

LOCKHART SHIRE

DELIVERY PLAN 2022-2025

Council's commitment to the community for the three years

2022/23-2024/25

Adopted by Council 19 April 2022

Minute 85/22



WHAT IS THIS DOCUMENT?

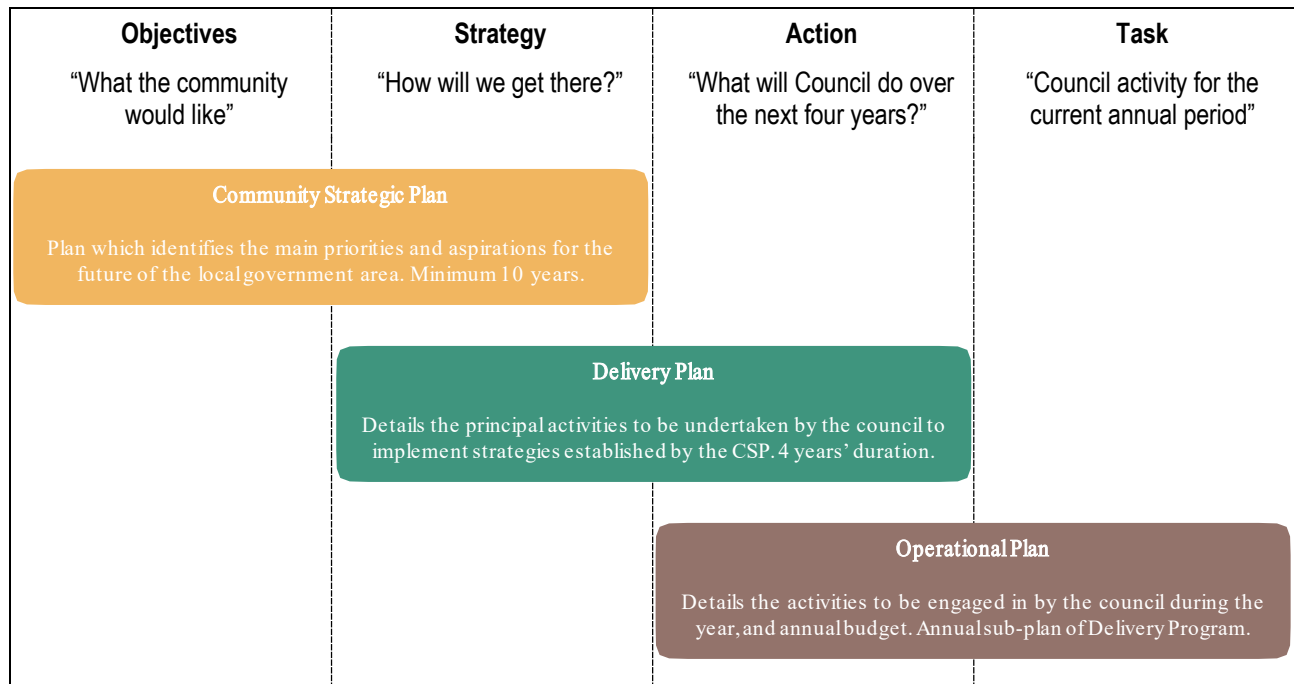
This document is the Lockhart Shire Council's Delivery Plan. The Delivery Plan 2022-2025 represents Council's commitment to the community as to what it will deliver over the next three years i.e. 2022/23 to 2024/25.

This document should be read in conjunction with the Lockhart Shire Community Strategic Plan 2022-2032. Whereas the Community Strategic Plan outlines the ten-year aspirations and priorities of our community, the Delivery Plan represents the first three years of the 2022-2032 Community Strategic Plan and reflects Council's commitment as to what it will deliver during its term of office.

The Community Strategic Plan incorporates the community's objectives and aspirations as to where it wants to be in ten years' time whilst the Delivery Plan contains the strategies and actions which aim to achieve those objectives. A third level in the hierarchy of integrated planning and reporting documents is the operational plan which contains details of the activities to be undertaken in the current financial year and includes the operational budget and revenue policy.

The following figure demonstrates the connection between the Community Strategic Plan, Delivery Plan and Operational Plan.

More detail on our planning framework and how to read the plan is contained further in this document.



CONTENTS

Message from the Mayor	1
Community vision 2032	2
Our community profile.....	3
Our demographics	4
Our council.....	5
Our planning framework	7
How was our plan developed?	9
What the community told us	11
How to read this plan	12
Objectives at a glance	13
A: A connected and resilient community	14
B: A dynamic and prosperous economy.....	19
C: An environment that is respected and protected	25
D: Infrastructure for the long-term needs of the community	30
E: Strong leadership and governance	35
Related policy and legislation	40
Acknowledgements.....	42

MESSAGE FROM THE MAYOR



CR. GREG VERDON
MAYOR

I am pleased to be able to present the Lockhart Shire Council's Delivery Plan representing the Council's commitment to the community in terms of what it proposes to deliver during its term of office and over the next three years 2022/23 to 2024/25.

The Delivery Plan contains the strategies and actions Council proposes to pursue in order to achieve the community's objectives and aspirations as reflected in the 10-year Community Strategic Plan 2022-2032.

The Delivery Plan is therefore 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.

This Plan is premised on the five key themes outlined in the Community Strategic Plan as follows:

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

The 2022-2032 Community Strategic Plan should therefore be read in conjunction with this Delivery Plan which 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.

This document also identifies the stakeholders and partners who can assist the Council in achieving its aims and objectives and Council looks forward to working with the community and the partners of this Plan to ensure we achieve our priorities together.

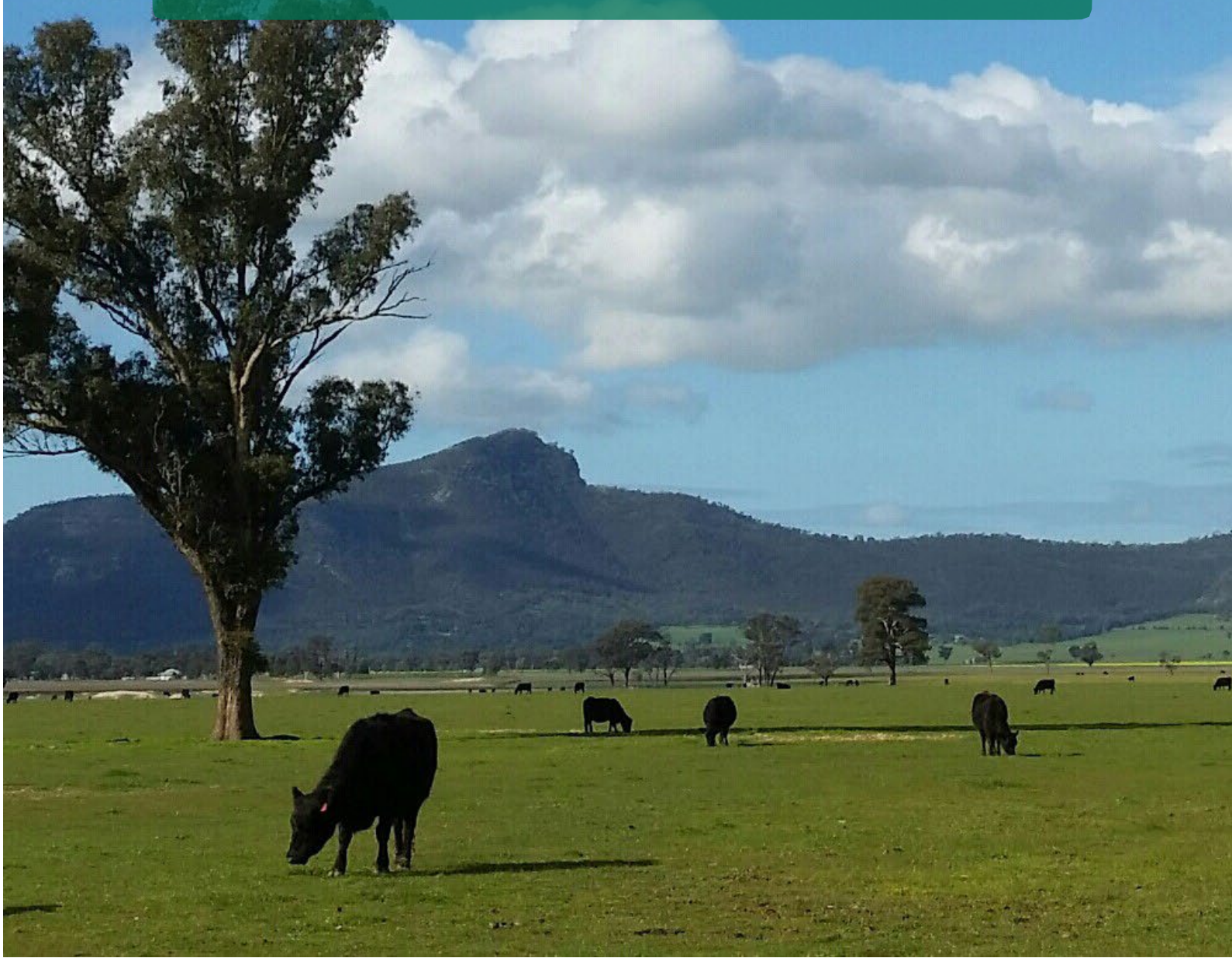
A handwritten signature in black ink, appearing to read 'G. Verdon'. The signature is fluid and cursive, written over a light-colored background.

CR. GREG VERDON

COMMUNITY VISION

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.



OUR COMMUNITY PROFILE

The Lockhart Shire covers an area of 2,942 km² and is located in the Southern Riverina area of New South Wales. With a population of 3,259 the Shire includes the major townships of Lockhart and The Rock and the smaller villages of Milbrulong, Osborne, Urangeline, Yerong Creek and Pleasant Hills.

The Shire, which is traditionally Wiradjuri land, has a vibrant and varied history and has been an area that has long captured the interest of both Indigenous and European cultures. Renowned for the majestic land form, Galore Hill and The Rock Hill have influenced the development of townships over many years. The Lockhart Shire area was known for bushranger activity in the 1860s.

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

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

Lockhart Shire Council embraces the inclusion of people with a disability in all aspects of community life and is committed to meeting the principles and requirements of the Disability Inclusion Act 2014 to create a more inclusive and welcoming community for people with disabilities.

Council has a key role in promoting and supporting access and inclusion by ensuring it is a key consideration in all areas of Council business. This includes how we develop the built environment, provide information and services, support employment opportunities and promote positive community attitudes and behaviour toward people with disability.

Community facilities and sporting activities are an important part of the community, with numerous facilities, parks and reserves catering for the community. These places create a strong sense of community connection and strengthen the relationships held within the community.



Pleasant Hills – Matt Beaver Photography 2022

OUR DEMOGRAPHICS

The main demographics of our community are summarised here in a snapshot of Lockhart Shire. These figures are based on the 2016 Australian Bureau of Statistics data resources.

POPULATION



MEDIAN AGE



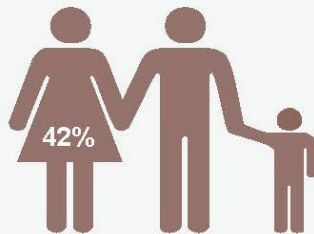
AGE GROUPS



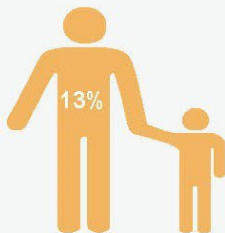
FAMILY TYPES



Couple families without children



Couple with children

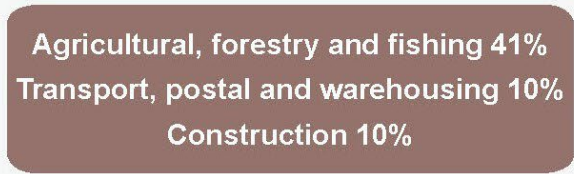


One parent families

LABOUR FORCE



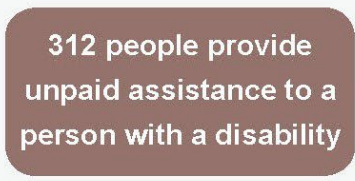
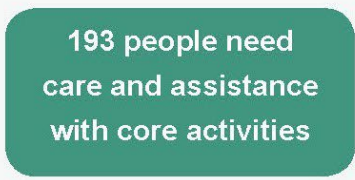
INDUSTRY OF EMPLOYMENT



SOCIO-ECONOMIC INDEX FOR AREAS (SEIFA)



DISABILITY



OUR COUNCIL

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

OUR GOVERNANCE

The elected Council has nine (9) Councillors who represent three (3) different wards over the Local Government Area. The Mayor and the Deputy Mayor are elected by the Councillors for a two-year term.

Cr Greg Verdon (Mayor)

Cr Andrew Rockliff (Deputy Mayor)

Cr Frances Day OAM

Cr Gail Driscoll

Cr Jane Hunter

Cr Ian Marston

Cr Robert Mathews

Cr Peter Sharp

Cr James Walker

OUR OPERATIONS

Lockhart Shire Council is responsible for the delivery of a diverse range of services throughout the community. Council employs approximately 55 people covering a range of professionals and expertise. The two directorates of Council are Corporate and Community Services, and Engineering and Environmental Services.

BUILDINGS

- 1 Administration
- 1 Mobile Library
- 2 Depots
- 4 Waste Depots/Transfer Stations
- 5 Sport and Recreation Reserves
- 9 Parks and Playgrounds
- 2 Swimming Pools
- 7 Halls
- 3 Commercial Buildings
- 3 Town Sewerage Systems
- 3 Cemeteries



ROADS AND BRIDGES

- 121km Regional roads
- 425km Sealed local roads
- 793km Unsealed roads
- 12km Footpaths
- 7 Concrete bridges

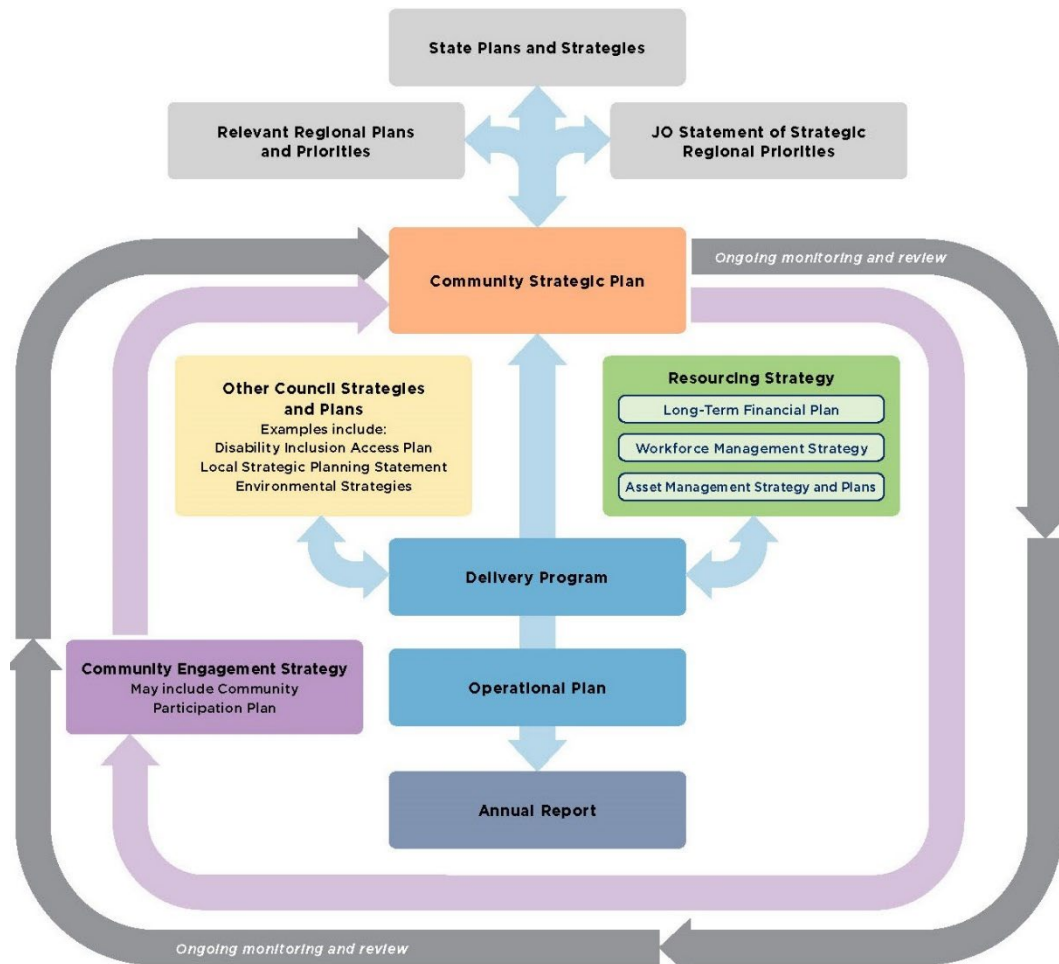
ACCESSIBILITY

- 8 accessible public toilets
- 9 accessible public buildings



OUR PLANNING FRAMEWORK

Our planning framework is guided by the NSW Government Integrated Planning and Reporting (IP&R) 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. The main components are summarised below.



COMMUNITY STRATEGIC PLAN

The Community Strategic Plan sits above all other council plans and policies in the planning hierarchy. The purpose of the Plan is to identify the community’s main priorities and aspirations for the future, and plan strategies to achieve them. Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, but it is not wholly responsible for its implementation. Other partners, such as state agencies and community groups may also be engaged in delivering the long-term objectives of the Plan.

RESOURCING STRATEGY

The Resourcing Strategy is the point where the council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan. Some issues will clearly be the responsibility of the council, some will be the responsibility of other levels of government, and some will rely on input from community groups or individuals.

DELIVERY PLAN

The Delivery Plan is a statement of commitment to the community from our newly elected council about what it will deliver during its term of office. This is the point where the community's strategic objectives are systematically translated into actions. These are the principal activities to be undertaken by the current council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

OPERATIONAL PLAN

The annual Operational Plan outlines the individual projects and activities the Council will undertake in a specific year and includes the Council's budget and revenue policy.

INTEGRATED DISABILITY INCLUSION ACTION PLAN

The Disability Inclusion Action Plan is integrated into the planning framework and addresses strategies and actions to improve the opportunity for people with disability to live fulfilling and meaningful lives in Lockhart Shire. The strategies and actions were considered across the four key focus areas of:

- Developing positive community attitudes and behaviours
- Creating liveable communities
- Supporting access to meaningful employment
- Improving access to services through better systems and processes.

GUIDING PRINCIPLES

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.

Further to the NSW Government's social justice principles, Lockhart Shire Council uses the following principles throughout the Community Strategic Plan to guide planning and implementation activities.

We, the Lockhart Shire community:

- understand and build on the community's strengths and assets
- are a supportive community who care for each other in times of need and provide good access to services
- equally value the rights and contributions of all our people
- recognise the potential of human diversity as a source of vibrancy, creativity and growth; and
- collaborate to create shared vision, ownership, responsibility and action.

HOW WAS OUR PLAN DEVELOPED?

The Local Government Act provides the legislative context for the preparation of the Community Strategic Plan and is supported by guidelines issued by the Office of Local Government.

Following is a summary of the requirements of section 402 of the Act relating to the Community Strategic Plan:

- a) Each local government area is to have a Community Strategic Plan that has been developed and endorsed by the council on behalf of its community.
- b) The Community Strategic Plan is to identify the main priorities and aspirations for the future of the local government area.
- c) The Community Strategic Plan must cover a minimum timeframe of 10 years.
- d) The Community Strategic Plan must establish strategic objectives together with strategies to achieve those objectives.
- e) The council must review the Community Strategic Plan before 30 June in the year following an ordinary election of council.
- f) The council may endorse the existing plan, or develop and endorse a new Community Strategic Plan, as appropriate, to ensure that the area has a Community Strategic Plan covering at least the next 10 years.

With respect to e) and f) above, this Plan has been prepared following a review of the pre-existing 2017-2027 Community Strategic Plan by the new Council elected following the local government elections held on 4 December 2021.

As a result of the review information and statistical data has been updated where necessary. However, the overall objectives of the previous Plan based on five key themes have been retained and endorsed by the new Council as they remain relevant to the community's aspirations. This approach was also taken bearing in mind that the current term of office will be shorter i.e., two years and nine months instead of the normal



Image: Matt Beaver Photography 2022

Australia Day Ambassador, Ange Clarke, with Mayor, Cr Greg Verdon.

four-year term because of the postponement of the last elections. A more comprehensive review of the Community Strategic Plan is foreshadowed for the beginning of the next full four-year term in 2024.

This 2022-2032 Community Strategic Plan therefore represents a continuation of the objectives of the 2017-2027 Community Strategic Plan which was developed by engaging and listening to our community. The goal was to gain input from as many of our residents as possible, and to uncover aspirations and priorities for the future.

The community engagement process for the 2017-2027 Plan invited residents to participate using several medians of communication including advertisements in the Lockhart Community Newsletter, media releases, distribution of over 200 posters throughout the community, direct mail and email (invitations), and social media posts. The consultation process also included five community meetings, two sessions with people with disability, their families, carers and service providers, five sessions with school children at three schools, and one community-wide survey

Section 404 of the Local Government Act states that:

- 1) A council must have a program (called its "delivery program") detailing the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the community strategic plan) within the resources available under the resourcing strategy.
- 2) The council must establish a new delivery program after each ordinary election of councillors to cover the principal activities of the council for the four-year period commencing on 1 July following the election.

Notwithstanding section 404 (2) above, this Delivery Plan covers a three-year period i.e. 2022/23 to 2024/25 bearing in mind that the current term of office has been reduced from the normal four-year term to a term of 2¾ years as a result of the postponement of the Local Government Elections.

WHAT THE COMMUNITY TOLD US

WHAT THE COMMUNITY WOULD LIKE

Our Shire’s livability, sense of community, major events, and tourism sector are highly valued and must be retained and protected. Our people aspire to have a strong economy with great roads and remain as an independent Shire. In achieving these aspirations, the priorities of the community are roads, community services and retail, economic growth, and community facilities.

OUR CHALLENGES

The community collectively considered and identified a number of challenges, threats, opportunities and innovations that may affect the long-term ability to achieve the Lockhart Shire Community Vision. These were identified to ensure that the planning process considered and mitigated any potential risk that could affect the achievement of the community strategic objectives across the next ten years.



HOW TO READ THIS PLAN

Our key directions are the broad themes that represent the community with reference to the IP&R requirement to address triple bottom line objectives. The Community Strategic Plan is presented in five key directions.

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

There are 14 objectives sitting under the five key directions. Our objectives have been worded in 'outcome-driven language' in response to what the community told us they would like. We have called the objectives 'What our community would like'. The objectives have a long-term focus and represent the highest-level achievements over the ten-year Community Strategic Plan.

Strategies have been developed to understand how we, as a community, will achieve our objectives. The strategies also have a long-term focus across the ten-year Community Strategic Plan. We have titled the strategies 'How will we get there?'

There are items in the Community Strategic Plan in which Council has a lead or supporting role. The Delivery Program takes the ten-year objectives and strategies, highlights Council's role, and outlines what Council will do under each strategy over the four-year Council term. The actions will drive the activity of council over the next four years.

To achieve these objectives and strategies a resourcing strategy is developed that focuses on Council's 10-year financial plan, 10-year asset management strategy and 4 year workforce management plan.

Disability Inclusion Action Plan

Strategies and actions for the Disability Inclusion Action Plan (DIAP) are highlighted with a blue asterisk. A note will feature in the strategy, relating to the relevant DIAP key focus area.

OBJECTIVES AT A GLANCE

A: A CONNECTED AND 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 AND 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 & 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.

A woman and a young girl are walking hand-in-hand on a paved path. The woman is wearing a yellow sweater and blue jeans, and the girl is wearing a yellow turtleneck sweater and dark pants. They are both smiling and looking at each other. In the background, there is a large mural on a wall depicting a natural scene. The mural features a large brown bear on the left, a black and white bird in the center, and a tree with green leaves on the right. The scene is set in a park-like environment with green plants and a clear sky.

A: A CONNECTED AND RESILIENT COMMUNITY

WHAT OUR COMMUNITY WOULD LIKE

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 the community.

A3: People of all ages, abilities, and backgrounds participate in community life.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We will volunteer and participate in community groups and clubs.
- We will have a range of services for all age and population groups.
- We will regularly gather to celebrate at events, festivals and a range of cultural opportunities.
- We will enjoy and use our local sporting, recreation and community facilities.
- We will feel supported by each other in times of need.

HOW MIGHT WE MEASURE THIS?

Measures we will use include the number of events delivered and attendance numbers, Council's community satisfaction survey, and ABS population and community statistics.

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 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Facilitate and support our community to deliver vibrant and dynamic community events.	<ul style="list-style-type: none"> Provide support to events held within the community. Compile and promote a comprehensive calendar of events. 	*	*	*	Lockhart Shire Council Community groups and organisations
Build capacity, capability and partnerships to encourage sustainable community groups and clubs. *	<ul style="list-style-type: none"> Provide support and advice to community groups, clubs, and volunteers. Within financial means, support and fund Section 355 Committees to manage and maintain Council facilities. Facilitate and support programs and projects within the community to make them accessible to people with all abilities. DIAP – Attitudes and behaviours Undertake community consultation and seek grant funding opportunities for the establishment of a community/business hub at the Rock. 	*	*	*	Lockhart Shire Council Community groups and committees Community Federal government State government
Provide or partner to provide cultural and sporting participation opportunities.	<ul style="list-style-type: none"> Support cultural and sporting opportunities that respond to the needs of the community. 	*	*	*	Lockhart Shire Council Community groups and committees Community

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Work with stakeholders to ensure our community is safe and well prepared to respond to adversity. *	<ul style="list-style-type: none"> Ensure that Lockhart Shire is well prepared to respond to adversity. Strengthen mechanisms that support access and inclusion for our community. DIAP – Liveable communities Promote community safety initiatives within the community. Convene a Police and Community Consultation Group in the Shire Advocate for sufficient provision of policing, ambulance and fire services. Investigate the development of a community reflection space at The Rock 	*	*	*	Lockhart Shire Council State government Federal government Community organisations Service providers Community Emergency Service organisations
Support, or partner to provide, welcoming and well-maintained community spaces and facilities. *	<ul style="list-style-type: none"> Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community. DIAP – Liveable communities Redevelop 109 Green Street Lockhart into a community space. Implement a beautification plan for the Pleasant Hills Esplanade 	*	*	*	Lockhart Shire Council Community groups and organisations Government
Provide and advocate for services that respond to the needs of our community. *	<ul style="list-style-type: none"> Lobby government, business and service providers to provide accessible services to meet the needs of the community. DIAP – Liveable communities Improve understanding of the services available in the community, and work with service providers to promote and encourage community use of services. 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. Advocate to ensure our residents can access a quality education experience. 	*	*	*	Lockhart Shire Council State government Business community Service providers Education providers

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Support our children and young people.	<ul style="list-style-type: none"> Understand and respond to the needs of young people in the Shire through engagement and provision of a Youth Officer. Support the provision of pre-school, playgroup and childcare services within the community. Continue to monitor and assess the need for before and after school care in Lockhart. Provide young residents with greater access to youth services. 	*	*	*	Lockhart Shire Council State government Education Providers Community
Provide support and opportunities to celebrate our older residents.	<ul style="list-style-type: none"> Provide opportunities for older residents to come together. Continue to support, advocate, and plan for high quality services and accommodation for our aged population. Provide fit for purpose accommodation for the Lockhart Men's Shed 	*	*	*	Lockhart Shire Council State government Community organisations Service providers Community
Provide support for people with a disability and their families and carers. *	<ul style="list-style-type: none"> Provide support for people with a disability, their families and carers. DIAP – Liveable communities 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 Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment. DIAP – Employment Work with partners to identify opportunities to support the implementation of the National Disability Insurance Scheme. DIAP – Systems and processes 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 	*	*	*	Lockhart Shire Council State government Federal government Community organisations Service providers Community



B: A DYNAMIC AND PROSPEROUS ECONOMY

WHAT OUR COMMUNITY WOULD LIKE

B1: Our Shire is attractive and welcoming to businesses, industry, residents, and visitors.

B2: Our community has a strong tourism sector.

B3: We develop, attract and retain skilled individuals in our community.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We are happy with where we live.
- We will have diverse opportunities for employment, entrepreneurship, and innovation.
- We will often hear that our towns are attractive and welcoming places.
- We will enjoy and celebrate our tourism opportunities.

HOW MIGHT WE MEASURE THIS?

Measures we will use include the number of new businesses and employment opportunities, Council's community satisfaction survey, and ABS population and community statistics.

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Manage and improve the appearance of our towns, in line with their desired identities	<ul style="list-style-type: none"> Develop and implement a long-term beautification plan for each of the Shire's towns. Implement Avenue of Honour Masterplan at The Rock Seek funding opportunities for the staged implementation of the Lockhart CBD Masterplan 	*	*	*	Lockhart Shire Council Community organisations Community
Improve the convenience and amenity of our towns. *	<ul style="list-style-type: none"> Ensure that there is sufficient and accessible parking for cars and trailers in the centre of each town. DIAP – Liveable communities Encourage a diverse retail mix within the Shire to respond to the community's and visitors needs and tastes. Better understand the retail and commercial sector to assist and support a response to filling service gaps. Co-ordinate activities and services in town to attract local shoppers and visitors to town centres. 	*	*	*	Lockhart Shire Council Business community Service providers Community organisations Community
Improve services and infrastructure that supports our rural business.	<ul style="list-style-type: none"> Advocate to improve television, mobile and internet coverage. Lobby to increase the use of rail for agricultural transportation. Strive to assist development of strong farming businesses. 	*	*	*	Lockhart Shire Council State government Federal government Agricultural groups Farming community Community
Provide business support to our community.	<ul style="list-style-type: none"> Promote and provide networking opportunities for businesses. Improve the capacity of businesses through training and business sessions. Build an informed response to supporting businesses through the collection of timely and relevant local data. Celebrate the achievements of our businesses. 	*	*	*	Lockhart Shire Council Business owners

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Work in partnership with stakeholders to grow existing and attract new businesses.	<ul style="list-style-type: none"> • Provide strong strategic direction for economic development. • Maintain a Tourism and Economic Development Steering Committee with business, community and council representation. • Support the growth of the business and industry sector. • Seek development consent for Stage 3 of the Lockhart Industrial Estate • Consult the community and seek grant funding opportunities for the establishment of a business/ community hub at The Rock. • Promote positive images of the Lockhart Shire as a dynamic and innovative community. 	*	*	*	Lockhart Shire Council Business owners Investors Community
Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community. *	<ul style="list-style-type: none"> • Promote benefits of being fully accessible and inclusive for businesses. DIAP - Attitudes and behaviours 	*	*	*	Lockhart Shire Council Business owners

B2: OUR COMMUNITY HAS A STRONG TOURISM SECTOR

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Create a thriving tourism economy in Lockhart Shire. *	<ul style="list-style-type: none"> • Improve the image of Lockhart Shire for tourists. • Use our natural strengths and assets to build our tourism sector. • Prepare a masterplan for Galore Hill • Prepare a masterplan for Brookong Creek (Government Dam to Lockhart VPS properties) • Prepare a masterplan for the former PWP (Government Dam) at The Rock • Complete the implementation of the Lockhart Caravan Park Masterplan • Support and develop infrastructure for our tourism sector. DIAP – Liveable communities • Develop partnerships that support our tourism industry. 	*	*	*	Lockhart Shire Council Destination NSW (State government) Local businesses Community

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Develop the skills and employment opportunities of our residents. *	<ul style="list-style-type: none"> Support and communicate pathways to employment for all residents. DIAP – Employment 	*	*	*	Lockhart Shire Council Service providers Education providers
Attract and retain skilled people to the region.	<ul style="list-style-type: none"> Support young people to return to the region after completing education and training. 	*	*	*	Lockhart Shire Council Business community Education providers
	<ul style="list-style-type: none"> Promote the Shire and available skilled and professional positions throughout the region. 	*	*	*	
	<ul style="list-style-type: none"> Work with local industry and government agencies to identify and address skill shortages. 	*	*	*	



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

WHAT OUR COMMUNITY WOULD LIKE

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.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We will cherish and use our nature reserves and open space.
- We will reduce energy and water use at community facilities.
- We will engage in environmental protection programs and activities.
- We will respect and value our open spaces and natural environment.

HOW MIGHT WE MEASURE THIS?

Measures we will use include the reduction or smarter use of energy and water at community facilities, community satisfaction survey, and Council data.

C1: OUR ENVIRONMENTAL PRACTICES ARE SUSTAINABLE

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Ensure that Council buildings and facilities are environmentally sensitive.	<ul style="list-style-type: none"> Where practical improve the energy efficiency of Council buildings. Implement Council's adopted Energy Savings Plan including installation of solar panels at the sewerage treatment plants and swimming pool complexes Develop and implement a strategy that works towards Lockhart Shire being carbon neutral. 	*	*	*	Lockhart Shire Council State government Federal government
Explore opportunities to utilise renewable energy and water saving practices.	<ul style="list-style-type: none"> Investigate programs and initiatives that promote renewable energy options for households and industry. Promote initiatives that support water wise practices and products throughout the community. Continue to explore the feasibility of water conservation practices throughout all Council works and incorporate water saving and reuse features to Council facilities. 	*	*	*	Lockhart Shire Council State government Water Authorities Community
Utilise effective waste management practices.	<ul style="list-style-type: none"> Provide efficient and sustainable waste management practices 	*	*	*	Lockhart Shire Council State government
Ensure responsible development practices are exercised.	<ul style="list-style-type: none"> Through our Local Environmental Plan, incorporate environmentally sustainable design principles into all new residential, rural and commercial developments & subdivision plans. 	*	*	*	Lockhart Shire Council Community Developers

C2: FLORA AND FAUNA ARE PROTECTED ACROSS THE SHIRE

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Increase the amount of native flora, fauna and protect threatened species.	<ul style="list-style-type: none"> Encourage native plant choices throughout the community. Support the increase of food and habitat sources for threatened and endangered species. Map local population of threatened and endangered plant species and protect where practical. 	*	*	*	Lockhart Shire Council State government National Parks and Wildlife Services
Decrease occurrence, spread and impact of weeds and pests throughout our Shire.	<ul style="list-style-type: none"> Implement weed management practices within Council controlled land and support practices on all other land. Implement pest management practices within Council controlled land and support practices on all other land. 	*	*	*	Lockhart Shire Council State government National Parks and Wildlife Services Community Landowners

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022/2023	2023/2024	2024/2025	WHO CAN HELP?
Provide nature reserves and protected areas for our community.	<ul style="list-style-type: none"> • Provide protection, management and promotion of Galore Hill. • Advocate to, and support the National Parks Wildlife Service, in their management of The Rock Hill Nature Reserve. • Provide protection, management and promotion of nature reserves under the control of Council. • Promote the protection of our water catchment and riparian zones. • Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards. 	*	*	*	Lockhart Shire Council State government National Parks and Wildlife Services Community



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

WHAT OUR COMMUNITY WOULD LIKE

D1: Our assets and infrastructure are well planned and managed to meet the needs of the community now and into the future.

D2: Our planning and development controls work to attract new residents and investment.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We will have suitable and quality roads for the community.
- We will have appropriate assets and infrastructure that meet the needs of the community.
- We will be proud that Council assets are maintained and renewed to meet our service level expectations.

HOW MIGHT WE MEASURE THIS?

Measures we will use include the number of road accidents/incident numbers, community satisfaction survey, and Council data.

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022-2023	2023-2024	2024-2025	WHO CAN HELP?
Plan sustainable transport strategies. *	<ul style="list-style-type: none"> 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 Provide effective street lighting within the villages of the Shire to support safety and security for pedestrians and vehicular traffic. Advocate for community and public transport options. DIAP – Liveable communities 	*	*	*	Lockhart Shire Council State government Federal government
Strategically plan for our sports and recreation infrastructure, as well as cemeteries.	<ul style="list-style-type: none"> Ensure appropriate provision, planning and use of all open space and recreation facilities and cemeteries. 	*	*	*	Lockhart Shire Council State government Community groups and clubs Community
Improve the safety of people on our roads.	<ul style="list-style-type: none"> Continue to participate in road safety education, and efficient use and planning of the road network. Provide and maintain efficient and safe road and bridge infrastructure. Undertake road repair works following 2021/22 wet weather and flood events. 	*	*	*	Lockhart Shire Council State government – RMS Federal government
Reduce the effects of flooding in our towns and villages.	<ul style="list-style-type: none"> Review the Floodplain Risk Management Study and Plan at The Rock Undertake a Floodplain Risk Management Study and Plan for Yerong Creek Continue to advocate for the raising of the Railway Bridge at Lockhart 	*	*	*	Lockhart Shire Council State government Federal government Water Authorities

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022-2023	2023-2024	2024-2025	WHO CAN HELP?
Advocate for diverse and affordable housing options within Lockhart Shire.	<ul style="list-style-type: none"> 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 	*	*	*	Lockhart Shire Council State government REROC RIVJO Developers Landowners

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? <u>ACTION</u>	2022-23	2023-2024	2024-2025	WHO CAN HELP?
Develop infrastructure that supports growth within our community. *	<ul style="list-style-type: none"> • Provide and maintain efficient sewage systems that allows for current and future community needs. • Ensure maintenance, accessibility and safety of the Lockhart air strip. DIAP – Liveable communities • Support Riverina Water in quality town water supply that is sustainable in line with potential growth. • Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community. • Advocate for natural gas supply to our communities. 	*	*	*	Lockhart Shire Council State government Community Community groups and organisations Riverina Water
Land use that supports the development of our community.	<ul style="list-style-type: none"> • Clearly define land use requirements and developments in line with State government regulations. • Continue to remain updated on potential mining and quarry developments. • Review the Lockhart Shire Council Local Environmental Plan 2012 and associated documents 	*	*	*	Lockhart Shire Council State government
Our built heritage and our public art are enhanced to support our strong town and village identities.	<ul style="list-style-type: none"> • Provide a public art experience that reflects our community identity. • Advocate for the protection of our historic buildings, landmarks, and artefacts. 	*	*	*	Lockhart Shire Council State government Community Heritage builder owners

Lockhart Shire Council



E: STRONG LEADERSHIP AND GOVERNANCE



WHAT OUR COMMUNITY WOULD LIKE

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.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

- We will actively participate in community engagement and decisions about services and plans.
- We will be satisfied with the performance of Council.
- We will regularly engage with our elected leaders and find it an easy and enjoyable process.

HOW MIGHT WE MEASURE THIS?

There are a range of measures that we can use to see how we are progressing towards our objectives in this key direction. Measures we will use include the number of people participating in community engagement activities, community satisfaction survey, and Council data.

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 3 YEARS? <u>ACTION</u>	2022-2023	2023-2024	2025-2025	WHO CAN HELP?
Plan for the long-term sustainability of the Shire.	<ul style="list-style-type: none"> • Advocate and prepare for the long-term sustainability of our Shire. • Promote the increased participation of local people in local government and the community. • Continue to enhance sound financial management policies and practices. • Continue the development of asset management strategy and plans. • Meet all governance and regulatory requirements in the conduct of Council operations. • Minimise Council's exposure to risk and promote a strong risk management culture within Council. • Ensure appropriate IT systems are in place to support service delivery and accountability requirements. • Attract and retain a quality workforce. 	*	*	*	Lockhart Shire Council (lead) State government Community organisations Community

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 3 YEARS? <u>ACTION</u>	2022-2023	2023-2024	2024-2025	WHO CAN HELP?
Use effective community engagement processes. *	<ul style="list-style-type: none"> • Provide effective community engagement practices with the community. • Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation. DIAP – Systems and processes 	*	*	*	Lockhart Shire Council Community
Ensure the community is informed by improving access to information. *	<ul style="list-style-type: none"> • Apply access and inclusion principles to improve access to Council services, programs, events and communications. DIAP – Systems and processes 	*	*	*	Lockhart Shire Council Community

E3: COUNCIL RESPONDS COLLECTIVELY AND RESPONSIBLY TO COMMUNITY NEEDS.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 3 YEARS? ACTION	2022-2023	2023-2024	2024-2025	WHO CAN HELP?
Actively seek strong involvement in state and regional planning for the region.	<ul style="list-style-type: none"> Advocate for the appropriate representation of the needs of the Lockhart Shire community at a state and regional level. 	*	*	*	Lockhart Shire Council State government
Represent and acknowledge the needs, challenges and characteristics of our communities. *	<ul style="list-style-type: none"> Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups. DIAP – Systems and processes Continue to lead and advocate on key social and community issues. DIAP –Attitudes and behaviours Regularly provide up to date and accurate community information to relevant program and service providers. 	*	*	*	Lockhart Shire Council Federal government State government
Provide opportunities for relationship building and development.	<ul style="list-style-type: none"> Promote strong and beneficial relationships between local government and service providers, other levels of government and the community. Ensure Council staff and Councillors participate regularly in training and professional development to support high quality customer service and professional skills. 	*	*	*	Lockhart Shire Council State government Service providers Community organisations

RELATED PLANS AND STRATEGIES

The Delivery Plan 2022-2025 represents the first three years of the 2022-2032 Community Strategic Plan and reflects Council's commitment as to what it will deliver during its term of office. In the development of the Community Strategic Plan, state and local strategies, plans and studies have been researched to ensure a comprehensive plan is developed for the Lockhart Shire Council and the community. The following documents were considered as part of the planning process:

STATE GOVERNMENT PLANS

- **NSW State Plan 2021**; a plan to guide policy and budget decision making to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability and strengthen our local environment and communities.
- **Disability Inclusion Action 2014 (NSW)**: provides a legislative framework to guide state and local government disability inclusion and access planning.
- **Economic Development Strategy for Regional NSW 2015**; a plan to promote key regional sectors, drive regional employment and business growth, invest in infrastructure, maximise government efficiency and improve information sharing.
- **Towards 2030**: Planning for our changing population; addressing demographic changes leading up to 2030, planning for change, improving prevention and early intervention, a productive, skilled and adaptable workforce and facilitating participation in all areas of society.
- **NSW Ageing Strategy 2016-2020**; a plan to respond to the opportunities and challenges of the State's ageing population.
- **NSW Transport Strategy 2012**; a plan to guide transport funding priorities over the next 20 years by providing the overall framework of how the transport system develops.
- **A 20-Year Economic Vision for Regional NSW July 2018**; A 20-year vision that aims to ensure regional NSW is poised to take advantage of future opportunities for growth and to accelerate economic growth in key sectors.

REGIONAL PLANS

- **Draft Riverina-Murray Regional Plan 2016**; a plan to support productive agriculture, improve regional transport networks, strong regional cities and protecting the environment.
- **RDA Riverina Regional Action Plan**; a road map for the future development of the Riverina region and describes the region, its attributes, industry and employment base and key advantages.
- **REROC Regional Transport Plan**; identifying issues and opportunities to better support the delivery of freight solutions in regional areas.
- **Eastern Riverina Regional Economic Development Strategy 2018-2022**; Regional Economic Development Strategies articulate a framework for identifying actions crucial to achieving the regional vision.

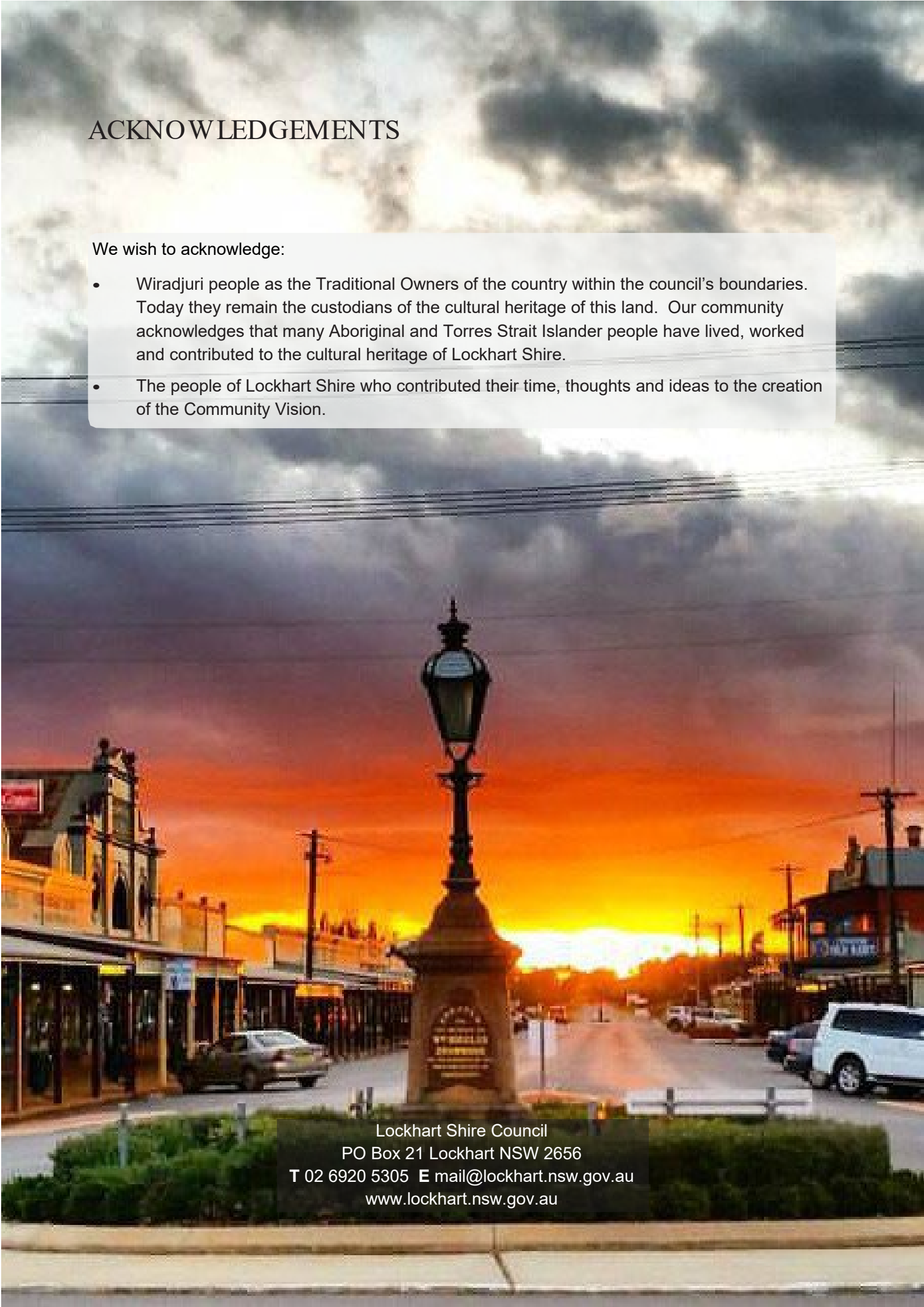
LOCKHART SHIRE COUNCIL PLANS

- **Lockhart Shire Council, Community Strategic Plan;** a plan with a ten-year vision which identifies the main priorities and aspirations for the future of the Lockhart Shire local government area.
- **Lockhart Shire Council, Disability Inclusion Action Plan;** a plan to achieve the principles of the UN Convention on the Rights of Persons with Disabilities and to ensure the equal rights and opportunities for all persons with disability are protected and promoted.
- **Lockhart Shire Council, Resourcing Strategy;** a strategy which outlines the resources required for Council to deliver its part of the Community Strategic Plan. Includes the Long Term Financial Plan, Workforce Management Strategy and Asset Management Plan.
- **Lockhart Shire Council, Tourism and Economic Development Strategy;** a plan to develop a strong and resilient economic community, attracting and retaining businesses and residents, planning for the future, a great place to live, work and visit and infrastructure that supports our economy and community.
- **Lockhart Shire Council, Tourism and Lifestyle Marketing Plan;** provides direction for tourism and lifestyle marketing for Lockhart Shire Council to ensure Lockhart Shire is recognised across Australia as a region offering opportunities and lifestyle and to contribute to increased visitor awareness, increased length of stay and increased visitor spend.

ACKNOWLEDGEMENTS

We wish to acknowledge:

- Wiradjuri people as the Traditional Owners of the country within the council's boundaries. Today they remain the custodians of the cultural heritage of this land. Our community acknowledges that many Aboriginal and Torres Strait Islander people have lived, worked and contributed to the cultural heritage of Lockhart Shire.
- The people of Lockhart Shire who contributed their time, thoughts and ideas to the creation of the Community Vision.



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