



# LOCKHART SHIRE

## Annual Report 2016 – 2017 Part 1 of 3



Love Locks, Green St, Lockhart

# ANNUAL REPORT 2016-17 PREAMBLE

This report comprises three parts, contained in four separate documents as follows:

- Part 1 – Annual Report 2016-17
- Part 2 – Audited Statements
- Part 3 – State of Environment

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# MAYORAL ANNUAL REPORT

Hello everybody.

I am pleased to have the opportunity to report to you on what has been a challenging and productive year and a year of change.

A new four-year term of Council was ushered in following an ordinary election held on 10 September 2016. Our former Mayor, Peter Yates, did not seek re-election after 17 years as a councillor and eight years as Mayor. I would like to place on record again, as I did at the time, our thanks to Peter for his commitment to the Shire over a long period of time, ably supported by his wife Elayne. I also extend my appreciation to retiring councillors Jim Morgan and Rodney McDonnell for their valuable contribution over a period of four years and eight years respectively.

With the election we welcomed four new councillors, Ian Marston, Andrew Rockliff, Peter Sharp and James Walker who joined returning councillors Max Day, Derek Douglas, Gail Driscoll, Greg Verdon and myself. I have appreciated the way in which all councillors have embraced their role and obligations to the community and for their support in my first term as Mayor.

Our General Manager Mr Rod Shaw retired in January 2017 and we welcomed new General Manager Peter Veneris. Rod successfully steered this Shire through some challenging times, in particular the Fit for the Future process, and can be truly proud of his achievements, especially keeping Lockhart Shire as a stand-alone Council.

The new Council hit the ground running with a series of community consultation meetings across the Shire to engage, inform and consult residents about our plans going forward. The consultations resulted in a revised ten-year Community Strategic Plan (2017-2027) and a new four-year Delivery Program (2017-2021) for the term of the current Council.

Whilst consulting the community on our plans going forward Council also delivered a very significant works program in 2016/17 based on its existing Operational Plan and Budget. Major projects included:

- Widening of Reid Street Lockhart;
- Completion of cycle/walking track to The Rock Hill;
- Continued widening of the Osborne/Yerong Creek Road and The Rock/Mangoplah Road;

- Restoration of flood affected roads;
- Construction of a five lot residential subdivision at Carson Road The Rock and the sale of all five lots;
- Completion of the Community Recycling Centre at the Lockhart landfill;
- Upgrade of Grubbin Road;
- Installation of major culvert on the Urana to Lockhart Road;
- Reconstruction of tertiary treatment ponds at The Rock Sewerage Treatment Plant.

Other preliminary planning and design work undertaken in 2016/17, including applications to secure government funding, will see a continuation of Council's significant works program in 2017/18, particularly with respect to the extension of the sewerage scheme at The Rock, flood mitigation works at Lockhart and The Rock, the construction of stage two of the residential subdivision at Carson Road, The Rock as well as Council's continued participation in the Voluntary Purchase Scheme for flood affected properties.

Detailed planning and design work was also undertaken in relation to planned upgrades of the swimming pools at Lockhart and The Rock. Steering committees with community representation were established to inform the design phase and to provide guidance with the project.

The complete refurbishment of the two swimming pools was premised on Council's application for a special rate variation above the State Government's rate pegging limit. Council's application to the Independent Pricing and Regulatory Tribunal (IPART) however was unsuccessful. Therefore, Council's Draft Budget placed on public exhibition in May/June 2016/17 included Swimming Pools Capital Works totalling \$2 million in 2018/19 and 2019/20 to carry out essential repairs to the Lockhart and The Rock swimming pools. However, Council has also flagged its intention to make representations to Government and pursue grant opportunities which, if successful, will enable the full refurbishment of the swimming pools at an estimated cost of \$4.2million. These efforts will continue in 2017/18.

Much of what is achieved in the Lockhart Shire community would not be possible without the many dedicated volunteers who participate in section 355 committees, sporting clubs, service clubs, progress associations and the wide variety of other community groups present in the Shire.

We once again had the opportunity to acknowledge some of those volunteers at the Australia Day celebrations hosted by the Yerong Creek Organising Committee. Congratulations to Citizen of the Year Mandy Strong, and Australia Day Award recipients Ian McLeod, Narelle McRorie and Kevin Driscoll. There are many others of course who also work tirelessly for their communities and to all of them we say thank you. A Thank You Barbecue was held at Walter Day Park in May 2017 as part of Volunteer Week.

In February 2017 the Council, in conjunction with Lockhart Rotary, held the inaugural "Business Excellence Awards" Dinner where entrants from throughout the Shire were recognised and acknowledged. Due to the success of the Awards evening it is hoped to make it an annual event with plans for a 2018 Business Excellence Awards dinner to be held at The Rock with the support of The Rock Progress Association. To help inspire small to medium businesses in the Shire, Council also participated in a Back to Business Week event with guest speaker Tom O'Toole, who shared his story on how a simple baker revived a struggling bakery and built it into a \$16 million business, namely the Beechworth Bakery. Council also continued the practice of carrying out a survey of all businesses in the Shire and an Investment Attraction Incentives Policy was developed, publicly exhibited and adopted by Council in 2016/17.

I believe much has been achieved in 2016/17 and I look forward to another productive year in 2017/18 with numerous projects in the pipeline. I would like to conclude by once again thanking my fellow councillors, our dedicated staff and our community minded volunteers for all your support throughout 2016/17. It is both an honour and a pleasure to have the opportunity to serve the Shire as Mayor.

Cr Rodger Schirmer  
Mayor



"Peace" by Colin Wiese, Sculpture Trail, Lockhart



# OUR COUNCILLORS

Lockhart Shire residents and ratepayers are represented by the nine-member Lockhart Shire Council equally represented across three wards. Elections are conducted every four years and a full term for a council member is four years.

## Cr. Rodger Schirmer (Mayor)

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## Cr. Derek Douglas

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## Cr. Peter Sharp

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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 2,942 km<sup>2</sup> and with a population of 3,119 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, 62 km east of Narrandera and 105 km north of Albury. The Rock is on the Olympic Highway 25 km south of Wagga Wagga with Yerong Creek another 15 km down the Highway.

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

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

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

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

Other demographic characteristics of the Shire include;

<u>People</u>	3,119
Male	49.3%
Female	50.7%
Median age	46

<u>Marital status</u>	
Married	56.2%
Separated	03.5%
Divorced	07.8%
Widowed	07.9%
Never married	24.6%

<u>Families</u>	802
Average children per family	
– For families with children	2.1
– For all families	0.7
Couple families without children	45.5%
Couple families with children	40.3%
One parent families	13.3%
Other	0.9%

<u>Private dwellings</u>	1,412
Average people per household	2.5
Median weekly household income	\$1,114
Median monthly mortgage repayments	\$1,000

## BUSINESS ACTIVITY

### Mayoral and Councillors Fees and Expenses

During the period 1 July 2016 to 30 June 2017 the following expenses were incurred:

Mayoral Allowance	\$ 24,030.00
Councillor Fees (9 Councillors)	\$ 75,350.26
Provision of Facilities	\$ 0.00
Communication exp. (iPads etc.)	\$ 3,272.45
Conference/Seminar expenses	\$ 9,418.58
Training and skills development	\$ 882.73
Spouse/partner expenses	\$ 0.00
Intrastate travel	\$ 5,607.38
Interstate travel	\$ 0.00
Overseas travel	\$ 0.00
Care and other related expenses	\$ 6,418.18
	<u>\$124,979.58</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.

### Senior Staff

The position of General Manager is the only position classified as senior staff. This position was occupied by Mr Rod Shaw in 2016/2017 until January 2017 and was replaced by Mr Peter Veneris.

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 \$194,836.00.

### 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 care, control and undertake management of functions of Council. Those operative during 2016/2017 are listed below:

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

### Contracts Awarded

During the period 1 July 2016 to 30 June 2017 Council awarded the following contracts in excess of \$150,000:

• State Asphalt Services; Spray Sealing & Emulsion	\$1,114,138.78
• Milbrae Quarries Pty Ltd; Winning & Crushing Gravel	\$ 608,653.55
• Cleanaway Transpacific Ind; Domestic Waste	\$ 174,603.04
• Stabilco Pty Ltd; Heavy Patching	\$ 981,624.00
• Rocla Pty Ltd; Box Culverts Supply	\$ 491,599.99



## Donations

Bidgeemia Hall	\$ 1,500	Annual Subsidy
Milbrulong Hall	\$ 1,500	Annual Subsidy
Pleasant Hills Hall	\$ 3,000	Annual Subsidy
The Rock Hall & Museum	\$ 5,000	Annual Subsidy
Urangeline Hall	\$ 1,500	Annual Subsidy
Yerong Creek Hall	\$ 3,000	Annual Subsidy
Lockhart Rec Ground	\$ 12,500	Annual Subsidy
Osborne Rec Ground	\$ 12,000	Annual Subsidy
Pleasant Hills Rec Reserve	\$ 500	Annual Subsidy
The Rock Rec Ground	\$ 12,500	Annual Subsidy
Yerong Creek Rec Ground	\$ 7,000	Annual Subsidy
Lockhart Show Ground	\$ 3,500	Annual Subsidy
The Rock Show Ground	\$ 1,800	Annual Subsidy
Lockhart & District Historical Society	\$ 2,600	Annual Subsidy
Pleasant Hills Community Hotel	\$ 6,000	Annual Subsidy
Lockhart Central School	\$ 80	Dux Award
The Rock Central School	\$ 50	Dux Award
Spirit of the Land Festival	\$ 10,000	National Farm Art Sculpture Award
Lockhart Rec Ground	\$ 10,000	Contribution upgrade sprinklers
Lockhart Lions Club	\$ 218	Refund of Rates
Senior Citizen's Week - Lockhart	\$ 210	Donation
The Rock	\$ 210	Donation
Yerong Creek	\$ 180	Donation
Lockhart Show Society	\$ 500	Donation
The Rock Show Society	\$ 500	Donation
Dogs NSW Southern Region	\$ 800	Donation
Lockhart Central School	\$ 720	Donation
Lockhart Bowling Club	\$ 500	Donation
Lockhart Show Society	\$ 660	DA fees
Osborne Recreation Ground	\$ 8,000	Contribution to change rooms
Total Subsidies, Contributions and Donations	<u>\$106,528</u>	

## Private Works – Statutory

During the period 1 July 2016 to 30 June 2017 Council did not undertake any subsidised work on private land in terms of Section 67 of the Local Government Act 1993.

Residents can obtain quotes from Council to undertaken Private Works. Council is to ensure appropriate Private Works' charges are set at Delivery Program preparation time. Any Private Works are integrated into Council's Works Program. In 2016/17 Council undertook Private Works to the value of \$40,776.86.

## Rates and charges written off during the year

During the 2016/2017 Financial year rates and charges (exclusive of Pensioner concessions) totalling \$17.23 were written off.

Council provided rate relief to Pensioners during the Financial Year in the sum of \$89,671.11. Council did however receive \$48,586.27 in Pensioner concession rebate from the NSW State Government.



Australia Day 2017 at Yerong Creek – Award recipient Ian McLeod, Citizen of the Year Mandy Strong, Award recipient Narelle McRorie, Australia Day Ambassador Mark Tonelli, and Mayor, Cr Rodger Schirmer

## Animal Control

The larger-sized blocks and predominantly rural setting of the Shire is encouraging for property owners of residential land to harbour both companion animals and some livestock. Overall compliance with regards to animal health, noise and control is generally sufficient.

In instances where further investigation is required, likely as a result of an incident or complaint, Lockhart Shire Council employed the services of the rangers at Wagga Wagga City Council (WWCC). An agreement set forth between the two Councils provided for issues relating to companion animals (including stray and roaming dogs, noise complaints, dog attacks, and trapping of feral cats) being resolved by adequately trained and equipped ranger staff. Unfortunately, due to own staffing shortages WWCC have been unable to service Lockhart Shire. As a result, Lockhart Shire is intending on engaging its own Compliance Officer to deal with companion animals, amongst other compliance matters.

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.



## Public Interest Disclosures

Council has a Public Interest Disclosures Policy in place. *Policy 1.18 Public Interest Disclosures and Reporting* was reviewed by Council during 2016/17 and is available on Council's website.

It is reported that during 2016/17:

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

## Government Information (Public Access) Applications

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

It is reported that during 2016/17 Council received and determined access applications under the GIPA Act as follows:

Number of applications by type of applicant	Access granted in full	Access refused	Information not held	Withdrawn	Total number of applications received
Media	1	-	-	-	1
Members of the public (application by legal representative)	18	-	4	1	23
Applications from members of the public (other)	1	-	-	-	1
<b>Total</b>	<b>20</b>	<b>-</b>	<b>4</b>	<b>1</b>	<b>25</b>

It is further reported that;

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



"Arriving for Work", Pleasant Hills  
by Trevor Bullock

# FINANCIAL SUMMARY

The Audited Financial Statements present the actual financial position and performance of Council for the 2016/17 financial year. Council's Statements have been prepared in accordance with:

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

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

## Summary

Operating surplus before capital grants and contributions:  
\$7.047M Surplus (2016 – \$3.25M Surplus).

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

▲ 37.2% to \$17.28M

**Operating Expenses**

▲ 9.5% to \$10.23M

**Cash and Investments**

▼ 0.5% to \$7.677M (2016 - \$7.715 million).

**Revenue from Rates and Annual Charges**

▲ 2.9% to \$3.145M

This represents 18.2% of Council's total Income from Continuing Operations.

**User Charges and Fees**

▲ 28.6% to \$396,000

**Interest on Investments**

▼ 18.5% to \$194,000

## Loans

\$821,000 balance of loan

## Land Development

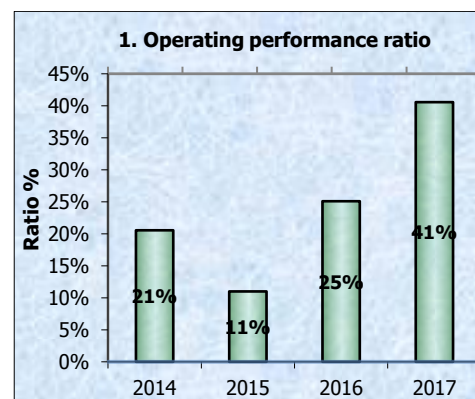
\$219,000 spent on developing Council's real estate holdings.

## Infrastructure, Property, Plant & Equipment

\$6.33M spent on Roads, Culverts & Footpaths.

\$1.02M spent on Plant & Equipment.

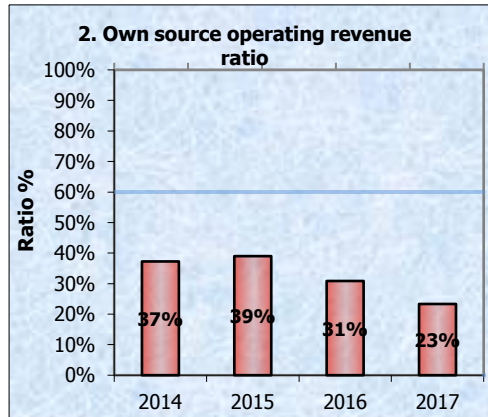
## Operating Performance Ratio



This ratio measures Council's achievement of containing operating expenditure within operating revenue.

The increase in operating performance is due mainly to an advance payment in Financial Assistance Grants of \$1.9M and other one-off grants totalling \$4.5M being recognised as income.

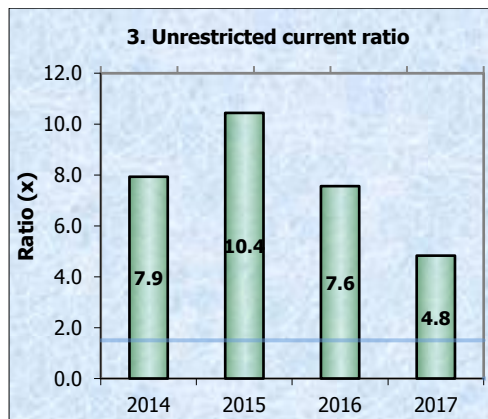
## Own Source Operation Revenue Ratio



This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

One-off grants of \$4.5M has impacted on Council's own Source Revenue ratio.

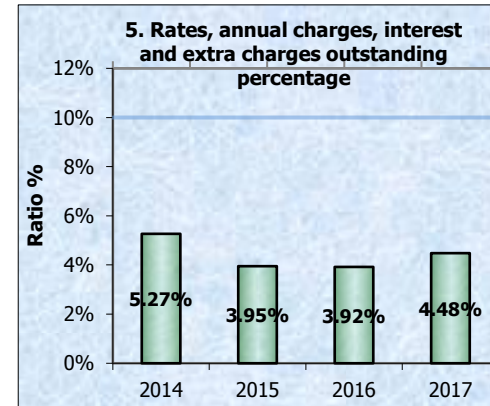
## Unrestricted Current Ratio



To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Council is well above the industry benchmark. Council is in a strong financial position to pay its debts as and when they fall due.

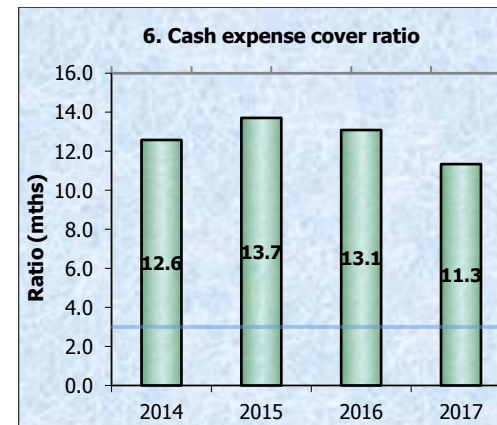
## Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage



To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Council is well within the benchmark for a rural Council. This is a reflection of Council's strong debt collection procedures.

## Cash Expense Cover Ratio



This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Council continues to have a good liquidity ratio which is well above the benchmark.

The Council achieved a surplus in net operating result from continuing operations (including capital contributions) of \$7.09M (2016: \$3.25M) for the year ended 30 June 2017. The net operating surplus for the year before grants and contributions provided for capital purposes is \$7.05M (2016: \$3.25M).

The size of Council's operations has remained relatively consistent over the past three years with increases in rates and annual charges being attributable to the annual permissible increase (1.8% in 2016/2017) for rates and annual charges increase being a combination of CPI and operating costs.

User fees and charges have increased from prior year, due mainly to NSW State Government reimbursements for work performed to establish and implement the Fire & Emergency Services Levy (FESL), even though the State Government ended up not implementing the FESL and maintaining the status quo. Also scrap metal sales resulted in additional revenue of \$31,000.

Operating grants and contributions have increased due to one-off grants for Roads & Maritime Services for storm damage of \$1.67M and Heavy Vehicle Safety & Productivity Programme as well as Fixing Country Roads funding of \$2.3M for roads works to Grubben Rd and the causeway on the Lockhart/Urana Rd. In addition, Roads to Recovery (R2R) for 2017 was more than double the usual annual allocation.

Council received two capital grants for the 2017 financial year. The Lockhart Showground received \$24,000 for a poultry shed and the Milbrulong Hall received \$17,000 for capital improvements.

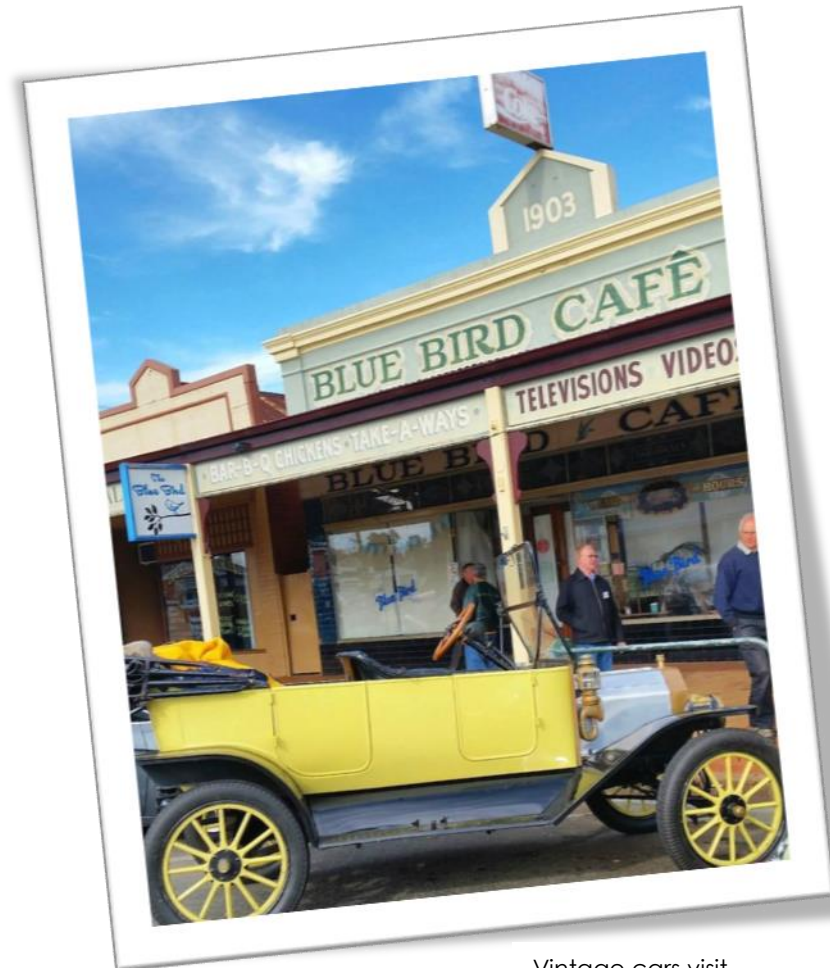
Employee costs have increased due to the wage increase in line with the Local Government Award, plus additional resources required for additional grant funded road projects.

Asset Management has been a focus area for the Council over the last three financial years. This resulted in a slight increase in depreciation expense in 2016, and depreciation for 2017 was consistent with prior year and industry benchmarks.

Council's Audited Financial Statements can be viewed at:

- Council Offices, 65 Green St, Lockhart
- Council's website <http://www.lockhart.nsw.gov.au>

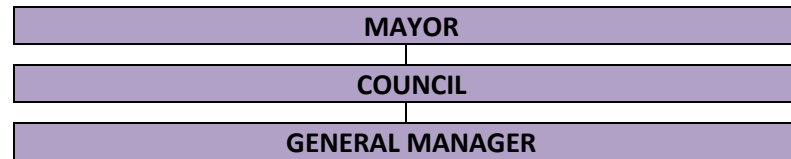
A detailed analysis of Council's Financial Statements can be found in the Audited Financial Statements.



Vintage cars visit  
Green Street, Lockhart

# OUR ORGANISATION

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



**David Webb**  
**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

## 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 next four years.

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

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

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

**Progressing** – projects that are underway but will be finalised.

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



Mission Day, St Joseph's Primary School, Lockhart



# 1. A CONNECTED AND RESILIENT COMMUNITY

## An active and engaged community

### Build capacity, capability and partnerships to encourage sustainable community groups and clubs

Strategic Action Code	Strategy	Action	Status	Comment
A1.1.1	Provide information and advice that supports the sustainability and long-term focus of community groups and clubs.	Collaborate cross-functionally to maintain current insights on the needs of community groups and clubs, and the internal and external funding and training opportunities available to community group members.	Progressing	Council has a comprehensive database to facilitate communicating with community groups and clubs.  Through email, Council's website and community Facebook page, information on funding and training opportunities is distributed to community groups and clubs.
A1.1.1	Provide information and advice that supports the sustainability and long-term focus of community groups and clubs.	Deliver information and advice to community groups and clubs with a view to satisfying sustainability and governance needs.	Progressing	A Procedure Manual is being developed to provide guidance to community based management committees established pursuant to Section 355 of the Local Government Act.
A1.1.2	Within financial means, support and fund Section 355 Committees to manage and maintain Council assets.	Provide an annual financial allocation to support the maintenance of community managed Council assets, and provide information and support to ensure that all maintenance is conducted safely, sustainably and responsibly.	Ongoing	Council has allocated \$15,500 to Public Hall Management Committees and \$52,400 to Recreation Ground and other Management Committees that manage Council facilities on behalf of Council. Support is also provided to community based management committees to assist in securing government grants.

## Ensure the community is informed by improving access to

Strategic Action Code	Strategy	Action	Status	Comment
A1.2.1	Enable mechanisms that ensure that information can be accessed in ways that meet the needs of the community.	Collaborate internally to simplify access to all Council information and advice.	Not progressing	Council plans to investigate the implementation of an electronic document management system to facilitate improved means of recording, accessing, retrieving and disseminating relevant information. An application submitted in 2016-17 for government funding to assist with this initiative was unsuccessful.
A1.2.1	Enable mechanisms that ensure that information can be accessed in ways that meet the needs of the community.	Ensure that the communication channels used by Council meet the needs of the community and are coordinated, accessible and timely.	Ongoing	Council's community surveys have strongly supported Council's Newsletter as the main and preferred method that residents use to access information. Council also uses its Council website and Facebook to disseminate information to the community.

## Support community driven projects

Strategic Action Code	Strategy	Action	Status	Comment
A1.3.1	Facilitate and support partnership programs and projects within the community.	Deliver a financial support program that promotes partnership programs and projects within the community.	Ongoing	This is achieved by providing annual subsidies to section 355 management committees and by partnering with progress associations, service clubs and the Lockhart and District Community Bank in specific projects and grant applications.
A1.3.1	Facilitate and support partnership programs and projects within the community.	Continue to support the Lockhart and District Historical Society through the provision of a facility and support of the exhibits program.	Ongoing	An annual subsidy of \$2,600 was provided to the Lockhart & District Historical Society in 2016/17. Support was also provided through the engagement of a Museum advisor as well as assistance in preparing and lodging various applications for government grants.
A1.3.1	Facilitate and support partnership programs and projects within the community.	Increase volunteering opportunities and participation throughout the Shire.	Ongoing	Through its monthly Newsletter the Council has encouraged community members to join Progress Associations and Community groups. An event to acknowledge and thank volunteers for their efforts was held in the Shire during Volunteer Week.

## Work with stakeholders to ensure our community is safe and well prepared to respond to adversity

Strategic Action Code	Strategy	Action	Status	Comment
A1.4.1	Ensure that Lockhart Shire is well prepared to respond to adversity.	Ensure that the Lockhart Shire Emergency Management Plan is current and that emergency response services are well placed to support our community.	Progressing	An updated Emergency Management Plan is being developed and will be presented to Council for adoption early in the new financial year.  Local Emergency Management Committee (LEMC) meetings continue to be held every four months to facilitate communication and co-operation between the relevant agencies.
A1.4.1	Ensure that Lockhart Shire is well prepared to respond to adversity.	Foster effective detection and suppression of bush fires by maintaining well-equipped fire brigades with adequately trained personnel.	Ongoing	The NSW Rural Fire Service (RFS) is the combat agency for the suppression of bush fires. Council provides financial and other support to the RFS and is represented on the Bush Fire Management Committee.
A1.4.2	Support the community's preparedness for socially and economically challenging times.	Collaborate with relevant agencies and organisations to support their work within the Lockhart Shire.	Ongoing	Council works with many agencies and organisations to improve the level and range of services within our Shire. Initiatives that result from collaborative efforts involve road safety, library services and youth services, as well as Interagency Group meetings held in conjunction with LEMC meetings.
A1.4.4	Strengthen mechanisms that support access and inclusion for our community.	Encourage improved accessibility to community facilities for aged and disabled people.	Ongoing	New accessible toilets were constructed at Walter Day Park Lockhart and The Rock Recreation Ground. A Disability Action Inclusion Plan was developed in 2016-17 and incorporated into Council's Integrated Planning and Reporting documents.
A1.4.5	Promote community safety initiatives within the community.	Support agencies and organisations in the promotion of community safety initiatives.	Ongoing	Through Council's shared resources of Youth Officer and Roads Safety Officer initiatives are promoted on community safety.  Council also convenes regular meetings of the Police and Community Consultation Committee to encourage consultation between the Police and relevant community organisations including schools, licensed premises and community service organisations.

Strategic Action Code	Strategy	Action	Status	Comment
A1.4.5	Promote community safety initiatives within the community.	Ensure effective management of animal control and companion animal issues.	Progressing	Council responds as issues are raised and resources are available. Council has previously engaged Wagga City Council rangers for dealing with issues relating to companion animals. Council proposes to engage its own Compliance Officer next financial year.

## Vibrant community places

Provide, or partner to provide, welcoming and well maintained community spaces and facilities

Strategic Action Code	Strategy	Action	Status	Comment
A2.1.1	Plan, develop and maintain recreational parks and gardens, open spaces, and facilities that respond to the needs of the community.	Use observation and research to gain insight into the community space and facility needs of the community	Ongoing	The community satisfaction survey and community consultation undertaken for the purposes of the Community Strategic Plan review, reinforced the importance of recreation facilities.
A2.1.1	Plan, develop and maintain recreational parks and gardens, open spaces, and facilities that respond to the needs of the community.	Plan all new spaces using place making principles.	Not progressing	New spaces acquired through the Voluntary Purchasing Scheme involving flood affected properties are candidates for master planning by Council.
A2.1.1	Plan, develop and maintain recreational parks and gardens, open spaces, and facilities that respond to the needs of the community.	Work with Committees of Management and Facility Managers to understand and balance maintenance and improvement needs of Council assets.	Ongoing	Council staff work with community based management committees to determine priorities. Ongoing maintenance programs are in place for facilities under council's direct control.
A2.1.2	Ensure the Shires cemeteries are well planned, managed and maintained with support and involvement from stakeholders	Maintain and improve the appearance of cemeteries and liaison with stakeholders.	Ongoing	Cemeteries are being maintained as Council's budget allows. Sprinklers at the Lockhart Lawn Cemetery were replaced in 2016-17.

Strategic Action Code	Strategy	Action	Status	Comment
A2.1.2	Ensure the Shires cemeteries are well planned, managed and maintained with support and involvement from stakeholders	Manage cemeteries in accordance with statutory requirements.	Ongoing	Cemeteries are being administered in accordance with statutory requirements.

## Diverse range of community activities.

### Provide, or partner to provide, diverse cultural and sporting opportunities

Strategic Action Code	Strategy	Action	Status	Comment
A3.1.1	Provide support and spaces to facilitate diverse sporting opportunities.	Provide flexible infrastructure to enable sporting groups to share facilities.	Ongoing	Various community groups share recreational facilities. Pools were operational and had good seasons. No feasibility studies undertaken at this stage.
A3.1.2	Provide support and spaces to facilitate diverse cultural opportunities.	Increase the offering of cultural activities in the community including activities that celebrate our indigenous cultural heritage.	Ongoing	Local artists participate in Eastern Riverina Arts (ERA) programs.  Bundi Aboriginal Tours through The Rock, Lockhart and Galore Hill are available from Wagga and bring international visitors to the Shire.  Bundi Aboriginal Tours also provided a free workshop to Lockhart & District Historical Society on indigenous food and herbs and will be assisting the Museum with improving its indigenous display in including a showcase of how tools and equipment were made.
A3.1.2	Provide support and spaces to facilitate diverse cultural opportunities.	Continue to facilitate and support the provision of Library services throughout the Shire.	Ongoing	Mobile Library Services are provided on an ongoing basis, through Council's membership of Riverina Regional Library, in the towns of Lockhart, Yerong Creek, Pleasant Hills, Milbrulong and The Rock. A public computer terminal is also provided in Council's administration building reception area.

## Facilitate and support our community to deliver vibrant and dynamic community events

Strategic Action Code	Strategy	Action	Status	Comment
A3.2.1	Provide support to events held within the community.	Provide limited financial and in-kind support to community events.	Ongoing	<p>In kind support is provided for many events in the community including planning, marketing and assistance with grant applications from Council's Tourism &amp; Economic Development, Engineering and Corporate Services Departments.</p> <p>Risk and Traffic Management Plans in are co-ordinated by Council for events. Assist groups to access grant funding.</p> <p>Financial support is provided to the Spirit of the Land Festival, Spirit of Christmas, Australia Day Celebrations, Lockhart Vintage Verandah Fest, The Rock Markets, The Rock Triathlon and numerous smaller events. Significant access to Tourism &amp; Economic Development Officer and Directors for support and advice and to facilitate ease of staging events.</p>
A3.2.1	Provide support to events held within the community.	Provide non-financial support to events held in the community.	Ongoing	<p>In kind support is provided for many events in the community including planning, marketing and assistance with grant applications from Council's Tourism &amp; Economic Development, Engineering and Corporate Services Departments.</p> <p>Risk and Traffic Management Plans are co-ordinated by Council for events. Assist groups to access grant funding.</p>
A3.2.2	Deliver a vibrant calendar of events.	Pursue the attraction of key events, touring groups and arts and cultural experiences to the shire.	Ongoing	<p>In addition to supporting the growth of existing annual events Council is continually seeking out new event possibilities including outdoor events and touring groups e.g. establishment of the Lockhart Shire Photo Competition and support for proposed The Rock B&amp;S Ball. The inaugural Lockhart Shire Business Excellence Awards were held in 2016-17 and it is proposed to make the Awards an annual event.</p>

Strategic Action Code	Strategy	Action	Status	Comment
A3.2.2	Deliver a vibrant calendar of events.	Work cross-functionally to develop and distribute a calendar of events.	Ongoing	<p>Event application forms are completed by community groups and reviewed by Council's Engineering Department with respect to risk management. Council is working closely with the community and Regional Development Australia, REROC and Eastern Riverina Arts to ensure a selection of events.</p> <p>Advertising and listing of events is undertaken through Destination NSW, Riverina Regional Tourism, Lockhart Shire Tourism and within the Eastern Riverina Destination Management Organisation as well as in conventional advertisements and advertorials.</p> <p>Neighbouring Councils are also provided with event information for promotion in newsletters, social media and in Visitor Information Centres. Council also has an Advertising partnership with Wagga.</p>



Street Stalls, Spirit of the Land Festival, Lockhart

## Supported, inclusive and engaged communities

Ensure that our services are accessible to all of our community

Strategic Action Code	Strategy	Action	Status	Comment
A4.1.1	Services are accessible to all relevant community members.	Service information is communicated to the community.	Ongoing	Council has adopted many strategies to promote and communicate available services to the community and groups, e.g. website, Facebook, monthly Newsletters and e-mails to community clubs and groups.
A4.1.1	Services are accessible to all relevant community members.	All services are provided from safe and accessible facilities.	Ongoing	Council has a program to inspect buildings for safety and accessibility.



2017 ANZAC Day Dawn Service, The Rock



## Support our children and young people

Strategic Action Code	Strategy	Action	Status	Comment
A4.2.1	Understand and respond to the development and support needs of young people and children within the Shire.	Work with appropriate organisations to remain abreast of the needs of local young people and children.	Ongoing	Council's shared Youth Officer has a program which includes activities for youth and the Youth Officer engages with schools in the Shire to communicate these activities and get feedback on potential future activities.  A Youth Advisory Committee was established in 2016-17 to provide a forum for young people to raise relevant issues.
A4.2.2	Develop and Implement the Early Years and Youth Development Plan.	Use insights to develop an Early Years and Youth Development Plan that responds to the needs of children and young people.	Progressing	Council staff and shared Youth Officer will continue to develop a program which will be incorporated into Council's Youth Action Plan.
A4.2.2	Develop and Implement the Early Years and Youth Development Plan.	Support the delivery of a Youth Officer within the Shire in partnership with neighbouring Councils.	Completed	Council's Youth Officer is engaged as part of a shared resources agreement between Greater Hume and Lockhart Shire Councils.
A4.2.3	Provide facilities for early years and young people.	Develop facilities that encourage the wellbeing of young people and children.	Ongoing	Achieved by the use of current facilities within the Shire, e.g. school gym and community halls. New tennis courts at the Yerong Creek Recreation Ground and new netball courts at the Lockhart Recreation Ground will further provide quality facilities to encourage the well-being of our younger demographic.
A4.2.3	Provide facilities for early years and young people.	Advocate for the extended use of school and community facilities for early years and youth activities.	Ongoing	Action taken as necessary in response to community requests, e.g. Council has established an Out of School Hours program at The Rock.
A4.2.3	Provide facilities for early years and young people.	Deliver and maintain safe and fun playgrounds.	Ongoing	There were no reported incidents at Shire playgrounds in 2016-17. A program of Inspections and maintenance is being undertaken.
A4.2.3	Provide facilities for early years and young people.	Continue to manage the Youth Flats to assist in meeting the housing needs of young people in the Shire.	Ongoing	Council has operational procedures in place to inspect, monitor and attend to matters at its youth flats.

**Provide support and opportunities to celebrate our older residents**

Strategic Action Code	Strategy	Action	Status	Comment
A4.3.1	Provide opportunities for older residents to come together and interact.	Support the implementation of structured groups and activities that support opportunities for older people to socialise.	Ongoing	Council provides financial support for Seniors Week. Council continues to work with Men's Sheds at The Rock and Lockhart and other groups that cater for the elderly in exploring opportunities for programs and grants.  Road safety programs for older drivers are held periodically.
A4.3.1	Provide opportunities for older residents to come together and interact.	Encourage the planning and inclusion of older people in all community activities, events and projects to encourage their participation.	Ongoing	Provide financial support was provided for Seniors Week activities in Lockhart, The Rock and Yerong Creek.



Aqua Classes, Lockhart Pool

## 2. A DYNAMIC AND PROSPEROUS ECONOMY

### Well planned landscaping, streetscape and infrastructure

#### Manage and improve the appearance of our towns

Strategic Action Code	Strategy	Action	Status	Comment
B1.1.1	Develop and implement a long-term town beautification plan for each of the shires towns.	Develop a long-term beautification plan for Lockhart and The Rock.	Not commenced	Subject to funds being allocated in Operational Plan Budget allocation being.
B1.1.1	Develop and implement a long-term town beautification plan for each of the shires towns.	Undertake planning and scoping for the development of long term beautification plans for Milbrulong, Yerong Creek, and Pleasant Hills.	Not commenced	Subject to funds being allocated in Operational Plan Budget allocation being.
B1.1.2	Provide clean and aesthetically pleasing streets.	Implement the annual maintenance program within each town and ensure that services including litter bin collection and street cleaning are conducted during peak periods at a level that is acceptable to the community.	Ongoing	Litter is being collected regularly and additional services are provided when requested.



New toilet block and streetscaping at Walter Day Park, Lockhart

## Improve the convenience and amenity of our towns

Strategic Action Code	Strategy	Action	Status	Comment
B1.2.2	Better understand the retail and commercial sector to assist and support a response to filling service gaps.	Undertake a bi- annual retail and commercial audit of the shire to better understand the commercial and retail mix.	Progressing	Council continues to maintain an online business directory to ensure comprehensive list of businesses and is supported by a survey of Shire businesses undertaken annually.
B1.2.2	Better understand the retail and commercial sector to assist and support a response to filling service gaps.	Utilise accurate economic insights to support the establishment of businesses that respond to identified retail and commercial service gaps.	Ongoing	<p>An annual survey of all businesses is undertaken to capture relevant information and feedback from the business community.</p> <p>Council provides potential new and existing businesses with data, information and assistance to ensure every opportunity to develop and flourish.</p> <p>A new residents' kit has been compiled including potential business opportunities and promotion of industrial land.</p> <p>A Crowe Horwath feasibility study exploring economic development opportunities was received and considered in 2016-17.</p> <p>An Investment Attraction Incentives policy was developed and adopted by Council in 2016-17.</p>
B1.2.3	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres.	Support and promote the business community in projects that aim to attract locals and visitors to shop within the town centres.	Ongoing	<p>Lockhart is promoted as being open for business on the weekend via print, online, radio and social media campaigns.</p> <p>A 'Go Local in Lockhart Shire' campaign promoting local purchasing was undertaken.</p> <p>The inaugural Lockhart Shire Business Excellence Awards were held in 2016-17.</p> <p>An updated Economic Development Strategy was adopted by Council in 2016-17.</p>

## Advocate for the improvement of infrastructure that supports our rural business

Strategic Action Code	Strategy	Action	Status	Comment
B1.3.1	Improve television, mobile and internet coverage throughout rural areas.	Advocate on behalf of the Lockhart Shire community for improved television, mobile and internet coverage throughout the shire, in particular in the rural areas of our shire.	Ongoing	Representations are made when opportunities arise. NBN now available in Lockhart and The Rock through a fixed wireless service. An application under the "Connecting Communities" stream of the Regional Growth Fund is being planned for next financial year.
B1.3.2	Increase the use of rail for agricultural transportation.	Continue to advocate on behalf of the Lockhart Shire community to support long term, sustainable and responsive use of the rail for agricultural transportation.	Ongoing	Council continues to advocate for rail line upgrades and usage. An application has been submitted under the Fixing Country Rail Program for the upgrading of the Boree Creek to The Rock rail line to heavy rail.

## An available skilled labour work force

### Develop the skills and employment opportunities of our residents

Strategic Action Code	Strategy	Action	Status	Comment
B2.1.1	Encourage a culture of lifelong learning.	Promote community stories that celebrate academic achievements via Council's publications and communications.	Ongoing	Achievements are acknowledged through the community Newsletter and Councils Facebook page.  Council representatives also attend School functions to sponsor and present academic awards.
B2.1.1	Encourage a culture of lifelong learning.	Support and promote community groups, organisations and services that deliver learning and education opportunities.	Ongoing	Council supports relevant regional workshops that provide opportunities e.g. social media workshops, VIC training road safety training for young ("L") drivers.

## Attract skilled people to the region

Strategic Action Code	Strategy	Action	Status	Comment
B2.2.2	Attractively promote the shire and available skilled and professional positions throughout the region, in particular health and medical based positions.	Through the implementation of Council's Marketing Strategy, regularly promote the shire as a positive place to live and work.	Ongoing	Council undertakes ongoing promotion of Lockhart Shire as a great place to visit and to live through print, radio, regional and national websites and through social media.

## Supported small to medium enterprises

### Improve businesses' ability to access information and support

Strategic Action Code	Strategy	Action	Status	Comment
B3.1.1	Increase the knowledge of local businesses within the shire.	Maintain and provide an up-to-date database of local businesses in the Lockhart Shire.	Ongoing	A database of local retail and commercial businesses in the Lockhart Shire is being maintained through research, business survey responses and ABN numbers.  Businesses also encouraged to participate in the annual business survey and business excellence awards.
B3.1.2	Support the ongoing development and sustainability of businesses within the shire.	Work with relevant stakeholders to provide reliable and relevant information on business support activities to local businesses.	Ongoing	Council liaises with Regional Development Australia, REROC, Riverina Business Enterprise Centre, Riverina Regional Tourism and other key stakeholders to provide relevant information to businesses electronically and in newsletters.  An Investment Attraction Incentives policy was developed and adopted by Council in 2016-17.
B3.1.3	Support the availability of economic and community insights to better inform business development.	Make information such as economic profile and key trends publicly available from Council.	Ongoing	An economic profile of Lockhart Shire is available on Council's website. The New Residents Kit is updated as new information becomes available. Interactive Start Up Business information is also available on Council's website.

## Foster a supportive business culture through networking and training

Strategic Action Code	Strategy	Action	Status	Comment
B3.2.1	Initiate and actively participate in local business association meetings	Investigate the need and feasibility of establishing local business association groups within each town.	Ongoing	<p>Council encourages business members to join the local Progress Associations.</p> <p>The inaugural Lockhart Shire Business Excellence Awards were held in 2016-17 and will become an annual event.</p> <p>Council convened a business networking event with a guest speaker to celebrate Back to Business Week in March 2017.</p>
B3.2.1	Initiate and actively participate in local business association meetings.	Ensure Council representation and support for the Tourism and Economic Development Committee.	Ongoing	<p>The Tourism and Economic Development Committee (TEDSC) is well represented throughout the Shire by Council and Community representatives.</p> <p>The Committee continues to meet on a monthly basis and the reports and recommendations of the Committee are tabled at the monthly Council meetings.</p>
B3.2.2	Foster and promote strong and effective leadership within local businesses associations.	Support strong business and community leadership within the Tourism and Economic Development committee.	Ongoing	<p>Tourism and Economic Development Committee is strongly represented by community and businesses throughout Shire.</p> <p>An updated Economic Development Strategy was and an investment Attraction incentives Policy was adopted by Council in 2016-17 with input from the Committee.</p>



Inaugural Lockhart Shire Business Excellence Awards 2017

## Strengthen business relations

Strategic Action Code	Strategy	Action	Status	Comment
B3.3.1	Regularly communicate with local businesses to understand how to improve Council's services, business confidence, and identify inhibitors to development.	Continue to offer a variety of opportunities for businesses to communicate with Council, including both formal and informal methods.	Ongoing	<p>Council's Tourism and Economic Development Officer visits all shop front businesses in Lockhart, The Rock, Yerong Creek and Pleasant Hills on a regular basis.</p> <p>Ongoing support is provided via email, telephone, online, social media and face to face meetings.</p> <p>An annual business survey is undertaken also undertaken by Council.</p>
B3.3.1	Regularly communicate with local businesses to understand how to improve Council's services, business confidence, and identify inhibitors to development.	Maintain strong and regular contact with major businesses within the Shire.	Ongoing	<p>Council's Tourism and Economic Development Officer visits all shop front businesses in Lockhart, The Rock, Yerong Creek and Pleasant Hills on a regular basis.</p> <p>Ongoing support is provided via email, telephone, online, social media and face to face meetings.</p> <p>An annual business survey is undertaken also undertaken by Council.</p>
B3.3.1	Regularly communicate with local businesses to understand how to improve Council's services, business confidence, and identify inhibitors to development.	Maintain Council owned shops and offices in good order and condition	Ongoing	Council owned buildings are being maintained as required.
B3.3.2	Celebrate business excellence within the shire.	Continue to recognise and reward business excellence by communicating local success in marketing materials	Ongoing	<p>The inaugural Lockhart Shire Business Excellence Awards were held in 2016-17 and will become an annual event with the support of the Rotary Club.</p> <p>An eight-week spring shopping campaign "<i>Lockhart - Shop the Spirit and Win</i>" was undertaken.</p> <p>Business achievements are promoted on the Lockhart Shire Shopping Facebook page, in the Riverina Regional Tourism's Insider guide and social media outlets.</p>



Strategic Action Code	Strategy	Action	Status	Comment
B3.3.3	Continue to employ a Tourism/Economic Development Officer to implement economic priorities.	Support ongoing financial allocations to ensure the ongoing sustainability of the Economic Development officer position.	Completed	The position of Economic Development Officer and related activities were funded in the 2016-17 budget.

#### Work in partnership with stakeholders to attract new businesses to our Shire

Strategic Action Code	Strategy	Action	Status	Comment
B3.4.1	Provide strong strategic direction for economic development within the shire.	Implement the Lockhart Shire Economic Development Strategy.	Progressing	<p>A Crowe Horwath feasibility study exploring economic development opportunities was received and considered in 2016-17.</p> <p>An updated Economic Development Strategy was endorsed by Council in 2016-17 and short, medium and long-term priorities adopted.</p> <p>An Investment Attraction Incentives Policy was developed and adopted by Council in 2016-17.</p>
B3.4.1	Provide strong strategic direction for economic development within the shire.	Develop and implement a destination marketing strategy for Lockhart Shire.	Progressing	A 2016-2020 Tourism and Lifestyle Marketing Plan has been developed to provide direction for tourism and lifestyle marketing to contribute to increased visitor awareness, increased length of stay, and Increased visitor spend. The Marketing Plan has strategic links to Council's Tourism and Economic Development Strategy.
B3.4.2	Continue to support the growth of the business and industry sector within the shire.	Provide incentives to new businesses to start up in Lockhart Shire, including reduction of red tape at all levels of government, and availability of serviced Industrial land.	Ongoing	<p>An Investment Attraction Incentives Policy was developed and adopted by Council in 2016-17.</p> <p>Council participated in the Grain Harvest Management Scheme in 2016-17 to assist local producers.</p>
B3.4.2	Continue to support the growth of the business and industry sector within the shire.	Actively work to attract industries that add to our agriculture sector.	Ongoing	<p>Council's Economic Development Strategy includes targeting new agri businesses at Council's industrial parks.</p> <p>Promotion of serviced blocks at the Industrial Park is ongoing.</p>

Strategic Action Code	Strategy	Action	Status	Comment
B3.4.2	Continue to support the growth of the business and industry sector within the shire.	Support businesses establishing within the shire with appropriate information and contacts to facilitate their establishment.	Ongoing	Council provides ongoing support to new, developing and existing businesses. Assistance includes property location assistance, familiarisation tours, business case assistance, industry networking, business profile and marketing assistance and community engagement.
B3.4.4	Promote positive images of the Lockhart Shire as a dynamic and versatile community.	Work to ensure that a professional image of the Lockhart Shire is presented through media and throughout publicity campaigns.	Ongoing	Achieved by Council producing well-written editorials, advertisements and brochures supported by high-quality images.
B3.4.4	Promote positive images of the Lockhart Shire as a dynamic and versatile community.	Continue to develop the Lockhart Shire Council photographic database.	Ongoing	As a result of the Lockhart photographic competition in conjunction with Spirit of the Land Festival and seeking high-quality images via Council's Facebook page, Council now has a database of high-quality images of the Shire.



Daryl Maguire, MP announces funding for a new poultry pavilion to be constructed at the Lockhart Showgrounds

## A thriving tourist economy

### Improve the image of the Lockhart Shire for tourists

Strategic Action Code	Strategy	Action	Status	Comment
B5.1.1	Promote the Lockhart Shire outside of the region as an attractive tourist destination.	Develop and implement a tourism marketing campaign to promote the shire.	Progressing	<p>A 2016-2020 Tourism and Lifestyle Marketing Plan has been developed to provide direction for tourism and lifestyle marketing.</p> <p>The enhancement of the Lockhart Shire Tourism page and additional online presence on Destination NSW, Riverina Regional Tourism, Tripadvisor and other sites has resulted in an increase in visits to the Lockhart Shire Tourism website.</p> <p>Council's Facebook pages also have a positive result, with a strong number of followers including international followers.</p>
B5.1.1	Promote the Lockhart Shire outside of the region as an attractive tourist destination.	Promote Lockhart Shire throughout the region.	Ongoing	<p>The promotion of a 3-star Caravan Park, pet friendly destination, increased attractions, events and outdoor experiences as well as promoting "Open for Business on the Weekend", are all key to attracting regional visitors.</p> <p>Online, print and social media as well as liaison with neighbouring Councils to cross promote events and attractions has been beneficial and has ensured a positive image of Lockhart as an attractive and enjoyable tourist destination.</p> <p>Caravan Park numbers were affected by state wide flooding in 2016-17 however visitor numbers recorded at the Visitor Information Centre show a continued increase on the previous year.</p> <p>National parks and Wildlife Service vehicle data collection shows The Rock Hill continues to experience strong visitation.</p>

Strategic Action Code	Strategy	Action	Status	Comment
B5.1.2	Ensure high quality signage throughout the shire.	Develop a signage strategy that ensures all directional and tourism signage is consistent, clear and maintained in an appropriate manner.	Progressing	<p>New signage for directional and tourism purposes is to be in keeping with the heritage theme of the Shire, whilst being attractive and informative. Examples include the new signs at Lockhart Caravan Park, Galore Hill and the Industrial Park.</p> <p>A shire wide signage strategy was put on hold during the "Fit for the Future" consultations and needs to be revived.</p>

#### Better use of our natural strengths and assets to build our tourist sector

Strategic Action Code	Strategy	Action	Status	Comment
B5.2.1	Promote Lockhart Shire as a place of great environmental diversity and interest.	Explore promotional publications that focus on showcasing the environmental diversity and opportunities within the shire.	Ongoing	<p>An increased number of online sites are being utilised to promote The Rock Hill Nature Reserve and Galore Hill as are print mediums.</p> <p>Outdoor activities, natural fauna and flora are being actively promoted including cycling and mountain bike riding.</p> <p>Galore Hill is undergoing improvements and a new brochure featuring upgrades has been distributed to neighbouring VICs. The National parks and Wildlife Service is proposing a new brochure for The Rock Hill.</p>
B5.2.1	Promote Lockhart Shire as a place of great environmental diversity and interest.	Ensure that Council promotional material references our Shire's key tourism benefits.	Ongoing	<p>Online information on The Rock Hill Nature Reserve and Galore Hill continues to be improved, and both attractions include new information on line, as does the Riverina Regional Tourism and Destination NSW websites.</p> <p>All print and online media promote the 'Great Outdoors' including key landmarks, extensive range of outdoor activities, natural fauna and flora.</p> <p>Nature and outdoor activities are being promoted through social media.</p>

Strategic Action Code	Strategy	Action	Status	Comment
B5.2.2	Explore tourism opportunities, developments and partnerships that are based on our natural assets such as eco-tourism activities and cycle tourism.	Actively pursue opportunities for the establishment of eco-tourism ventures within the shire.	Ongoing	<p>Opportunities for eco-tourism and additional opportunities for outdoor pursuits including walking, orienteering, cycling, mountain biking, abseiling and rock climbing are being promoted including mountain biking and ground level fossicking in Brookong State Forest and Milbrulong State Forest.</p> <p>Geo caching around the Shire is being actively promoted.</p> <p>The completion of a walking / cycle track between The Rock township and The Rock Hill by Council will open up further opportunities.</p> <p>Wagga based Bundyi Cultural Tours which commenced operation in October 2016 encompasses The Rock Hill Nature Reserve (Kengal) and Galore Hill as well as scar tree sites.</p>
B5.2.2	Explore tourism opportunities, developments and partnerships that are based on our natural assets such as eco-tourism activities and cycle tourism.	Maintain current insights on the eco-tourism industry.	Ongoing	<p>Council continues to liaise with relevant authorities regarding current trends and future possibilities including cultural eco and Indigenous tours and guides.</p> <p>Tourism website and other pages promote eco-tourism activities and cycle tourism.</p>
B5.2.3	Ensure that all infrastructure within our reserves, including parking, signage and walkways, is maintained to a high standard.	Annually inspect all infrastructure within Council reserves to assess maintenance and upgrade needs.	Ongoing	<p>Parks and reserves are being inspected and maintained as required and within budget.</p> <p>Council appointed, volunteer based management committees and sporting groups also assist with upgrades and maintenance.</p>
B5.2.3	Ensure that all infrastructure within our reserves, including parking, signage and walkways, is maintained to a high standard.	Maintain a schedule of works to maintain and upgrade infrastructure within Council's reserves.	Ongoing	Works are being undertaken in accordance with the adopted schedule and budget.
B5.2.3	Ensure that all infrastructure within our reserves, including parking, signage and walkways, is maintained to a high standard.	Support maintenance of reserves and public open space that is not owned or managed by Council.	Ongoing	Requests/complaints regarding non-council owned or managed sites are forwarded to appropriate authority as required.

### Develop infrastructure to support our tourist sector

Strategic Action Code	Strategy	Action	Status	Comment
B5.3.1	Explore opportunities to develop tourism beds within the shire.	Undertake a feasibility review to explore the accommodation gaps, needs and opportunities within the shire.	Progressing	<p>A Crowe Horwath feasibility study exploring economic development opportunities was received and considered in 2016-17.</p> <p>There are accommodation gaps in the Shire, with a potential for further farm stays and B&amp;Bs as well as accommodation for active holidays, particularly at The Rock.</p> <p>Council's Development Control Plan was reviewed in order to may provide more opportunities for those looking to provide short term accommodation.</p>
B5.3.1	Explore opportunities to develop tourism beds within the shire.	Ensure that the caravan park is operated and maintained to provide a clean, convenient and attractive facility for tourists and longer stay patrons.	Progressing	<p>Management regime to be reviewed at conclusion of current management contract.</p> <p>Detailed schedule of works to be developed to ensure compliance.</p>

### Develop partnerships that support our tourism industry

Strategic Action Code	Strategy	Action	Status	Comment
B5.4.1	Continue involvement in appropriate regional and state tourism bodies.	Ensure appropriate Council representatives are involved in regional and state groups and bodies.	Ongoing	<p>The Tourism and Economic Development Officer (TEDO) is a director on the Riverina Regional Tourism Board and attends both board and member meetings.</p> <p>The TEDO was also a Board member of Eastern Riverina Arts until December 2016.</p> <p>The TEDO regularly liaises with position counterparts in neighbouring and nearby local government areas.</p>
B5.4.2	Partner with neighbouring shires to facilitate the promotion of the region.	Partner with Riverina Regional Tourism and neighbouring Councils to promote the region.	Ongoing	<p>Council works with all Councils in Riverina Regional Tourism to promote Lockhart Shire and the surrounding region. Council also participates in Taste Riverina, Riverina Local campaigns, Sunrise promotion and Wagga Wagga partnership.</p>

# 3. AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

## Protected biodiversity and open space

Provide excellent nature reserves and protected areas within our community

Strategic Action Code	Strategy	Action	Status	Comment
C1.1.1	Continue to manage the biodiversity of Galore Hill and The Rock Hill, through plantings and pest management.	Undertake annual inspections and spraying of noxious weeds in Galore Hill.	Ongoing	Noxious weeds inspections and control activities are carried out on an ongoing basis.  A biodiversity assessment was carried out on Galore Hill with the support of Riverina Local Land Services Community Grants. The biodiversity assessment will be used by Council staff to revise the Galore Hill Scenic Reserve Plan of Management.
C1.1.1	Continue to manage the biodiversity of Galore Hill and The Rock Hill, through plantings and pest management.	Undertake annual inspections and treatment as necessary of feral pests in Galore Hill.	Ongoing	Inspections and control activities are carried out on an ongoing basis.
C1.1.1	Continue to manage the biodiversity of Galore Hill and The Rock Hill, through plantings and pest management.	Continue to provide ongoing information to State authorities regarding reported or identified pest and weed outbreaks within The Rock Hill reserve.	Ongoing	Any knowledge of issues are reported to the appropriate authority as required.

Strategic Action Code	Strategy	Action	Status	Comment
C1.1.4	Promote the protection of our water catchment and riparian zones.	Prepare vegetation studies and associated management plans for roadside and other significant areas.	Ongoing	<p>The remnant vegetation program is being implemented and works crews have been trained in management of vegetation.</p> <p>Council in conjunction with Wagga Wagga City Council has submitted an application to the Local Government NSW Council Roadside Reserves Environmental Grants Program for \$88 000 in grant funding. The grant program aims to help Councils work towards best practice roadside environmental management, and will allow the participating Councils to: engage a consultant to undertake a rapid assessment of the current roadside vegetation condition, and provide a mapping layer to illustrate this information; revise Council's Roadside Vegetation Management Plan.</p>
C1.1.4	Promote the protection of our water catchment and riparian zones.	Support environmental health of our Shire's waterways.	Ongoing	<p>Effluent discharge is regularly tested and is in accordance with licence requirements.</p> <p>On ground works for the Burkes Creek Reserve Environmental Weed Control Project commenced in June 2017. This project, funded through the NSW Government's Public Reserves Management Fund Program, has been initiated to control the significant amount of environmental weeds that have established on the Burkes Creek banks. These environmental weeds could cause a reduction in water flow through this area, and disperse seed which could establish further downstream.</p>
C1.1.4	Promote the protection of our water catchment and riparian zones.	Liaise with relevant groups and agencies to ensure that all parties are kept up to date in regards to current programs.	Ongoing	Council staff have undertaken education and community projects to increase awareness.



Strategic Action Code	Strategy	Action	Status	Comment
C1.1.5	Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards.	Promptly investigate and report on matters considered as having significant environmental impact.	Ongoing	<p>Nil issues raised.</p> <p>Council's policy regarding authority to take enforcement action was reviewed and updated in 2016-17.</p> <p>Council operates its sewerage treatment plants in accordance with licence requirements.</p>

### Increase the amount of native flora throughout the shire

Strategic Action Code	Strategy	Action	Status	Comment
C1.2.1	Encourage native plant choices throughout the community.	Provide regular information to the community via Council's communications and publications encouraging native plant choices.	Ongoing	Information is provided to residents periodically and as requested.
C1.2.2	Increase the native plants used in community areas throughout the shire.	Develop a policy that plans for native vegetation use throughout all Council property.	Progressing	Guidelines for the planting of native vegetation have been established.
C1.2.2	Increase the native plants used in community areas throughout the shire.	Continue to assess the most appropriate street trees for planting in Lockhart Shire and where appropriate reflect native choices in the Shire's Street tree planting plans.	Ongoing	Trees are assessed as required and when trees are removed an appropriate species planted.



"Experienced Tour Guide", Galore Hill  
by Annette Wheaton

## Decreased occurrence, spread and impact of weeds and pests throughout our shire

Strategic Action Code	Strategy	Action	Status	Comment
C1.4.1	Implement weed management practices in response to outbreaks throughout the Shire and actively work to prevent outbreaks.	Provide information and advice to farmers and the community about weed control and prevention on their properties.	Ongoing	Council Environmental Officer proactively works with farmers as well as other significant landholders e.g. operators of the rail way line in relation to land adjoining the lines.  Monthly reports regarding the weeds spraying program, property inspections and weed outbreaks are included in the Council newsletter.
C1.4.1	Implement weed management practices in response to outbreaks throughout the Shire and actively work to prevent outbreaks.	Continue to respond appropriately to outbreaks of weeds throughout the shire.	Ongoing	Council's Weed Action program continues to be implemented with progress reports tabled at the monthly Council meetings.  Council's Environmental Officer has also completed the necessary training required for appointment as an 'authorised officer' under the new Biosecurity Act which comes into force on 1 July 2017 and replaces the Noxious Weeds Act.

## Responsible energy use

### Ensure that Councils buildings and facilities are environmentally sensitive

Strategic Action Code	Strategy	Action	Status	Comment
C2.1.1	Where practical improve the energy efficiency of Council buildings throughout the shire.	Ensure all new Council buildings and facilities incorporate energy efficient design.	Ongoing	Any new buildings are designed with energy efficiency in mind as appropriate.  The plans for the proposed new Lockhart and The Rock Swimming pool amenities buildings incorporate energy efficiency designs.
C2.1.1	Where practical improve the energy efficiency of Council buildings throughout the shire.	Ensure that all retrofitting works on existing Council buildings and facilities incorporate energy efficient design where practicable.	Ongoing	Where practical any modifications include energy efficient design.  No retrofitting works were carried out on Council owned buildings in 2016-17.

## Ensure responsible development practices are exercised

Strategic Action Code	Strategy	Action	Status	Comment
C2.3.1	Through the Lockhart Local Environment Plan and Building Codes, incorporate environmentally sustainable design principles & development specific conditions into all new residential, rural and commercial developments and subdivision plans.	Encourage ESD principles & development specific conditions in new developments by promotion, appeal & instruction to developers.	Ongoing	All developments are assessed and determined in accordance with statutory requirements.

## Sustainable water, waste and transport

### Improve water saving and re-use practices

Strategic Action Code	Strategy	Action	Status	Comment
C3.1.2	Continue to explore the feasibility of water conservation practices throughout all Council works, and incorporate water saving and reuse features to all Council building and retrofitting projects.	Conduct a review of water use practices within Council works and identify areas for potential savings and reuse.	Progressing	Quarterly water consumption accounts are analysed to monitor water usage.
C3.1.3	Investigate the use of recycled water on Council's sporting grounds and parks.	In co-operation with Riverina Water, undertake a feasibility study on the use of recycled water on all the shire's sporting grounds and parks.	Not Progressing	No work has been undertaken in relation to the proposed study at this stage.

## Utilise effective waste management throughout the community

Strategic Action Code	Strategy	Action	Status	Comment
C3.2.1	Provide efficient and sustainable waste management practices.	Develop and implement a Waste Management Strategy for the shire that includes strategies for waste, recycling and roadside litter removal.	Progressing	Tenders have been invited for the renewal of Council's waste collection contract which will provide additional options including an organic waste collection service.
C3.2.1	Provide efficient and sustainable waste management practices.	Ensure satisfactory collection and disposal of waste and litter at approved sites in accordance with legislative requirements, thus providing a healthy environment for the community.	Ongoing	Minimal complaints were received in relation to the waste collection service in 2016-17.  Annual waste reports are provided to the Environment Protection Authority in accordance with regulative requirements.

## Environmental engagement

### Foster the communities' pride in its natural assets

Strategic Action Code	Strategy	Action	Status	Comment
C4.2.1	Investigate opportunities to promote community pride in Lockhart Shire's natural assets.	Where appropriate provide support and information to community members who are involved in environmental projects and endeavours.	Progressing	Recycling at Landfill sites and a chemical recycling program were introduced in 2016-17.  A Galore Hill Biodiversity Field Day was held in June 2017 at which the results of the Galore Hill biodiversity assessment were presented.
C4.2.1	Investigate opportunities to promote community pride in Lockhart Shire's natural assets.	Encourage formation of community groups that actively protect and promote our natural assets.	Progressing	The Galore Hill Community Network has been established and will provide interested parties with a platform to communicate with others in relation to the reserve and provide expert advice with respect to the management of the reserve.

# 4. INFRASTRUCTURE FOR THE LONG TERM NEEDS OF THE COMMUNITY

## Infrastructure that facilitates an active community

### Plan for the sustainable use of transport in townships

Strategic Action Code	Strategy	Action	Status	Comment
D1.1.1	Continue to implement the Lockhart Shire Pedestrian and Mobility Plan that plans for the future maintenance and development of pathways throughout the shire.	Construct shared walking and cycling paths that link key community, retail and residential areas of Lockhart and The Rock.	Progressing	The footpath construction along Emily Street, The Rock has been completed.
D1.1.1	Continue to implement the Lockhart Shire Pedestrian and Mobility Plan that plans for the future maintenance and development of pathways throughout the shire.	Continue to improve the number of walking and cycle tracks throughout the Shire – particularly those that link key tourist areas and sites.	Progressing	The cycling / walking track between The Rock township and The Rock Hill has been completed.
D1.1.1	Continue to implement the Lockhart Shire Pedestrian and Mobility Plan that plans for the future maintenance and development of pathways throughout the shire.	Continue to maintain the existing footpath network.	Ongoing	Footpath inspections and maintenance is occurring in accordance with Council's budget.
D1.1.1	Continue to implement the Lockhart Shire Pedestrian and Mobility Plan that plans for the future maintenance and development of pathways throughout the shire.	Develop a schedule of works for pathway development for the next 5 years.	Ongoing	A new 5-year Pedestrian Access and Mobility Plan (PAMP) is being developed and due for completion in 2017-18.

Strategic Action Code	Strategy	Action	Status	Comment
D1.1.2	Promote connected trails and on-road paths for improved community use.	Ensure that all tourist and related promotional material reference the shire's trails and pathway network.	Progressing	<p>Submission of the Lockhart Sculpture and Heritage Trail resulted in a "Highly Commended" at the 2016 Inland Tourism Awards. Council's brochure continually updated and a new map featuring sculptures in Lockhart is available separately.</p> <p>The Rock Heritage Walk brochure has been completed and includes a printed map.</p> <p>A "touring route" that encompasses Lockhart, The Rock, Yerong Creek and Pleasant Hills, supported by sights and attractions on the way is being introduced.</p> <p>All Shire attractions are added to the tourism website, Riverina Regional Tourism and Destination NSW.</p>
D1.1.2	Promote connected trails and on-road paths for improved community use.	Provide information to local accommodation and tourist bodies to support the promotion of the shire's trails and pathway network.	Ongoing	<p>Regional tourism partners and accommodation providers are supplied with information promoting Shire tourism trails.</p> <p>Brochures are provided to neighbouring local government areas. Information of Lockhart Shire attractions is included in the Wagga tourism book and on the Visit Wagga website.</p> <p>Tourist attractions are also listed on Riverina Regional Tourism and Destination NSW websites and promoted through their social media.</p>
D1.1.3	Provide effective street lighting within the villages of the Shire to support safety and security for pedestrians and vehicular traffic.	Assess and initiate requests for improved or additional street lighting.	Progressing	Council in conjunction with REROC is investigating the upgrading of street lighting to new LED lights.

## Strategically plan for our sports and recreation infrastructure

Strategic Action Code	Strategy	Action	Status	Comment
D1.2.1	Ensure appropriate provision, planning and use of all open space and recreation provisions through the shire.	Develop the Lockhart Shire Strategic Recreation and Open Space Master Plan.	Not Progressing	No work has been undertaken on this master plan at this stage.
D1.2.1	Ensure appropriate provision, planning and use of all open space and recreation provisions through the shire.	Support the development of the Lockhart Gym.	Completed	Due to members of the community providing gym and training programs, an application was made to change the gym grant to funding for an outdoor gym in the previous financial year. With financial support from the Lockhart progress Association an outdoor gym has been established at Walter Day Park.
D1.2.1	Ensure appropriate provision, planning and use of all open space and recreation provisions through the shire.	Continue to actively seek funding for the future upgrade of our Shire's pools.	Progressing	<p>An application for a Special Rate Variation, which would partially fund the swimming pools upgrade, was submitted to the Independent Pricing and Regulatory Tribunal but was unsuccessful. Application for funding has been submitted under the Federal Government's Building Better Regions Fund.</p> <p>State Government funding opportunities are being explored following the announcement of the Regional Growth Fund in conjunction with the State Budget handed down in May 2017.</p>



School Holiday Fun at The Rock Pool

Strategic Action Code	Strategy	Action	Status	Comment
D1.2.1	Ensure appropriate provision, planning and use of all open space and recreation provisions through the shire.	Improve the standard of sport and recreation facilities throughout the shire.	Ongoing	<p>Facilities are progressively being updated and improved, especially through help of local volunteers and community based management committees.</p> <p>An annual subsidy is provided by Council to community based management committees to assist with the management of sport and recreational facilities.</p> <p>Grant funding was provided to the Osborne Recreation Ground Management Committee to assist the Committee in matching State Government funding received for the upgrade of facilities at the ground.</p> <p>Shade sails were installed at Walter Day Park Lockhart with financial assistance from the Lockhart Lions Club.</p> <p>New toilets and shower facilities have been constructed at the Rock Recreation Ground where 'free camping' is permitted.</p> <p>Grant funding was secured for stage 2 of the Lockhart Netball Courts which have now been completed.</p>

## Improved transport safety and accessibility

### Improve the safety of people on our roads

Strategic Action Code	Strategy	Action	Status	Comment
D2.1.1	Support safe and easy travel throughout the shire.	Develop and implement a Road Strategic Plan that contributes to making travel throughout the Shire easier and safer.	Progressing	Work has commenced on the preparation of a road safety plan.
D2.1.3	Provide and maintain efficient and safe bridge infrastructure throughout the shire.	Prepare and implement a works program for the repair, maintenance and replacement of bridges.	Progressing	<p>Bridge repairs are undertaken as required.</p> <p>An assessment of the Shire's major bridges has been completed. Applications are proposed to be lodged under the Fixing Country Roads Program and the Growing Regional Economies Fund to address issues identified in the bridge assessment report.</p>



Strategic Action Code	Strategy	Action	Status	Comment
D2.1.4	Ensure maintenance, accessibility and safety of the aerodrome.	Regularly maintain the aerodrome.	Ongoing	The Lockhart Airstrip is inspected and maintained as required. Additional maintenance works were carried out in 2016-17 following damage caused as a result of the wet winter.

## Vibrant rural planning and development

### Develop infrastructure that supports growth within our community

Strategic Action Code	Strategy	Action	Status	Comment
D3.1.1	Provide and maintain efficient sewage systems that allows for current and future community demands.	Maintain an accurate condition based sewage asset register and asset management plan and fund all necessary maintenance and renewal works.	Progressing	A sewerage asset register has been implemented.  An updated Asset Management Plan was adopted by Council in February 2017.
D3.1.1	Provide and maintain efficient sewage systems that allows for current and future community demands	Ensure all new development has efficient sewage systems included at initial stages.	Progressing	Tenders have been invited for the sewer expansion at The Rock.  All new sewerage installation/connection is in accordance with statutory requirements.
D3.1.1	Provide and maintain efficient sewage systems that allows for current and future community demands.	Maintain existing infrastructure to treat and dispose of effluent.	Ongoing	Maintenance is occurring in accordance with a scheduled program and budget and within legislative requirements.
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Complete flood studies for Lockhart and The Rock.	Complete	The flood studies have been completed.  Council is currently awaiting confirmation of further funding to undertake flood mitigation works.
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Complete storm water plans for Lockhart and The Rock.	Progressing	Stormwater management plan currently being developed.

Strategic Action Code	Strategy	Action	Status	Comment
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Develop and maintain a condition based drainage asset register/asset management plan and fund necessary maintenance and renewal works.	Ongoing	Stormwater management plan currently being developed.
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Complete an annual maintenance program for storm water drainage within the shire within budget.	Progressing	Stormwater maintenance occurring as budget and resourcing allows.
D3.1.3	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Maintain existing kerb and guttering to an acceptable standard.	Ongoing	Kerb and guttering is being maintained and replaced as budget and resourcing allows.

#### Land use that supports the development of our community

Strategic Action Code	Strategy	Action	Status	Comment
D3.2.1	Clearly define land use requirements and developments in line with State Government Regulations.	Continue to implement the Lockhart Shire Council Local Environment Plan and review where necessary.	Progressing	The Lockhart Local Environmental Plan (LEP) is currently being reviewed for a future update.
D3.2.1	Clearly define land use requirements and developments in line with State Government Regulations.	Continue to administer and review Council's Contribution Plan.	Progressing	A Section 94A Contributions Plan has been adopted and is being implemented. A Section 64 Contributions Plan is being developed as well as a Delivery Services Plan.
D3.2.1	Clearly define land use requirements and developments in line with State Government Regulations.	Ensure the construction and maintenance of buildings and other structures within the Shire comply with appropriate standards.	Ongoing	All developments are assessed and inspected in accordance with statutory requirements.

Strategic Action Code	Strategy	Action	Status	Comment
D3.2.2	Continue to remain updated on potential mining and quarry developments within the Shire and ensure that all mines, quarries and pits operate in accordance with relevant legislation and development approvals.	Participate in relevant and appropriate discussions and reviews that relate to the exploration and development of mining industries within the shire.	Ongoing	Relevant meetings are attended when scheduled.
D3.2.2	Continue to remain updated on potential mining and quarry developments within the Shire and ensure that all mines, quarries and pits operate in accordance with relevant legislation and development approvals.	Ensure that all operational quarries, mine and pits have development consent.	Progressing	All quarries are being managed in accordance with statutory requirements.
D3.2.2	Continue to remain updated on potential mining and quarry developments within the Shire and ensure that all mines, quarries and pits operate in accordance with relevant legislation and development approvals.	Operate Council's gravel quarries in an effective and environmentally sound manner to obtain road making materials.	Ongoing	Quarries are being managed and used effectively.

## Infrastructure that supports our community identity

### Provide a public art experience that reflects our community identity

Strategic Action Code	Strategy	Action	Status	Comment
D4.1.1	Develop a public art strategy that plans for the acquisition and installation of public art.	Develop the Lockhart Shire Public Art Strategy.	Progressing	Council has adopted a Public Art Policy however a Public Art Strategy is still to be developed.
D4.1.1	Develop a public art strategy that plans for the acquisition and installation of public art.	Investigate opportunities for funding public art development and installation throughout the Shire.	Progressing	<p>Opportunities continue to be investigated through ongoing discussions with Eastern Riverina Arts, the Arts Council and review of available grants.</p> <p>A Shire wide sculpture trail is being developed, i.e. Lockhart's Spirit of the Land sculptures, Tootool's sculpture park and The Rock's Anzac panels. Yerong Creek have a concept of a maze incorporating art/elements of the land whilst Pleasant Hills are considering a sculpture based on relevancy to their village.</p> <p>The military theme at the Avenue of Honour at The Rock was enhanced with the addition of a ship anchor and an RAAF tail fin in the reserve.</p>

### Ensure township identities are consistent

Strategic Action Code	Strategy	Action	Status	Comment
D4.3.1	Complete consistent entrance statements for all access points to our towns.	Implement consistent entrance points as part of each town's beautification strategy.	Not Progressing	This project has been placed on hold as part of the Shire wide signage strategy.

# 5. STRONG LEADERSHIP AND SERVICES

A community that is passionate and engaged in its future

Utilise effective community engagement processes

Strategic Action Code	Strategy	Action	Status	Comment
E1.1.1	Increase community engagement practices with the community.	Develop the Lockhart Shire Community Engagement Strategy to support ongoing and appropriate engagement with the community.	Completed	A Community Engagement Strategy was developed and implemented in respect of the Community Strategic Plan review, Disability Inclusion Action Plan and Special Rate Variation application consultations as well as proposed swimming pool upgrades and sewer extension at The Rock.
E1.1.1	Increase community engagement practices with the community.	Continue to improve and expand the use of technology in Council's communication with its community.	Ongoing	Council maintains and regularly updates its website and utilises social media platforms.  Council also maintains a database of community organisations which enables relevant information such as grant opportunities to be communicated.
E1.1.1	Increase community engagement practices with the community.	Continue to develop and distribute Council's community newsletter.	Completed	Council's Newsletter continues to be issued on a monthly basis. Community surveys reinforce the importance of the Newsletter as the main source of Council and community information for most residents.

Strategic Action Code	Strategy	Action	Status	Comment
E1.1.1	Increase community engagement practices with the community.	Involve staff in regular community engagement and community project initiatives.	Ongoing	<p>Relevant staff participated in the community engagement initiatives relating to the review of the Community Strategic Plan, preparation of the Delivery Programme, swimming pool upgrades, sewer extension at The Rock and Economic Development Strategy.</p> <p>Community based Committees established to provide feedback on the swimming pool refurbishment projects and sewer extension at The Rock were also attended by relevant staff as were the Flood Mitigation Planning Committees.</p> <p>Staff continue to provide ongoing support to the community based Section 355 Committees.</p>

#### Actively seek strong involvement in State planning for the region

Strategic Action Code	Strategy	Action	Status	Comment
E1.2.1	Advocate for the appropriate representation of the needs of the Lockhart Shire community at a state level.	Continue strong representation on appropriate state planning and reference committees.	Ongoing	<p>Council participates at state and regional planning level as appropriate.</p> <p>The General Manager participates in the Riverina Murray Network meetings convened by the Department of Premier and Cabinet.</p> <p>Council remains actively involved with REROC.</p>

## Accessible and responsive service delivery

### Represent and acknowledge of the needs, challenges and characteristics of our communities

Strategic Action Code	Strategy	Action	Status	Comment
E2.1.1	Remain updated and informed on current demographic and social data pertaining to the Lockhart Shire communities.	Develop relationships with service providers, organisations and other levels of government that support the sharing of demographic and social data pertaining to the Lockhart Shire.	Completed	Council staff attend relevant workshops, seminars, conferences and meetings where relevant.  Relevant data and demographic information is accessed through the Australian Bureau of Statistics (ABS) and the Australian Business Register.
E2.1.1	Remain updated and informed on current demographic and social data pertaining to the Lockhart Shire communities.	Actively seek new and updated information relating to the population of the Lockhart Shire to inform future planning.	Ongoing	Information on population and housing based on the 2016 census was released by the ABS and accessed by Council during 2016-17.
E2.1.2	Continue to lead and advocate on key social and community issues.	Remain up to date on key social and community issues that relate to the shire and its communities and ensure appropriate advocacy to represent the needs of the residents of the shire.	Ongoing	Council continues to perform an advocacy role as opportunities arise.  In 2016-17 Council submitted a proposal under the Fixing country rail program for the upgrade of the Boree Creek to The Rock rail line and made a submission to the Senate Enquiry on the relocation of corporate Commonwealth entities to regional areas.  Submissions were also made on Council's behalf by REROC to the Blackspots Program.
E2.1.3	Regularly provide up to date and accurate community information to relevant program and services providers.	Ensure that accurate community information is passed on to service providers as it becomes available to Council.	Ongoing	General information is communicated via Council's Newsletter and specific information is made available to relevant agencies and service providers as considered appropriate.  Council has held discussions with service providers in relation to better internet access in rural areas and a renewable energy project aimed at reducing electricity prices to consumers.

## Improve understanding of the services available for people within the community

Strategic Action Code	Strategy	Action	Status	Comment
E2.2.1	Regularly promote services and programs throughout the community.	Develop an accessible database of programs, services and service providers that is accessible by the community.	Ongoing	Details of aged and disability services, health services, transport and other community services are made available on Council's website.

## Productive and beneficial relationships

### Provide opportunities for relationship building and development

Strategic Action Code	Strategy	Action	Status	Comment
E3.1.1	Strong and beneficial relationships between local government and service providers, other levels of government and community.	Ensure Council staff develop networks and relationships with service providers and relevant government bodies.	Ongoing	Staff participate in networking through their respective professional associations as well as through other local government organisations such as REROC Committees.
E3.1.1	Strong and beneficial relationships between local government and service providers, other levels of government and community.	Ensure prompt, courteous service and advice to all Council customers.	Ongoing	Achieved with courteous, professional front counter staff and with other staff providing back up phone support.  Council's 2016 Customer Satisfaction Survey recorded a satisfaction rating of 89% in relation to the question: "How satisfied are you with the interactions you have had with Council?"
E3.1.2	Ensure Council staff and Councillors participate regularly in professional development to support high quality customer service and professional skills.	Ensure attendance at training sessions by Councillors as required by the Division of Local Government following each ordinary election.	Ongoing	Training and development opportunities attended by Councillors in 2016-17 include: - <ul style="list-style-type: none"> <li>• REROC - Councillor Professional Development Workshop (5 participants);</li> <li>• StateWide Mutual and Australian Institute of Company Directors Workshop – Integrity Management in Local Government (3 participants);</li> <li>• Local Government NSW Seminar – Local Government Excellence (1 participant).</li> </ul>



Strategic Action Code	Strategy	Action	Status	Comment
E3.1.2	Ensure Council staff and Councillors participate regularly in professional development to support high quality customer service and professional skills.	Ensure that all professional Council staff attend at least one professional development course per annum.	Ongoing	Training and development opportunities are identified as part of the annual employee performance reviews and incorporated into a Staff Training Plan which is developed and implemented on an annual basis.

## Strong and effective leadership

### Plan for the long-term sustainability of the shire

Strategic Action Code	Strategy	Action	Status	Comment
E4.2.1	Advocate and prepare for the long-term sustainability of our Shire.	Continue to develop sound financial management policies and practices that help ensure Council's long term financial sustainability.	Ongoing	Council made application to IPART for a Special Rate Variation in accordance with its Council Improvement Action Plan (CIAP) but was unsuccessful.  Council continues to pursue other strategies contained in its CIAP to increase its own source revenue. All other financial benchmarks are being met by Council
E4.2.1	Advocate and prepare for the long-term sustainability of our Shire.	Develop and regularly report on long term financial plans for Council.	Ongoing	Council's Long Term Financial Plan (LTFP) which provides a 10-year outlook on Council's financial sustainability was reviewed and updated in 2016-17.
E4.2.1	Advocate and prepare for the long-term sustainability of our Shire.	Present a professional image of Council in all corporate and civic settings.	Ongoing	Corporate ties and scarfs have been purchased to compliment corporate jackets. Councillors and staff are encouraged to wear the corporate uniform at official functions.
E4.2.1	Advocate and prepare for the long-term sustainability of our Shire.	Set a detailed annual program of works for within the shire and ensure such works are scheduled within the budget and appropriate work plans.	Ongoing	A 10-year capital works program has been incorporated into the LTFP and is reviewed annually.
E4.2.1	Advocate and prepare for the long-term sustainability of our Shire.	Continue the development of Asset Management Strategy and Plans.	Ongoing	Council is continually developing and improving the level of confidence in the data in its Asset Management Plans. Updated Asset Management Plans were adopted by Council in February 2017.

Strategic Action Code	Strategy	Action	Status	Comment
E4.2.1	Advocate and prepare for the long-term sustainability of our Shire.	Continue community consultation regarding asset maintenance levels and identification of new projects.	Ongoing	Biennial community satisfaction surveys gauge the community's views in relation to the condition of Council's roads, footpaths, parks and other public assets.
E4.2.2	Increase the participation of local people in local government.	Promote and encourage participation in local government throughout Council's publications – in particular in the lead up to Council elections.	Ongoing	Participation is encouraged through various means including monthly Community Newsletter and Community Facebook Page.  An extensive Community Engagement Strategy was implemented as part of reviewing and amending the 2017-2027 Community Strategic Plan and 2017-2021 Delivery Programme.



The Hon. Michael McCormack MP, Lockhart Shire Council General Manager Peter Veneris and Mayor Cr Rodger Schirmer take a stroll under the verandahs in Green Street, Lockhart

## A supportive and inclusive community

### Improve access to quality health, medical, and life-stage relevant services

Strategic Action Code	Strategy	Action	Status	Comment
E5.1.3	Advocate on behalf of the shire's communities in regards to health planning at a regional level.	Make appropriate representation on behalf of the community as issues arise.	Ongoing	<p>Council is represented on the Local Health Advisory Committee.</p> <p>Support is provided and representations are made as opportunities arise.</p> <p>In kind support was provided for a 'carpe diem' stage show focusing on mental health and is being provided by Council in preparation for two mental health information evenings being planned by Riverina Bluebell in early next financial year.</p>

### Ensure our residents can access a high-quality education experience

Strategic Action Code	Strategy	Action	Status	Comment
E5.2.3	Advocate for all our Shire's primary schools to stay open.	Continue to advocate for the long-term sustainability of the small schools within the shire.	Ongoing	Support is provided and representations are made as opportunities arise.



Nathan Hull, Youth Motivational Speaker and Teen Coach, speaks with students from The Rock Central School

## Provision of efficient and cost effective services by Council to the Lockhart Shire Community

### Provision of excellent leadership and governance within Council

Strategic Action Code	Strategy	Action	Status	Comment
E6.1.1	Meet all governance and regulatory requirements in the conduct of Council's operations.	Ensure all statutory policies, codes and plans are adopted by Council and reviewed regularly.	Ongoing	<p>A process for the ongoing review of existing Policies was endorsed by Council in February 2017.</p> <p>Four new policies have been developed and adopted by Council in 2016-17.</p> <p>A compliance checklist to ensure statutory compliance with the Local Government Act has been developed.</p>
E6.1.1	Meet all governance and regulatory requirements in the conduct of Council's operations.	Ensure all legislative requirements are regularly checked for compliance.	Ongoing	<p>Changes to legislative requirements are notified to Council by the Office of Local Government.</p> <p>A compliance checklist to ensure statutory compliance with the Local Government Act has been developed.</p> <p>A diagnostic review of Council's internal processes is proposed to be undertaken in 2017-18 and funded by Council's insurer StateWide Mutual.</p>
E6.1.1	Meet all governance and regulatory requirements in the conduct of Council's operations.	Ensure all leases and licences of Council owned land and land for which Council is responsible are renewed as required.	Ongoing	This is achieved via notifications from Department of Land & Properties, and Crown Lands.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	Develop a WH&S Risk Audit Schedule and checklist.	Ongoing	A StateCover WHS Self-Audit was completed during 2016-17. Council scored well in regard to Specific Hazards with the WHS Management System identified as requiring development particularly with respect to documented processes.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	Create a WH&S Risk Register and update annually.	Progressing	<p>StateWide Self-Audit results will continue to inform this action.</p> <p>A Risk Register has been established with individual risk assessments to be completed.</p>

Strategic Action Code	Strategy	Action	Status	Comment
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	Develop and implement WH&S Risk Management Plans, Strategies and Audits to identify and ameliorate risks to council and staff.	Progressing	Funding has been secured for next financial year, through Council's insurer StateCover, to develop Council's WH&S and Risk Management processes.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	Continue regular back-ups of all organisational software and data to ensure that, in the event of an emergency, the organisation can commence delivery of services as soon as possible after the event.	Ongoing	Council's IT hardware and software incorporates backup system that backs up network drives every 60 minutes, which is retained for 10 to 14 days.
E6.1.2	Minimise Council's exposure to risk and promote a strong risk management culture within council.	Establish an organisation wide risk management framework and business continuity plans.	Progressing	Funding has been secured for next financial year, through Council's insurer StateCover, to develop Council's WH&S and Risk Management processes.

#### To provide responsible management of knowledge resources

Strategic Action Code	Strategy	Action	Status	Comment
E6.2.1	Ensure adequate IT systems are in place to support service delivery and accountability requirements.	Maintain and develop suitable communications and IT systems.	Ongoing	Facilitated and achieved via up to date server hardware. All staff desktop computers have access to Microsoft Office 365. Other specific programs are acquired and used as required by staff.
E6.2.1	Ensure adequate IT systems are in place to support service delivery and accountability requirements.	Provide 'help desk' service to staff offering trouble shooting, maintenance and software upgrades.	Ongoing	Council has third party IT support, which is coordinated by a staff member who also assists with lower level IT issues.
E6.2.2	Maintain and develop a Records Management System that meets the needs of the organisation, the community and legislative requirements.	Consider installation of an electronic document management system.	Progressing	A Records Management Working Group has been established to review current records management system, with a view to considering the suitability of an electronic records management system for Council and reviewing Council's current File Index system.  An application for funding has also been made under the Office of local Government's innovation Fund.

## To provide responsible people management

Strategic Action Code	Strategy	Action	Status	Comment
E6.3.1	Attract and Retain a quality workforce.	Develop and maintain a full range of Human Resource Management Information System.	Ongoing	Payroll software is operational and in use. Council does not have a complete HRMIS, however information is maintained in full as required through Council forms, processes, policies and personnel files.  The 2017-2020 Workforce Management Strategy was adopted during 2016-17.
E6.3.1	Attract and Retain a quality workforce.	Biannually update the Lockhart Shire Council Equal Employment Opportunity Management Plan.	Completed	The Equal opportunity management plan was reviewed in 2016-17.
E6.3.1	Attract and Retain a quality workforce.	Regularly review Organisational Structure for currency and relevance.	Ongoing	The organisation structure is proposed to be reviewed by Council in early 2017-18 i.e. within 12 months of an ordinary council election, in accordance with legislative requirements.
E6.3.1	Attract and Retain a quality workforce.	Regularly review the salary and performance system for currency and relativity.	Progressing	Investigations have commenced in acquiring an electronic employee performance review system to replace council's existing paper based system.
E6.3.1	Attract and Retain a quality workforce.	Take pro-active WH&S measures to minimise accidents/incidents in the workforce.	Ongoing	Pro-active measures are ongoing in respect to incident/injury reporting by employees, i.e. through investigation and training.  Injury management is undertaken as required in collaboration with StateCover and associated entities.



Lockhart Shire Council Road Crew on the job