



LOCKHART SHIRE

Annual Report 2017 – 2018

Part 1 of 2



Australia Day 2018, Osborne Recreation Ground

ANNUAL REPORT 2017-18 PREAMBLE

This report comprises two parts as follows:

- Part 1 – Annual Report 2017-18
- Part 2 – Audited Statements

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MAYORAL ANNUAL REPORT

Hello everyone.

It is indeed a pleasure to report to you as Mayor on what has been an exciting year for the Lockhart Shire. With many infrastructure projects either completed in 2017-18 or under construction and continuing into 2018-19, I feel proud of what we have been able to achieve together, with the support of the community.

Significant capital works completed in 2017-18 included;

- Stage 1 of the Lockhart Flood Mitigation Project (Government Dam levee);
- The Rock sewer extension;
- Lockhart-Collingullie Road Brookdale Hill intersection realignment and upgrade;
- The Rock Collingullie Road shoulder widening;
- Osborne Yerong Creek Road shoulder widening;
- Western Road shoulder widening;
- Yerong Creek Mangoplah Road shoulder widening;
- New playground equipment installed at Wal Alexander Park.

Work commenced in 2017-18 on the new and refurbished swimming pools at Lockhart and the swimming pool amenities building at The Rock. This is a very exciting project and the new complexes, once completed, will provide Shire residents of all ages and abilities new, modern and safe swimming facilities.

Other projects commenced in 2017-18 and continuing into 2018-19 include:

- The Rock flood mitigation project (Strevens Street drain);
- Upgrading of nine bridges and culverts throughout the Shire to facilitate higher mass limit vehicles that will facilitate the more efficient transporting of product to market;
- Construction of Stage 2 Carson Road, The Rock residential subdivision comprising eight additional lots;

- Expansion of the Doris Golder Museum and Visitor Information Centre at Lockhart into the adjoining building previously acquired for the purposes of providing more exhibition space.

Many of the capital works listed above have been made possible with grant funding from Federal and State Governments and Council continues to enjoy success with its funding applications. At the conclusion of 2017-18 Council was working towards securing funding for a number of other projects that it hopes to be able to deliver in 2018-19 and 2019-20 including:

- Various sporting and community infrastructure improvements at the Lockhart, Osborne, The Rock and Yerong Creek Recreation Grounds;
- The Rock Regional Observatory;
- The Lockhart Showground Publican's Booth;
- Upgrading of the Lockhart to Urana Road; and
- Stage 2 flood mitigation works at Lockhart.

In this regard it is worth reporting that during 2017-18 the State Government passed legislation enabling councils to form Joint organisations (JOs) for the purposes of setting regional priorities and advocating for those priorities. Lockhart Shire Council resolved to join a JO with the councils which are currently members of the Riverina Eastern Regional Organisation of Councils (REROC). The Riverina JO was proclaimed in May 2018 with the first JO Board meeting scheduled to take place in 2018-19. Membership of the JO should give Council a stronger voice on regional issues whilst allowing us to retain our individual voice on local issues.

Council continues to invest in tourism initiatives that aim to attract visitors to the Shire and generate economic activity for our local businesses. During 2017-18 progress was made towards establishing a mural on the Lockhart Water Tower and the establishment of a "Walk of Fame" in Lockhart with a view to officially launching these projects in 2018-19.

The Water Tower Mural Project has been made possible with the support of Riverina Water, the Water Tower's owner, and the support of other local organisations including the Lockhart and District Community Bank - Bendigo Bank and the Lockhart Progress Association. The Mural promises to be a great attraction when complete.

Lockhart's "Walk of Fame" is being installed in Walter Day Park and recognises people born in, or with their success developed or originating in the Lockhart Shire, who have gained national and/or international recognition in their chosen field.

The Rock Regional Observatory for which government funding has been secured also promises to be a significant educational facility as well as a tourist attraction not only for The Rock but also for Lockhart Shire and the wider region.

A new fire-pit has been constructed and can now be used at the end of the camp kitchen in the Lockhart Caravan Park. A television and free Wi-fi has also been installed at the Park.

In addition to the tourism product being developed Council has also undertaken a number of other initiatives in 2017-18 to support our businesses. These included: -

Council, in conjunction with the Rock Progress Association holding the "Business Excellence Awards" Dinner where businesses from throughout the Shire were recognised and acknowledged.

Participating in the NSW Government's Easy to do Business program which provides a customer, who wishes to set up a café, restaurant or small bar, with a single point of contact within Service NSW who will help them navigate all the required approvals to operate the business across the three levels of government.

Launching the Start Your Business Here initiative which uses a set of simple questions to determine what rules and regulations apply to a particular business. It provides a printed list of the rules and regulations and, wherever possible, the program links to a copy of the regulation or licence application.

Updating the Business Directory which is a one-stop shop for contact details for businesses in Lockhart, The Rock and surrounding villages.

Evidence is now beginning to emerge that Council's initiatives in providing and upgrading infrastructure, improving community amenity, developing tourism attractions and supporting local businesses is having a positive effect.

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

Subsequent reports released by the Australian Bureau of Statistics (ABS) indicate that this trend is continuing. According to the ABS, the Estimated Resident Population of Lockhart was 3,245 as at 30 June 2017, an annual increase of 2%, one of the highest annual increases in regional NSW.

One of the things that makes me appreciate being Mayor of Lockhart Shire is the way in which members of the community support each other and the resilience of our community generally. Lockhart Shire Council, for its part, hosted two Riverina Bluebell meetings in 2017-18 which addressed the very serious issue of depression in our community. The meetings were well attended which indicates the level of concern in the community and the need to remain ever vigilant ensuring that friends and neighbours are not suffering in silence.

May I once again (because you can never do it enough) take the opportunity to thank all our volunteers who do such a tremendous job supporting our Shire. Whether it be through membership of a Section 355 management committee looking after one of our halls or recreation reserves, or whether it be through involvement in a sporting club, service club, progress association or one of the many other community-based organisations active in the Shire, please know and understand that your work is very much appreciated. In respect of Section 355 committees of Council I note that in 2017-18 a Procedures Manual was developed by Council and distributed to the management committees which I trust will provide guidance and assistance to the committees in fulfilling their roles.

We once again had the opportunity to acknowledge some of these volunteers at the Australia Day celebrations hosted by the Osborne Recreation Ground Management Committee. Congratulations to our 2018 Citizen of the Year, Kelly Forrest, and to the other Australia Day Award recipients Peter Angel and Petrina O'Connor. Congratulations also to our Sportsman of the Year, Luke Mazzocchi.

I would like to conclude by thanking my fellow councillors for their team-oriented approach to the role and the manner in which they hold the community's interest. Thank you also to our dedicated staff who continue to deliver the many and varied projects referred to throughout this report.

It continues to be both an honour and a pleasure to serve the Shire as Mayor at this exciting time.



Cr Rodger Schirmer
Mayor



Green Street, Lockhart

COUNCIL'S DIRECTION

Our Vision

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

Our Mission

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

Our Values

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

Community Strategic Plan

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

Our Community Vision

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

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

Delivery Program

The Delivery Program sets out what the Council plans to achieve in its current term of office, i.e. over the four years, 2017 to 2021. It details the principal activities to be undertaken by Council to implement the strategies established by the Community Strategic plan.

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

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

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

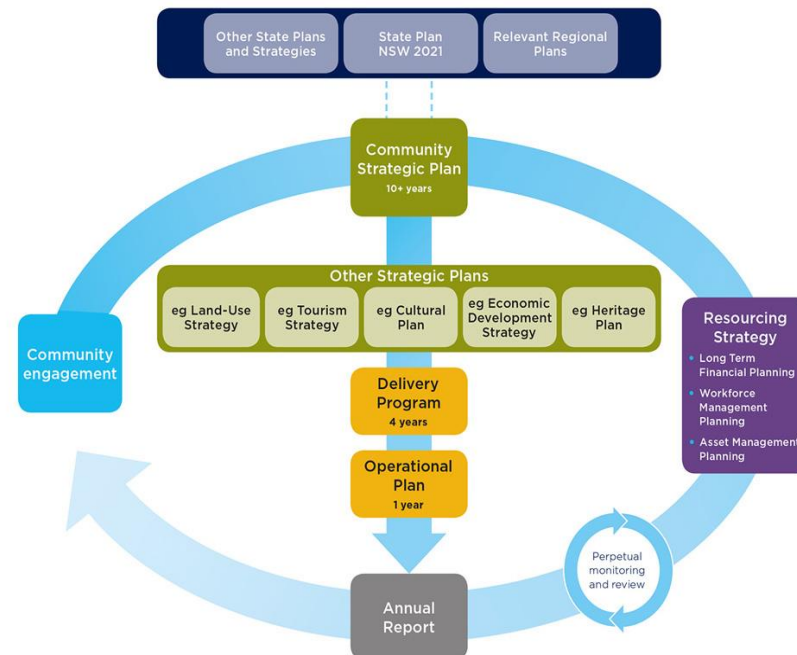
To ensure that we achieve our desired community vision, we will also undertake asset management, service provision and workforce management planning and prepare a delivery program and operational plan to service the key strategy items highlighted in our Plan.

Our Planning Framework

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

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

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



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.

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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 km² and with a population of 3,245 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%.

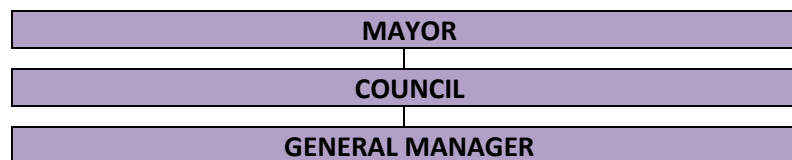
Subsequent reports released by the Australian Bureau of Statistics (ABS) indicate that this trend is continuing. According to the ABS, the Estimated Resident Population of Lockhart is 3,245 as at 30 June 2017, an annual increase of 2%, one of the highest annual increases in regional NSW.



Australia Day Ambassador Nicholas Gleeson and Citizen of the Year Kelly Forrest - Australia Day 2018 at Osborne Recreation Ground

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

BUSINESS ACTIVITY

Mayoral and Councillors Fees and Expenses

During the period 1 July 2017 to 30 June 2018 the following expenses were incurred:

Mayoral Allowance	\$ 25,250.00
Councillor Fees (9 Councillors)	\$ 91,440.00
Provision of Facilities	\$ 0.00
Communication exp. (iPads etc.)	\$ 3,088.00
Conference/Seminar expenses	\$ 10,014.00
Training and skills development	\$ 0.00
Spouse/partner expenses	\$ 0.00
Intrastate travel	\$ 4,201.00
Interstate travel	\$ 0.00
Overseas travel	\$ 0.00
Care and other related expenses	\$ 7,827.00
	<u>\$141,820.00</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.

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

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

Senior Staff

The position of General Manager is the only position classified as senior staff. This position was occupied by Mr Peter Veneris in 2017/2018.

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 \$209,613.00.

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 2017/2018 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 2017 to 30 June 2018 Council awarded the following contracts in excess of \$150,000:

Adaptive Interiors: Pool Amenities	115,930
Bald Hill Quarry: Crushing Gravel	-
Cleanaway: Waste Collection	180,997
Downer EDI: Bitumen & Spray Seal	727,424
Enviro One Services & Installation Pty Ltd: supply sewer pump units	274,259
Inland Trucks; Kenworth Trucks	934,475
Mitchell Constructions (NSW) Pty Ltd: sewer extension works	793,916
Moane Fitzgerald Constructions: Flood mitigation works The Rock	57,321
Rocla: supply box culverts	26,014
Scott Newbery Earthmoving: Flood mitigation works Lockhart	457,510
Total Creations & Solutions: Pool construction	1,070,782

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 Recreation Ground	\$ 12,500	Annual Subsidy
Osborne Recreation Ground	\$ 12,000	Annual Subsidy
Pleasant Hills Rec Reserve	\$ 500	Annual Subsidy
The Rock Recreation Ground	\$ 12,500	Annual Subsidy
Yerong Creek Rec Ground	\$ 7,000	Annual Subsidy
Lockhart Show Ground	\$ 3,500	Annual Subsidy
The Rock Show Ground	\$ 1,800	Annual Subsidy
Lockhart & District Historical Society	\$ 2,600	Annual Subsidy
Pleasant Hills Community Hotel	\$ 6,000	Annual Subsidy
Lockhart Central School	\$ 150	Dux Award
Lockhart Central School	\$ 355	Refund hire fee: HSC
Lockhart & District Historical Society	\$ 640	Refund DA fees
Lockhart Lions Club	\$ 229	Refund of Rates
Luke Mazzocchi	\$ 200	Contribution
Osborne Recreation Ground	\$ 940	Refund DA fees
Osborne Recreation Ground	\$ 3,500	Australia Day
Senior Citizen's Week -		
Lockhart	\$ 210	Donation
The Rock	\$ 210	Donation
Yerong Creek	\$ 180	Donation
Spirit of the Land Festival	\$ 10,000	National Farm Art Sculpture Award
Spirit of the Land Festival	\$ 2,000	In-Kind Donation
The Rock Central School	\$ 100	Dux Award
The Rock Men's Shed	\$ 586	Refund DA Fee
The Rock Men's Shed	\$ 5,000	Contribution
Thomas Express Charity Rodeo	\$ 1,098	Refund DA Fee & Skip Bins
Total Subsidies, Contributions and Donations	<u>\$ 99,298</u>	

Private Works – Statutory

During the period 1 July 2017 to 30 June 2018 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 2017/18 Council undertook Private Works to the value of \$37,307.68.

Rates and charges written off during the year

During the 2017/2018 Financial year rates and charges (exclusive of Pensioner concessions) totalling \$52.75 were written off.

Council provided rate relief to Pensioners during the Financial Year in the sum of \$90,590.61. Council did however receive \$50,994.57 in Pensioner concession rebate from the NSW State Government.



Lockhart Visitor Information Centre

Animal Control

In October 2017, Council employed a part time Compliance Officer for a two-year fixed term. The results have been outstanding, and dramatically improved the level of service to the public. Aside from regular compliance duties, a major focus of the role is regulation and enforcement of Council's obligations under the Companion Animals Act 1998.

Since starting in October 2017, 636 companion animal checks have been undertaken on individual properties in Lockhart and The Rock alone. This has enabled Council to undertake significant data quality checks on the Companion Animal register, while working with residents to improve traceability of their companion animals. Meanwhile, with the Compliance Officer now in place, Council's response time to incidents and customer requests has significantly improved by a factor of days, and overall community acceptance and acknowledgement of the service has been positive.

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

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

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



Lost dog in
Compliance Officer
care

Details of Inspections of Private Swimming Pools

The following private swimming pool inspections were undertaken in 2017-18:

- a) Number of inspections of tourist and visitor accommodation – 0
- b) Number of inspections of premises with more than 2 dwellings – 0
- c) Number of inspections under Swimming Pools Act 1992 that resulted in the issuance of a certificate of compliance under 22D of the Act – 21
- d) Number of inspections under Swimming Pools Act 1992 that resulted in the issuance of a certificate of non-compliance under 18BA of the Regulations – 0.

Public Interest Disclosures

Council has a Public Interest Disclosures Policy in place. *Policy 1.18 Public Interest Disclosures and Reporting* was last reviewed by Council during 2017/18 and is available on Council's website.

It is reported that during 2017/18:

- 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 was one public interest disclosure made anonymously to the Independent Commission Against Corruption (ICAC). ICAC determined not to conduct an investigation of the matters raised.

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 2017/18 Council received and determined access applications under the GIPA Act as follows:

Number of applications by type of applicant	Access granted in full	Access denied	Information not held	Application Withdrawn	Total number of applications received
Media	0	0	0	0	0
Members of the public (application by legal representative)	14	0	0	0	14
Applications from members of the public (other)	2	0	0	0	2
Total	16	0	0	0	16

It is further reported that;

- All applications were for other than personal information.
- 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.



"Magpie Song", by Stuart Taylor, winner of the 2017 National Farm Art Awards, Spirit of the Land Festival, Lockhart

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

There were no legal proceedings taken by or against the Council in 2017-18.

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

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

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

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

Riverina Eastern Regional Organisation of Councils (REROC)

REROC is a voluntary association of nine General Purpose Councils and two water county councils located in the eastern Riverina region of NSW.

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

REROC provides an opportunity for member councils to work more closely together to achieve greater efficiencies and effectiveness; not only in service delivery but also in their ability to represent the needs of their respective communities.

REROC is an incorporated association in NSW.

Riverina Regional Library (RRL)

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

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

Riverina Water

Riverina Water County Council is a body corporate established under the Local Government Act for the purposes of water supply. Lockhart Shire Council is one of four constituent councils and neither controls nor significantly influences the County Council. Riverina Water County Council is governed by a body of nine Councillors. Council members consist of 5 elected members from Wagga Wagga City Council and one each from Lockhart and Federation Shire Councils, and two from Greater Hume Shire Council.

Statewide Mutual

With a membership of 117 NSW Local Government councils, including Lockhart, Statewide Mutual is the largest local government self-insurance pool in Australia.

The five schemes offered by Statewide Mutual are:

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

StateCover Mutual

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

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

Local Government and Shires Association of NSW (LGNSW)

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

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

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

Murray Darling Association

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



Barametric Loop –
The Rock East Sewer Scheme

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

Council's EEO Management Plan was last reviewed and updated during 2016-17. The objectives of the updated EEO management plan are:

- To inform all employees, potential employees and the general community at large that the Council is an Equal Opportunity Employer.
- To ensure the active participation of all management, employees and relevant unions in the EEO Management Plan.
- To review recruitment and selection procedures and practices to ensure they support EEO principles.
- To ensure that all council employees involved in the interview process adopt a technique which is non-discriminatory i.e. questioning, non-verbal gestures etc.
- To encourage applicants for positions to demonstrate an awareness of EEO principles and practices at interview. The level of awareness and knowledge is to be varied according to the level and nature of the position and the number of staff to be supervised.
- To ensure all employees are treated in a fair and consistent manner in relation to matters pertaining to appointment, promotion and transfer within Council.
- To ensure that all employees have equal opportunities to relieve/act in higher positions.
- To identify opportunities for providing positions for people of all abilities in Council employment.
- To ensure that all employees have equal opportunities for promotion and career path development within the Council.
- To remove any barriers to part-time positions within the Council.
- To encourage opportunities for full-time and part-time trainee positions within Council for people under 21 years.
- To ensure staff receive training and developmental opportunities based on policies and procedures which confirm EEO principles.
- To review and monitor conditions of service and practices to ensure they conform with EEO principles and demonstrate fair practice.
- To encourage and maintain a harmonious work environment by introducing an effective mechanism for the resolution, of grievances, accessible to all staff.

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

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



Council staff mowing Urana St, The Rock

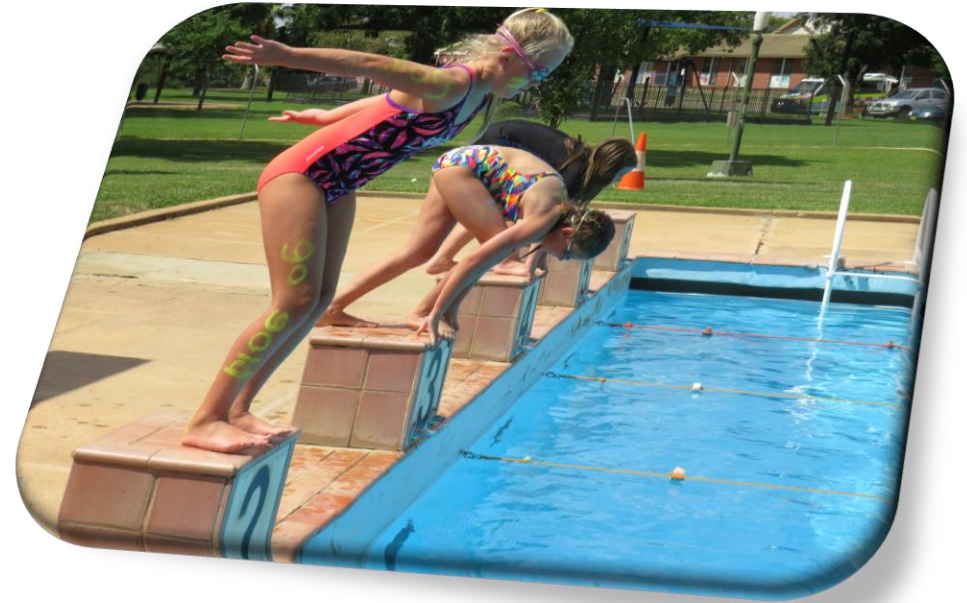
Report on proposed capital works projects where a capital expenditure review had been submitted

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

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

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

Following a competitive tender process Council awarded separate contracts for the swimming pool construction and the amenities building upgrades respectively. At 30 June 2018 work on the Lockhart swimming pools and amenities building and The Rock amenities building had commenced and was continuing with a view to being completed in time for the 2018-19 summer season. Work on The Rock swimming pools is scheduled to be carried out during the 2019 winter months.



St Joseph's Primary School Lockhart,
2018 Swimming Carnival,
Lockhart Swimmina Pool

FINANCIAL SUMMARY

The Audited Financial Statements present the actual financial position and performance of Council for the 2017/18 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:
\$755K (2017 – \$7.047M Surplus).

Operating Revenues (excl. capital grants & contributions)

▼ 32.4% to \$11.7M

Operating Expenses

▼ 3.5% to \$9.87M

Cash and Investments

▲ 49.8% to \$11.503M (2017 - \$7.677 million).

Revenue from Rates and Annual Charges

▲ 1.8% to \$3.203M

This represents 27.4% of Council's total Income from Continuing Operations.

User Charges and Fees

▼ 14.1% to \$340,000

Interest on Investments

▼ 10.8% to \$173,000

Loans

\$3.985M balance of loans

Land Development

\$456,000 spent on developing Council's real estate holdings.

Infrastructure, Property, Plant & Equipment

\$3.07M spent on Roads, Culverts & Footpaths.

\$1.20M spent on Plant & Equipment.

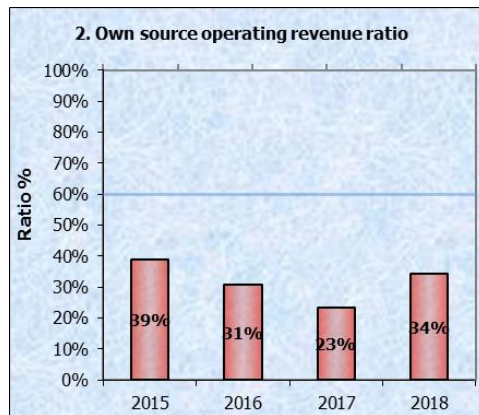
Operating Performance Ratio



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

After last year's impact of the advance Financial Assistance Grants (FAGs) payments, Council's Operating Performance is within the average range over past 5 years.

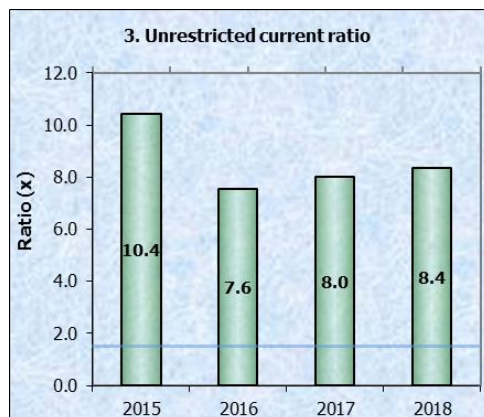
Own Source Operation Revenue Ratio



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

As grant income was closer to "normal" for the year, ratio has increased back to within the range of the average over last 4 years.

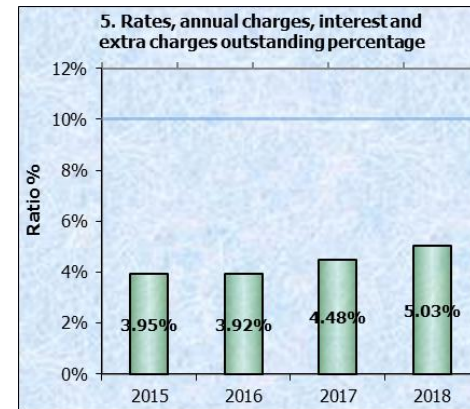
Unrestricted Current Ratio



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.

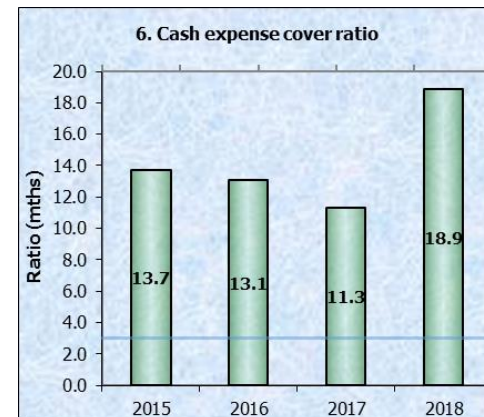
Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage



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

Council is well under the benchmark for a rural council. This is a reflection of Council's robust 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 maintain a strong liquidity ratio which is well above the benchmark. The Increase is due to new loan borrowings improving cash position.

The Council achieved a surplus in net operating result from continuing operations (including capital contributions) of \$1.84M (2017: \$7.09M) for the year ended 30 June 2018. The net operating surplus for the year before grants and contributions provided for capital purposes is \$755K (2017: \$7.05M).

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 (1.5% in 2017/2018) for rates and annual charges increase being a combination of CPI and operating costs.

Employee costs have increased due to the wage increase in line with the Local Government Award.

Asset Management has continued to be a focus area for the Council. Full revaluations of Asset Classes Buildings (Specialised & Non-Specialised) and Operational Land were performed. These revaluations combined with an overall review of Council's Asset Register resulted in many assets being reclassified to their appropriate Asset Class. There was again a slight increase in depreciation expense in 2018.

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.



Competitor,
2017 Yerong Creek Dog Show

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.



Merry Christmas from 2017 Kindergarten Class, St Joseph's Primary School, Lockhart

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Facilitate and support our community to deliver vibrant and dynamic community events.	Provide support to events held within the community.	Tourism and Economic Development Officer	Ongoing	100%	Council provided financial and in-kind assistance to the Spirit of the Land Festival (October 2017) and Thommos Express Charity Rodeo (December 2017), The Rock B & S Ball (December 2017), the Spirit of Christmas (December 2017) and the Annual Business Excellence Awards (May 2018).
	Compile and promote a comprehensive calendar of events.	Tourism and Economic Development Officer	Ongoing	100%	A monthly calendar of upcoming events is published in Council's Newsletter and Website from time to time as well as being promoted through Destination NSW, Wagga Partnerships Program and RDA Country Change.
Build capacity, capability and partnerships to encourage sustainable community groups and clubs. *	Provide support and advice to community groups, clubs, and volunteers.	Director Corporate and Community Services	Ongoing	100%	Council has a comprehensive database to facilitate communicating with community groups and clubs. Through email and Council's website information on funding, sustainability opportunities and administration is distributed to community groups and clubs
	Within financial means, support and fund Section 355 Committees to manage and maintain Council facilities.	Director Corporate and Community Services	Progressing	100%	Council has allocated \$15,500 to S355 Public Hall Management Committees and \$52,400 to Recreation Ground and other Management Committees that manage Council facilities on behalf of Council. The annual grants were distributed to Section 355 committees in August 2017. A Procedures Manual for Section 355 Committees was finalised in 2017/18 and is planned for distribution to the Committees in early 2018/19. Support is also provided to community-based management committees to secure government grants.
	Facilitate and support programs and projects within the community to make them accessible to people with all abilities. DIAP – Attitudes and behaviours	Director Corporate and Community Services	Ongoing	100%	Financial support was provided to community/volunteer-based committees including section 355 management committees, Men's Shed organisation, RSL Sub-Branches etc. to support access to programs and events.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
					<p>All abilities access was incorporated in all new community infrastructure projects including:</p> <ul style="list-style-type: none"> • Lockhart swimming pool refurbishment; • The Rock swimming pool refurbishment; • Lockhart recreation ground amenities building upgrade; • The Rock recreation ground amenities building upgrade. <p>Access and inclusion principles are incorporated in event management plans approved by Council.</p> <p>Access and inclusion principles are incorporated in Council's development application assessment processes.</p>
Provide or partner to provide cultural and sporting participation opportunities.	Support cultural and sporting opportunities that respond to the needs of the community.	Tourism and Economic Development Officer	Ongoing	100%	<p>Council provided financial and in-kind assistance to the Spirit of the Land Festival (October 2017) and Thommos Express Charity Rodeo (December 2017), The Rock B & S Ball (December 2017) and the Spirit of Christmas (December 2017). Support is also being provided to The Rock Triathlon and Lockhart Vintage Fest.</p> <p>Council also engages a Museum Advisor who provides support and advice to the Greens Gnyah Museum and The Rock Museum. Council participates in the Eastern Riverina Arts and in December 2017 was successful in securing a grant under the Country Arts Support program for a project to paint a mural on the Lockhart Water Tower.</p>

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Work with stakeholders to ensure our community is safe and well prepared to respond to adversity. *	Ensure that Lockhart Shire is well prepared to respond to adversity.	Director Engineering and Environmental Services	Ongoing	100%	The Lockhart Shire Local Emergency Management Plan was finalised in the first half of 2017/18 and presented to Council in October 2017. Regular LEMC meetings occurring.
	Strengthen mechanisms that support access and inclusion for our community. DIAP – Liveable communities	Director Engineering and Environmental Services	Ongoing	100%	Council’s Emergency Management Plan has been approved by the Regional Emergency management Committee. Council is currently preparing a new Flood Plan in conjunction with the State Emergency Services. Council works with stakeholders through its Local Emergency Management Committee and Interagency Group meetings held every four months.
	Promote community safety initiatives within the community.	Director Engineering and Environmental Services	Ongoing	100%	Council continues to promote various safety initiatives, e.g. “L” Driver Workshops were held in December 2017 and Learn to Swim classes were held in January 2018. Council also collaborates with Greater Hume Shire Council in the employment of a shared Roads Safety Officer.
	Advocate for sufficient provision of policing, ambulance and fire services.	General Manager	Ongoing	100%	Council convenes a Police and Community Consultation Group that meets quarterly. Representations regarding Police presence in Lockhart Shire were made to the NSW Police in November 2017.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
<p>Support, or partner to provide, welcoming and well-maintained community spaces and facilities. *</p>	<p>Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community. DIAP – Liveable communities</p>	<p>Director Engineering and Environmental Services</p>	<p>Ongoing</p>	<p>100%</p>	<p>Parks and gardens continue to be maintained in accordance with an annual program and within the adopted budget.</p> <p>Landscaping of the new public toilet site at Walter Day Park has been completed together with granite paths to the ‘At the Dance’ and ‘Nine Martyrs’. These have been provided with all abilities access.</p> <p>The new granite and steel-edged path through Cowin Gardens has also been completed, linking Green St from the craft shop to the sculptures in Cowin Gardens and on to Walter Day Park.</p> <p>For the safety of users, a pine log fence has been constructed along the front of The Rock Skate Park to enforce the no parking zone. Trees have been planted to increase shade and some simple landscaping is planned to create an inviting environment for families.</p> <p>All abilities access incorporated in all new community infrastructure projects including:</p> <ul style="list-style-type: none"> • Lockhart swimming pool refurbishment • The Rock swimming pool refurbishment • Lockhart recreation ground amenities building upgrade • The Rock recreation ground amenities building upgrade.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Provide and advocate for services that respond to the needs of our community. *	Lobby government, business and service providers to provide accessible services to meet the needs of the community. DIAP – Liveable communities .	General Manager	Ongoing	100%	<p>Representations are made as opportunities arise.</p> <p>Representations were made to Telstra in June 2018 regarding the lack of mobile phone coverage at Yerong Creek.</p> <p>Representations have also been made to the NSW Government in March 2018 and are ongoing regarding the need for additional culverts at the Railway Bridge in Lockhart.</p> <p>Included all abilities access to local businesses in the Consultant’s Brief for the preparation of concept plans for the Lockhart main street upgrade which will form the basis of consultation with local businesses and the broader community.</p>
	Improve understanding of the services available in the community, and work with service providers to promote and encourage community use of services.	Director Corporate and Community Services	Ongoing	100%	Council has adopted various strategies to promote and communicate available services to the community, e.g. website, Facebook page, Newsletter and e-mails to community clubs and groups on Council’s database.
	Work with service providers and government to improve access to quality health, and medical life-stage facilities and services to meet the long-term needs of the community.	Director Corporate and Community Services	Ongoing	50%	Council’s General Manager is a member of the Local Health Advisory Committee which provides a conduit between the local community and health services provided by the Murrumbidgee Health District.
	Advocate to ensure our residents can access a quality education experience.	Director Corporate and Community Services	Ongoing	0%	Representations are made as opportunities arise.

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Support our children and young people.	Understand and respond to the needs of young people in the Shire through engagement and provision of a Youth Officer.	Director Corporate and Community Services	Ongoing	100%	Council continues to employ a Youth Officer in conjunction with Greater Hume Council. A Youth Advisory Committee comprising of young people from throughout the Shire was established in the first half of 2017/18.
	Support the provision of pre-school, playgroup and childcare services within the community.	Director Corporate and Community Services	Ongoing	50%	Council provides out of school hours care through The Rock OOSH and was successful in securing continued funding in 2017/18. Preliminary investigations regarding the demand for child care in Lockhart Shire were carried out and reported to Council in November 2017 with a view to undertaking a Child Care Needs Survey in early 2018/19.
	Provide young residents with greater access to youth services.	Director Corporate and Community Services	Ongoing	100%	Council continues to employ a Youth Officer in conjunction with Greater Hume Council. A Youth Advisory Committee comprising of young people from throughout the Shire was established in the first half of 2017/18.
Provide support and opportunities to celebrate our older residents.	Provide opportunities for older residents to come together.	Director Corporate and Community Services	Ongoing	80%	Council provides financial assistance for events during Seniors Week each year. Financial assistance in the form of a financial contribution towards the internal fit out of a new shed as well as the refund of DA fees was provided to The Rock Men's Shed in 2017/18.
	Continue to support, advocate, and plan for high quality services and accommodation for our aged population.	Director Corporate and Community Services	Ongoing	50%	Council has supported Woodhaven and independent living units at Magnolia Lodge.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Support a feasibility study to explore the establishment of an aged care service hub within the Lockhart Shire.	Director Corporate and Community Services	Not commenced	10%	Council has been in discussions with Valmar Community Services which indicated the concept of a “service hub” was still in the planning stage and was not at this stage a strategic policy direction for Valmar. Council and Valmar will continue to communicate where there may be opportunities to work in partnership regarding the provision of aged care services in our Shire.
Provide support for people with a disability and their families and carers. *	Provide support for people with a disability, their families and carers. DIAP – Liveable communities	Director Corporate and Community Services	Ongoing	50%	Council has adopted a Disability Inclusion Action Plan as well as requirements for all abilities access in its planning documents such as the DCP.
	Work with community partners to lobby government and to seek funding to support people with disabilities to reach their full potential and to lead fulfilling lives. DIAP – Liveable communities	Director Corporate and Community Services	Ongoing	50%	Council continually reviews grant programs to seek potential funding.
	Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment. DIAP – Employment	Director Corporate and Community Services	Ongoing	0%	No opportunities have arisen at this stage.
	Work with partners to identify opportunities to support the implementation of the National Disability Insurance Scheme. DIAP – Systems and processes	Director Corporate and Community Services	Ongoing	0%	No opportunities have arisen at this stage.
	Participate in a collective approach within Lockhart Shire’s disability sector to improve the understanding, access and operation of the sector. DIAP – Attitudes and behaviours	Director Corporate and Community Services	Ongoing	50%	Council’s General Manager is a member of the Local Health Advisory Committee which provides a conduit between the local community and health services provided by the Murrumbidgee Health District.

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Manage and improve the appearance of our towns, in line with their desired identities	Develop and implement a long-term beautification plan for each of the Shire's towns.	Director Engineering and Environmental Services	Progressing	5%	Masterplan currently being commenced for Lockhart. The Rock will follow after Lockhart has been completed.
Improve the convenience and amenity of our towns. *	Ensure that there is sufficient and accessible parking for cars and trailers in the centre of each town. DIAP – Liveable communities	Director Engineering and Environmental Services	Progressing	5%	Main Street traffic monitoring devices were installed to collect relevant data for determining appropriate actions. This will be taken into account with master planning of Lockhart CBD.
	Encourage a diverse retail mix within the Shire to respond to the community's and visitors needs and tastes.	Tourism and Economic Development Officer	Ongoing.	50%	Council participates in "Country Change" program and the "Start Your Business Here" section of Council's website has been updated. Council joined the NSW Government's "Easy to do Business" Program and the "Business Friendly Council" initiative in 2017/18.
	Better understand the retail and commercial sector to assist and support a response to filling service gaps.	Tourism and Economic Development Officer	Ongoing	100%	Council's Tourism and Economic Development Officer maintains regular contact with businesses in the Shire. An annual survey of local businesses is undertaken to better understand their needs.
	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres.	Tourism and Economic Development Officer	Ongoing	50%	A business directory is maintained on Council's website. A "Go Local" campaign was implemented to encourage support of local businesses. An annual Business Excellence Awards function was held at The Rock in May 2018.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Improve services and infrastructure that supports our rural business.	Advocate to improve television, mobile and internet coverage.	General Manager	Ongoing	20%	The NSW Government's "Connecting Country Communities" funding program for improved internet access was not launched in 2017/18 as anticipated. Representations were made to Telstra regarding the lack of mobile phone coverage on the Olympic Highway at Yerong Creek.
	Lobby to increase the use of rail for agricultural transportation.	General Manager	Ongoing	50%	An application for the upgrade of The Rock to Boree Creek rail line was submitted under the Fixing Country Rail Program in July 2017 but proved unsuccessful.
	Strive to assist development of strong farming businesses.	Tourism and Economic Development Officer	Ongoing	60%	Government funding was secured under the Fixing Country Roads Program in December 2017 to upgrade nine bridges and culverts in the Shire that will open the Shire's road network to HML and larger trucks, e.g. B-Doubles. An application was lodged under the Growing Local Economies Fund for the upgrade of the Lockhart to Urana Road. The NSW Government's "Connecting Country Communities" funding program for improved internet access was not launched in 2017/18 as anticipated. The Council continues to participate in the Grain Harvest Management Scheme.
Provide business support to our community.	Promote and provide networking opportunities for businesses.	Tourism and Economic Development Officer	Ongoing	100%	A business directory is maintained on Council's website. The annual Business Excellence Awards function was held at The Rock in May 2018.
	Improve the capacity of businesses through training and business sessions.	Tourism and Economic Development Officer	Ongoing	50%	Council works with the Riverina BEC to promote training opportunities both locally and regionally.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Build an informed response to supporting businesses through the collection of timely and relevant local data.	Tourism and Economic Development Officer	Completed	100%	The annual business survey was undertaken in the first half of 2017/18 to ensure current and accurate data is collected and maintained.
	Celebrate the achievements of our businesses.	Tourism and Economic Development Officer	Completed	100%	The annual Business Excellence Awards function was held at The Rock in May 2018.
Work in partnership with stakeholders to grow existing and attract new businesses.	Provide strong strategic direction for economic development.	Tourism and Economic Development Officer	Ongoing	75%	Council continues to employ a full-time Tourism and Economic Development Officer. A Tourism and Economic Development Committee with Council, business and community representatives continues to advise council on tourism economic development matters. Council participated in the development of a Regional Economic Development Strategy for the Coolamon, Junee, Lockhart and Wagga Wagga Functional Economic Region.
	Support the growth of the business and industry sector.	Tourism and Economic Development Officer	Ongoing	50%	Council's Economic Development officer maintains regular contact with local businesses. Council's website has been updated to include information regarding Council's business incentives policy, business support information and "Make the Move" campaign.
	Promote positive images of the Lockhart Shire as a dynamic and innovative community.	Tourism and Economic Development Officer	Ongoing	75%	Lockhart Shire is promoted across all media platforms including print, radio and social media. The Visitor Information Centre continues to register increased visitor numbers.
Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community.*	Promote benefits of being fully accessible and inclusive for businesses. DIAP - Attitudes and behaviours	Tourism and Economic Development Officer	Progressing	50%	Council has joined the NSW Government's "Easy to do Business" program and the "Business Friendly Council" initiative.

B2: OUR COMMUNITY HAS A STRONG TOURISM SECTOR

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Create a thriving tourism economy in Lockhart Shire. *	Improve the image of Lockhart Shire for tourists.	Tourism and Economic Development Officer	Ongoing	50%	Council continues to successfully promote Lockhart Shire through various means including social media, numerous publications and regional partnerships as evidenced by record visitor numbers being experienced at the Lockhart Visitor Information Centre in 2017/18.
	Use our natural strengths and assets to build our tourism sector.	Tourism and Economic Development Officer	Ongoing	50%	The Shire's tourism sector continues to grow as evidenced by increased visits to the Greens Gonyah Museum and The Rock Hill Nature Reserve. Funding has been announced for The Rock Regional Observatory Project.
	Support and develop infrastructure for our tourism sector. DIAP – Liveable communities	Tourism and Economic Development Officer	Progressing	75%	Council is partnering with Spirit of the Land and The Rock RSL Sub-Branch to continue to enhance sculpture trail and Avenue of Honour respectively. Council is also partnering with Riverina Water, Lockhart, Progress Association and other sponsors to establish a mural on the Water Tower with government funding.
	Develop partnerships that support our tourism industry.	Tourism and Economic Development Officer	Ongoing	100%	Council continues to participate in Thrive Riverina (formerly Riverina Regional Tourism), Taste Riverina and other regional initiatives such as Wagga partnerships and Destination Riverina Murray.

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Develop the skills and employment opportunities of our residents. *	Support and communicate pathways to employment for all residents. DIAP – Employment	Tourism and Economic Development Officer	Ongoing	50%	Council liaises with Riverina BEC to promote local and regional training opportunities.
Attract and retain skilled people to the region.	Support young people to return to the region after completing education and training.	Tourism and Economic Development Officer	Ongoing	50%	Initiatives outlined above to support the growth of local businesses are aimed and providing potential employment opportunities to enable young people to return to the area.
	Promote the Shire and available skilled and professional positions throughout the region.	Tourism and Economic Development Officer.	Ongoing	50%	Council participates in the “Country Change”/“Tree Change” project.
	Work with local industry and government agencies to identify and address skill shortages.	Tourism and Economic Development Officer	Ongoing	50%	Contact is maintained with RDA Riverina. Council is also participating in the preparation of a Regional Economic Development Strategy comprising the Coolamon, Junee, Lockhart and Wagga Wagga Functional Economic Region.



2018 Young Entrepreneur, Rachel Viski, Lockhart Shire Business Awards presented by Traci Driscoll

C1: OUR ENVIRONMENTAL PRACTICES ARE SUSTAINABLE

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Ensure that Council buildings and facilities are environmentally sensitive.	Where practical improve the energy efficiency of Council buildings.	Director Corporate and Community Services	Progressing	20%	Council is facilitating a program of community consultation for a project that will make Lockhart township 100% self-sufficient on renewable energy, reducing energy costs and increasing efficiencies through smart meters and other technology.
	Develop and implement a strategy that works towards Lockhart Shire being carbon neutral.	Director Engineering and Environmental Services	Progressing	20%	Community engagement was undertaken in November 2017 with respect to a renewable energy project that, if successful, will make Lockhart township 100% self-sufficient on renewable energy.
	Investigate installation of new energy efficient street lighting.	Director Engineering and Environmental Services	Progressing	20%	Council is participating in the "Southern Lights project", a proposal for energy efficient LED lighting being co-ordinated by REROC
Explore opportunities to utilise renewable energy and water saving practices.	Investigate programs and initiatives that promote renewable energy options for households and industry.	Director Engineering and Environmental Services	Progressing	20%	Community engagement was undertaken in November 2017 with respect to a renewable energy project that, if successful, will make Lockhart township 100% self-sufficient on renewable energy.
	Promote initiatives that support water wise practices & products throughout the community.	Director Engineering and Environmental Services	Ongoing	50%	Council is using low water and native plants in parks & gardens as well as street trees.
	Continue to explore the feasibility of water conservation practices throughout all Council works, & incorporate water saving & reuse features to Council facilities.	Director Engineering and Environmental Services	Ongoing	50%	Council reviews water usage quarterly to monitor water usage.
Utilise effective waste management practices.	Provide efficient and sustainable waste management practices	Director Engineering and Environmental Services	Progressing	75%	Council resolved in October 2017 to introduce a three bin kerbside waste collection service to include food organics upon expiration of the current waste collection contract. Council will be assessing the ability to install recycling in the CBD areas as part of master planning works.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Ensure responsible development practices are exercised.	Through our Local Environmental Plan, incorporate environmentally sustainable design principles into all new residential, rural & commercial developments & subdivision plans.	Director Engineering and Environmental Services	Ongoing	50%	Council implements statutory requirements in new buildings within the Shire.



Government Dams Levy, Lockhart

C2: FLORA AND FAUNA ARE PROTECTED ACROSS THE SHIRE

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Increase the amount of native flora, fauna and protect threatened species.	Encourage native plant choices throughout the community.	Director Engineering and Environmental Services	Ongoing	50%	Council provides advice on appropriate plant species when required and when trees are removed by Council these are replaced by an appropriate species depending on the circumstances.
	Support the increase of food and habitat sources for threatened and endangered species.	Director Engineering and Environmental Services	Progressing	75%	Council participated in the Galore Hill Scenic Reserve Biodiversity Study Project and signed off on The Rock Hill Nature Reserve Management Plan prepared in conjunction with the NSW National Parks and Wildlife Service and other stakeholders.
	Map local population of threatened and endangered plant species and protect where practical.	Director Engineering and Environmental Services	Progressing	50%	Council has secured grant funding towards developing best practice roadside environmental management. Council's Environmental Officer and Wagga City Council's Environmental Management Team Leader have collaborated on the development of the Best Management Practice of Roadside Reserve Corridors Project Plan.
Decrease occurrence, spread and impact of weeds and pests throughout our Shire.	Implement weed management practices within Council controlled land and support practices on all other land.	Director Engineering and Environmental Services	Ongoing	75%	The new Biosecurity legislation was implemented in the first half of 2017/18 including appropriate training being undertaken by Council's Environmental Officer and appropriate delegations put in place. Regular inspections are undertaken by Council's Environment Officer and, where appropriate, relevant Notices issued.
	Implement pest management practices within Council controlled land and support practices on all other land.	Director Engineering and Environmental Services	Ongoing	50%	The new Biosecurity legislation was implemented in the first half of 2017/18 including appropriate training being undertaken by Council's Environmental Officer and appropriate delegations put in place.

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Provide nature reserves and protected areas for our community.	Provide protection, management and promotion of Galore Hill.	Director Engineering and Environmental Services	Ongoing	50%	Regular inspections of Galore Hill are undertaken. Council participated in the Galore Hill Scenic Reserve Biodiversity Study.
	Advocate to, and support the National Parks Wildlife Service, in their management of The Rock Hill Nature Reserve.	Director Engineering and Environmental Services	Ongoing	50%	Council signed off on The Rock Hill Nature Reserve Management Plan prepared in conjunction with the NSW National Parks and Wildlife Service and other stakeholders.
	Provide protection, management and promotion of nature reserves under the control of Council.	Director Engineering and Environmental Services	Ongoing	50%	Council monitors and undertakes action as required on its nature reserves.
	Promote the protection of our water catchment and riparian zones.	Director Engineering and Environmental Services	Ongoing	50%	Council monitors and undertakes action as required on its catchment and riparian zones.
	Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards.	Director Engineering and Environmental Services	Ongoing	50%	No significant breaches reported.



Wallaby, The Rock Hill Nature Reserve, photo by Jamie Lee Angove

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan sustainable transport strategies. *	Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire. DIAP – Liveable communities	Director Engineering and Environmental Services	Completed	100%	Council has undertaken its planned new shared path construction works for 2017/18. Council currently preparing a new 5-year Active Transport Plan.
	Provide effective street lighting within the villages of the Shire to support safety and security for pedestrians and vehicular traffic.	Director Engineering and Environmental Services	Ongoing	50%	Street lighting complaints are recorded and actioned accordingly. Council is participating in the Southern Lights project being co-ordinated by REROC involving the provision of LED street lighting.
	Advocate for community and public transport options. DIAP – Liveable communities	Director Corporate and Community Services	Ongoing	50%	Representations are made as opportunities arise. Country Public Transport Infrastructure Grant Scheme funds have been utilised to replace the bus stop in Lockhart to ensure compliance.
Strategically plan for our sports and recreation infrastructure, as well as cemeteries.	Ensure appropriate provision, planning and use of all open space and recreation facilities and cemeteries.	Director Engineering and Environmental Services	Ongoing	50%	Council maintains and manages its open space and recreation facilities in conjunction with relevant s355 Committees.
	Prepare and implement strategic replacement and upgrade plans for Lockhart Swimming Pool to address ageing infrastructure and to meet the community's long-term needs.	Director Engineering and Environmental Services	Progressing	50%	Government funding was secured under the Stronger Country Communities fund for the upgrade of the Lockhart Swimming Pool complex. Contracts have been let and construction of the new pools and refurbishment of the amenities building has commenced and is scheduled for completion in 2018/19.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Prepare and implement strategic replacement and upgrade plans for The Rock Swimming Pool to address ageing infrastructure and to meet the community's long-term needs.	Director Engineering and Environmental Services	Progressing	50%	Government funding was secured under the Stronger Country Communities fund for the upgrade of The Rock Swimming Pool complex. Construction of the new amenities building has commenced and is scheduled for completion in 2018/19. Construction of the new swimming pools is scheduled for the winter of 2019.
Improve the safety of people on our roads.	Continue to participate in road safety education, and efficient use and planning of the road network.	Director Engineering and Environmental Services	Ongoing	50%	Council continues to employ a Road Safety Officer in conjunction with Greater Hume Shire Council.
	Provide and maintain efficient and safe road and bridge infrastructure.	Director Engineering and Environmental Services	Progressing	50%	In December 2017 Council was successful in securing grant funding under the Fixing Country Roads Program to upgrade nine bridges and culverts in the Shire to HML standard.
	Undertake road repair works following 2016 wet weather and flood events.	Director Engineering and Environmental Services	Completed	100%	All road restoration works related to the 2016 flood events has been completed.
Reduce the effects of flooding in our towns and villages.	Implement flood mitigation measures for Lockhart.	Director Engineering and Environmental Services	Progressing	75%	Stage 1 of the Lockhart flood mitigation works has been completed and a grant funding application has been lodged for Stage 2 works.
	Implement flood mitigation measures for The Rock.	Director Engineering and Environmental Services	Progressing	50%	Stage 1 of The Rock flood mitigation works have commenced and are scheduled for completion in 2018/19.
Advocate for diverse and affordable housing options within Lockhart Shire.	Work with developers, investors and service providers to realise the development of diverse housing options to address affordable housing across the Shire. DIAP – Liveable communities	Director Corporate and Community Services	Ongoing	50%	Options available include Magnolia Lodge, Youth Flats and vacant residential land developed in both ends of the price spectrum ranging in price from \$25,000 to \$95,000.

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Develop infrastructure that supports growth within our community. *	Provide and maintain efficient sewage systems that allows for current and future community needs.	Director Engineering and Environmental Services	Completed	100%	Extension of reticulated sewerage at The Rock was completed in June 2018.
	Ensure maintenance, accessibility and safety of the Lockhart air strip. DIAP – Liveable communities	Director Engineering and Environmental Services	Ongoing	50%	The Lockhart air strip is inspected on a monthly basis and maintained as required.
	Support Riverina Water in quality town water supply that is sustainable in line with potential growth.	Director Engineering and Environmental Services	Ongoing	50%	Council works with Riverina Water as required to assist in facilitating reliable water supply to the Shire. Expertise in relation to roadside vegetation management was recently provided for a RW mains extension from The Rock to Milbrulong.
	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Director Engineering and Environmental Services	Ongoing	50%	Stormwater maintenance is occurring as budget and resourcing allows. Kerb and guttering is maintained and replaced as budget and resourcing allows.
	Advocate for natural gas supply to our communities.	General Manager	Ongoing	50%	Provision of natural gas to The Rock has been included in the Action Plan incorporated into the Regional Economic Development Strategy being prepared for the Coolamon, Junee, Lockhart and Wagga Wagga Functional Economic Region.
Land use that supports the development of our community.	Clearly define land use requirements and developments in line with State Government regulations.	Director Engineering and Environmental Services	Ongoing	50%	Land use requirements are specified in Council's Local Environmental Plan. All development applications are assessed in accordance with statutory requirements.
	Continue to remain updated on potential mining and quarry developments.	Director Engineering and Environmental Services	Ongoing	50%	Relevant meetings are attended when scheduled or when opportunities arise.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Our built heritage and our public art are enhanced to support our strong town and village identities.	Provide a public art experience that reflects our community identity.	Tourism and Economic Development Officer	Ongoing	50%	<p>Arrangements have been made for the winning sculpture of the 2017 Spirit of the Land Festival to be placed on display at Lockhart.</p> <p>The military memorabilia on display at the Avenue of Honour at The Rock has also been added to in 2017.</p> <p>An official launch of the “Walk of Fame” project at Lockhart is being planned and grant funding has been secured for a mural to be placed on the water tower at Lockhart.</p>
	Advocate for the protection of our historic buildings, landmarks, and artefacts.	Director Engineering and Environmental Services	Ongoing	50%	An application for heritage grant funding in relation to the historic verandas in Green Street Lockhart has been lodged.



“Horse Power” by Stuart Taylor
winner of the 2011 National Farm Art Awards
on permanent display,
CWA Park, Lockhart

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan for the long-term sustainability of the Shire.	Advocate and prepare for the long-term sustainability of our Shire.	Director Corporate and Community Services	Ongoing	50%	Council has prepared a Long-Term Financial Plan in accordance with Integrated Planning and Reporting requirements with a 10-year outlook.
	Promote the increased participation of local people in local government and the community.	General Manager	Ongoing	50%	Participation is encouraged through open council meetings promoted in Council's monthly newsletter, website and Facebook page, in-kind and financial support of community-based section 355 committees performing various council functions and recognition of significant contributions to the community through such means as the Australia Day Awards, Volunteer Week events, etc.
	Implement Fit for the Future improvement plan actions, those of highest priority being: <ul style="list-style-type: none"> – Apply for Special Rate Variation (SRV) to begin revenue expansion and increase Own Source Revenue; – Increase external contracting to increase Own Source Revenue; – Continue involvement with REROC/JO; and – Implement service review actions. 	General Manager Director Corporate and Community Services Director Engineering and Environmental Services	Progressing	50%	Application for a SRV was lodged in accordance with Council's Improvement Action Plan but was declined by IPART. Discussions have been held with neighbouring councils regarding contracting opportunities. A tender for roadworks was submitted with Greater Hume Council in an effort to increase Own Source Revenue but was unsuccessful. Council is a member of the newly established Riverina Joint Organisation proclaimed in May 2018.
	Continue to enhance sound financial management policies and practices.	Director Corporate and Community Services	Ongoing	50%	The NSW Audit Office presented an unqualified Audit report to the November 2017 Council meeting for the 2016/17 financial year. All relevant financial ratios continue to be above the industry benchmark with the exception of Own Source Revenue.
	Continue the development of asset management strategy and plans.	Director Engineering and Environmental Services	Ongoing	75%	Council's Asset Management Plans were adopted in February 2017 and continue to be updated and enhanced. New asset management software is being investigated for purchase in 2018/19.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Meet all governance and regulatory requirements in the conduct of Council operations.	General Manager	Ongoing	50%	<p>A Compliance Policy and Compliance register has been developed and adopted by Council at the December 2017 Council meeting.</p> <p>A Diagnostic Review of Council's governance arrangements has been completed and a "Governance Action Plan" has been prepared by Manex for implementation.</p> <p>Arrangements have been put in place for an internal audit function to be implemented from 2018/19.</p>
	Minimise Council's exposure to risk and promote a strong risk management culture within Council.	General Manager HR/WHS Co-ordinator	Ongoing	20%	<p>A Risk Register has been developed and individual risk treatment plans have been prepared for each risk.</p> <p>A revised Risk Management Policy was developed and adopted by Council in April 2018.</p>
	Ensure appropriate IT systems are in place to support service delivery and accountability requirements.	Director Corporate and Community Services	Ongoing	50%	<p>This is achieved through up to date server hardware. All staff desk top computers have access to Microsoft Office 365. Other specific software is acquired as required.</p> <p>A Computer, Internet, Email and Social Media Policy was developed and adopted by Council in April 2018.</p> <p>An Information Systems Security Policy is being developed for presentation to Council in early 2018/19.</p>
	Maintain and develop a Records Management System that meets the needs of the organisation, the community and legislative requirements.	Director Corporate and Community Services	Progressing	10%	<p>Investigations are currently underway into an Electronic Data and Records Management System with a view to reporting to Council in 2018/19 on a recommended provider.</p>

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Attract and retain a quality workforce.	HR/WHS Co-ordinator	Ongoing	50%	Where practical opportunities are provided to enhance staff attraction and retention, e.g. training and development for new and existing employees together with consideration given to succession planning.



Syvies Café, The Rock

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Use effective community engagement processes. *	Provide effective community engagement practices with the community.	Director Corporate and Community Services	Ongoing	50%	<p>Council's Newsletter is distributed to all households in the Shire on a monthly basis.</p> <p>The most recent Community Satisfaction Survey undertaken in 2016 indicated that 96% of respondents received their information about Council from the Monthly Newsletter.</p> <p>Policies that have the potential to impact on residents and ratepayers are placed on public exhibition prior to adoption by Council.</p>
	Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation. DIAP – Systems and processes	Director Corporate and Community Services	Ongoing	20%	Council has adopted a Disability Inclusion Action Plan as well as requirements for all abilities access in its planning documents such as the DCP.
Ensure the community is informed by improving access to information. *	Apply access and inclusion principles to improve access to Council services, programs, events and communications. DIAP – Systems and processes	Director Corporate and Community Services	Ongoing	50%	<p>Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP.</p> <p>Council has adopted various strategies to promote and communicate available services to the community, e.g. website, Facebook page, Newsletter and e-mails to community clubs and groups on Council's database.</p>

E3: COUNCIL RESPONDS COLLECTIVELY AND RESPONSIBLY TO COMMUNITY NEEDS

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Actively seek strong involvement in state and regional planning for the region.	Advocate for the appropriate representation of the needs of the Lockhart Shire community at a state and regional level.	General Manager	Ongoing	50%	Representations are made in relation to relevant issues as opportunities arise. In 2018 representations have been made to Government in relation to: Mobile phone coverage; Lockhart railway culvert; Lockhart renewable energy project.
Represent and acknowledge the needs, challenges and characteristics of our communities. *	Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups. DIAP – Systems and processes	Tourism and Economic Development Officer	Ongoing	50%	Data from the 2016 census was released in the first half of 2017/18 and has been accessed by Council. Regular statistical updates are also received through RDA Riverina.
	Continue to lead and advocate on key social and community issues. DIAP –Attitudes and behaviours	Director Corporate and Community Services	Ongoing	50%	Council advocates and makes representations in relation to relevant issues as opportunities arise.
	Regularly provide up to date and accurate community information to relevant program and service providers.	Director Corporate and Community Services	Ongoing	50%	Various forums such as the Local Health Advisory Committee, Police and Community Consultation Group and other networks in which Council participates provide opportunities for Council to provide feedback and relevant information to service providers.
Provide opportunities for relationship building and development.	Promote strong and beneficial relationships between local government and service providers, other levels of government and the community.	Director Corporate and Community Services	Ongoing	50%	Council staff participate in networking opportunities provided by their respective professional associations and other local government bodies such as REROC, LGNSW, Statewide, StateCover, etc. Participation in the Local Health Advisory Committee is maintained. Council also convenes a Policy and Community Consultation Group for this purpose.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Ensure Council staff and Councillors participate regularly in professional development to support high quality customer service and professional skills.	General Manager HR/WHS Co-ordinator	Ongoing	50%	<p>An annual Training Plan has been adopted for all staff.</p> <p>Relevant training and professional development opportunities are drawn to Councillors' attention as they arise.</p> <p>Regulations and guidelines regarding Councillor Professional Development Programs are to be released by the Office of Local Government and will determine Council's future actions in this regard.</p>



"Saluting their Service", Sept. 2017, unveiling of refurbished Memorial and Honour Board, Lockhart Memorial Hall by the Hon. Michael McCormack MP (from left: Cr Rodger Schirmer Mayor, the Hon. Michael McCormack MP, Cr Max Day OAM)

OUR PERFORMANCE AGAINST THE DISABILITY INCLUSION ACTION PLAN

Promote positive attitudes and behaviours

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A1	Build capacity, capability and partnerships to encourage sustainable community groups and clubs.	Facilitate and support programs and projects within the community to make them accessible to people with all abilities.	Council Community groups Community	Ongoing	<p>Financial support was provided to community/volunteer-based committees including section 355 management committees, Men’s Shed organisation, RSL Sub-Branches etc. to support access to programs and events.</p> <p>All abilities access has been incorporated in all new community infrastructure projects including:</p> <ul style="list-style-type: none"> – Lockhart swimming pool refurbishment – The Rock swimming pool refurbishment – Lockhart recreation ground amenities building upgrade – The Rock recreation ground amenities building upgrade. <p>Incorporated access and inclusion principles in event management plans approved by Council.</p> <p>Incorporated access and inclusion principles in Council’s development application assessment processes.</p>

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A3	Provide support for people with a disability and their families and carers.	Participate in a collective approach within Lockhart Shire's disability sector to improve the understanding, access and operation of the sector.	Council Service providers	2017/18	Council has adopted a Disability Inclusion Action Plan as well as requirements for all abilities access in its planning documents such as the DCP.
B1	Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community.	Promote the benefits of being fully accessible and inclusive for businesses.	Council	Ongoing	Included all abilities access to local businesses in the Consultant's Brief for the preparation of concept plans for the Lockhart main street upgrade which will form the basis of consultation with local businesses and the broader community. Council will liaise with shop owners on the benefits of investing in all abilities access to their premises.
E3	Represent and acknowledge the needs and challenges and characteristics of our community.	Continue to lead and advocate on key social and community issues.	Council	Ongoing	Council continues to promote inclusion within the community via its newsletters and events.

Create liveable communities

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A2	Work with stakeholders to ensure our community is safe and well prepared to respond to adversity.	Strengthen mechanisms that support access and inclusion for our community.	Council, Service providers	Ongoing	<p>Council's Emergency Management Plan has been approved by the Regional Emergency Management Committee.</p> <p>Council is currently preparing a new Flood Plan in conjunction with the State Emergency Services.</p> <p>Council works with stakeholders through its Local Emergency Management Committee and Interagency Group meetings held every four months.</p>
	Support, or partner to provide, welcoming and well-maintained community spaces and facilities.	Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community.	Council State Government	Ongoing	<p>All abilities access incorporated in all new community infrastructure projects including:</p> <ul style="list-style-type: none"> – Lockhart swimming pool refurbishment – The Rock swimming pool refurbishment – Lockhart recreation ground amenities building upgrade – The Rock recreation ground amenities building upgrade. <p>Council parks are maintained and improved to allow access to all.</p>
	Provide and advocate for services that respond to the needs of our community.	Lobby government, business and service providers to provide accessible services to meet the needs of the community.	Council	Ongoing	Included all abilities access to local businesses in the Consultant's Brief for the preparation of concept plans for the Lockhart main street upgrade which will form the basis of consultation with local businesses and the broader community. Council will liaise with shop owners on the benefits of investing in all abilities access to their premises.
A3	Provide support for people with a disability and their families and carers.	Work with community partners to lobby government and to seek funding to support people with disabilities to reach their full potential and to lead fulfilling lives.	Council Service providers	Ongoing	Council works with stakeholders through its Local Emergency Management Committee and Interagency Group meetings held every four months.
		Provide support for people with disability, their families and carers.	Council Service providers	Ongoing	Council continues to advocate for all members of the community.
B1	Improve the convenience and amenity of our towns	Ensure that there is sufficient and accessible parking for cars and trailers in the centre of each town.	Council	Ongoing	Main Street traffic monitoring devices installed to collect relevant data for determining appropriate actions. Lockhart CBD master planning to incorporate accessible parking upgrades.

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
B2	Create a thriving tourism economy in Lockhart Shire.	Support and develop infrastructure for our tourism sector.	Council	Ongoing	Incorporate access and inclusion principles in Council's development application assessment processes.
D1	Plan sustainable transport strategies.	Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire.	Council	By 2020	A five-year Footpath Plan is being prepared.
		Advocate for community and transport options.	Council	Ongoing	Country Public Transport Infrastructure Grant Scheme funds have been utilised to replace the bus stop in Lockhart to ensure compliance.
	Advocate for diverse and affordable housing options within the Lockhart Shire.	Work with developers, investors and service providers to realise the development of diverse housing options to address affordable housing across the Shire.	Council State Government Developers	Ongoing	Consideration to be given to further development opportunities at The Rock following completion of Carson Road Stage 2 subdivision. Consideration be given to utilising Department of Planning subsidised loan facility aimed at provision of affordable housing options. Ensure the forthcoming review of Council's LEP provides for diverse housing options.
D2	Develop infrastructure that supports growth within our community.	Ensure maintenance, accessibility and safety of the Lockhart air strip.	Council	Ongoing	The Air Strip is inspected monthly and any required maintenance carried out.

Support access to meaningful employment

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A3	Provide support for people with a disability and their families and carers.	Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment.	Council Service providers	Ongoing	Council continues to provide employment and work experience opportunities to all members of the community as well as through its s355 committees,
B3	Develop the skills and employment opportunities of our residents.	Support and communicate pathways to employment for all residents.	Council Service providers	Ongoing	Council continues to provide employment and work experience opportunities to all members of the community.

Improve access to services through improved systems and processes

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	MANEX ACTIONS
A3	Provide support for people with a disability and their families and carers.	Work with partners to identify opportunities to support the implementation of the National Disability Insurance Scheme.	Service providers Council	2017/18	
E2	Use effective community engagement processes.	Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation.	Council	Ongoing	<ol style="list-style-type: none"> 1. Activate hearing loop in Council's administration building. 2. Upgrade Council's website to ensure compliance with relevant standards. 3. Provide disability awareness training to staff. 4. Council monthly newsletters to all the community (especially for those who do not have internet access).
	Ensure the community is informed by improving access to information.	Apply access and inclusion principles to improve access to Council services, programs, events and communications.	Council	Ongoing	<ol style="list-style-type: none"> 1. Upgrade Council's website to ensure compliance with relevant standards. 2. Incorporate access and inclusion principles in event management plans approved by Council. 3. Provide disability awareness training to staff. 4. Council continues to advocate for improved internet access across the Shire.
E3	Represent and acknowledge the needs and challenges and characteristics of our community.	Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups.	Council	Annually	Access demographic data from the ABS including most recent community profiles. Council continues to encourage the community to support and complete ABS data returns as well as other government surveys that provides important information regarding the community demographic.