclusion Action Plan was submitted to the Minister by the legislative deadline.
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	Included all abilities access to local businesses in the masterplan for the Lockhart main street upgrade which formed the basis of consultation with local businesses and the broader community.
				Ongoing	Council liaised with shop owners on the benefits of investing in all abilities access to their premises.
E3	Represent and acknowledge the needs and challenges and characteristics of our community.	Continue to lead and advocate on key social and community issues.	Council	Ongoing	Council continues to promote inclusion within the community via its newsletters and events.
				Ongoing	Incorporated access and inclusion principles in event management plans approved by Council.

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 Ongoing Ongoing Ongoing 2021/22	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. Council provides funding for Seniors Week activities on an annual basis. Activities for younger people are coordinated by Council's Youth Development Officer. A "Life skills for Young People" project which commenced in the second half of 2020/21 continued in 2021/22.
	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 Ongoing 2021/22 Ongoing 2021/22 2022/23	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. Masterplans have been developed for the Lockhart Caravan Park and The Rock Avenue of Honour. All abilities access incorporated in all new community infrastructure projects progressed in 2021/22 including: – Lockhart recreation ground amenities building upgrade. – The Rock Regional Observatory – Lockhart Caravan Park Council parks are maintained and improved to allow access to all. An all-abilities shower and laundry facility was installed in the Lockhart Caravan Park in 2021/22. Funding was secured in 2021/22 for the installation of an all-abilities cabin in the Lockhart Caravan Park in 2022/23.
	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 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 Ongoing	Council assisted Valmar Support Services with the establishment of a group home in Lockhart. Council continually reviews grant programs to seek potential funding.

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	STATUS
		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 Ongoing 2021/22 2022/23	Incorporate access and inclusion principles in Council's development application assessment processes. Incorporate access and inclusion principles in Council's event management plan assessment processes. An all-abilities shower and laundry facility was installed in the Lockhart Caravan Park in 2021/22. Funding was secured in 2021/22 for the installation of an all-abilities cabin in the Lockhart Caravan Park in 2022/23
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	2022/23	A five-year Footpath Plan is being prepared.
		Advocate for community and transport options.	Council	Ongoing 2021/22 2022/23	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.
	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 Ongoing 2021/22 2021/22 2022/23	Options currently available include Magnolia Lodge independent living units, Youth Flats and vacant residential land developed by Council. Council continues to provide one of its properties in Lockhart for housing for the physically and intellectually disabled. Council participated in the development of a Regional Housing Strategy by REROC. Council has provided input in the development of a Regional Housing Delivery Plan by the Department of Regional NSW. A Residential Land Use Study and Housing Strategy is being incorporated into the review of Council's LEP.
	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 Ongoing 2021/22 2021/22	Council continues to provide employment and work experience opportunities to all members of the community when opportunities arise. Council participates in the RDA Riverina platform 'Jobs Riverina' to promote local opportunities. Council is participating in a "Skills Shortages in Local Government" project facilitated by the Riverina Joint Organisation. Council has also promoted the dedicated platform for local businesses to register an interest in relation to Project EnergyConnect and Inland Rail
B3	Develop the skills and employment opportunities of our residents.	Support and communicate pathways to employment for all residents.	Council Service providers	Ongoing Ongoing 2021/22 2021/22	Council continues to provide employment and work experience opportunities to all members of the community. 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 is participating in a "Skills Shortages in Local Government" project facilitated by the Riverina Joint Organisation. Council has also promoted the dedicated platform for local businesses to register an interest in relation to Project EnergyConnect and Inland Rail

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	Ongoing	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	2022/23 2022/23 Ongoing	Funds have been allocated by Council for upgrading the technology in Council's meeting chamber to facilitate remote participation in meetings. Hearing loop in Council's administration building. Council's website is being upgraded to ensure compliance with relevant standards. Council monthly newsletters is distributed to all households to ensure access to information (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 Ongoing 2021/22 2021/22	Council's website is being upgraded to ensure compliance with relevant standards. Incorporate access and inclusion principles in event management plans approved by Council. Council engaged with the NSW Telecommunications Authority Council undertook a digital connectivity community survey to gather data to support Council's representations.
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	Demographic data from the 2021 is being accessed by Council as it is progressively released by the ABS.