



# LOCKHART SHIRE

## Annual Report 2018 – 2019



Refurbished Lockhart Swimming Pool Complex,  
officially opened by the Hon. Wes Fang, MLC  
on 27 October 2018

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## MAYORAL ANNUAL REPORT

I am pleased to be able to report on what has been a very productive year and reflect on the Council's numerous achievements. Council's 2018-19 capital works program incorporating a variety of infrastructure projects was approximately double the historical average as Council was able to take advantage of grant funding opportunities.

Stage 1 of the flood mitigation works at Lockhart and The Rock were completed with Stage 2 works for both towns scheduled to be undertaken in 2019-20. Prompted by the 2010 and 2012 flood events the works will help protect both towns from similar events in the future and make residents feel much safer.

Refurbishment of the Lockhart swimming pool was completed with the official opening taking place on 27th October 2018, exactly 62 years to the day the original pool was opened. The original swimming pool complex had reached the end of its economic life and no longer met operational and safety requirements or community expectations. The new complex will ensure the community has access to clean, safe and accessible swimming facilities for another fifty years. It was very pleasing to observe the community's response to the new complex with patronage more than doubling in the 2018-19 swimming season compared to the previous summer.

A brand new amenities building at The Rock swimming pool complex was officially opened on 16 November 2018 incorporating a community gym. As at 30 June 2019 construction of the new swimming pools at The Rock was proceeding and a similar community response is anticipated when the new pools are officially opened in time for the 2019-20 summer season.

The Council has also been active in developing tourism products that help attract visitors to our Shire. The Lockhart Walk of Fame and Water Tower mural were officially opened on 12 October 2018. The Greens Gonyah Museum officially opened the Tim Fischer Gallery in May 2019, displaying memorabilia generously donated by Tim from his many years in public life, and the Museum continues to attract increasing numbers of visitors. Planning

continued for The Rock Regional Observatory and this also promises to be a unique and significant regional attraction and educational facility.



Lockhart Water Tower Mural, officially opened 12 October 2018

In addition to the tourism product being developed Council has also undertaken a number of other initiatives in 2018-19 to support our businesses. These included:

- Council, in conjunction with the Lockhart and The Rock Progress Associations 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 new businesses, 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.

We can't forget that we are predominantly an agricultural Shire and major grain growing area and consecutive seasons of below average rainfall has proved very challenging for our farmers.

To facilitate the more efficient movement of freight Council is undertaking the upgrade of a number of bridges and culverts in the Shire to allow for higher mass limit vehicles as well as the widening and rehabilitation of the Lockhart to Urana Road. We were also successful in gaining funding for tree lopping throughout the Shire to allow higher and wider vehicles to travel with less obstructions on our roads.

I would like to thank councillors and staff for their dedication, hard work and support in helping deliver the positive outcomes for the community.

Whilst I have taken the opportunity to highlight some of Council's more significant achievements in 2018-19, I also understand and appreciate that there is a limit to what councils can achieve and that a community's wellbeing is largely due to the voluntary contribution made by its members. I never let myself forget the wonderful work done by our many volunteers, section 355 management committees, service clubs, sporting clubs, progress associations and other community based organisations. It is no wonder that a Bond University study released in 2018-19 found that, based on the ratio of volunteers, Lockhart Shire is the 'happiest' and 'kindest' place in NSW ,

I am proud to be Mayor of such a resilient community.



**Cr Rodger Schirmer**  
**Mayor**



# COUNCIL'S DIRECTION

## Our Vision

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

## Our Mission

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

## Our Values

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

## Community Strategic Plan

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

## Our Community Vision

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

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

## Delivery Program

The Delivery Program sets out what the Council plans to achieve in its current term of office, i.e. 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

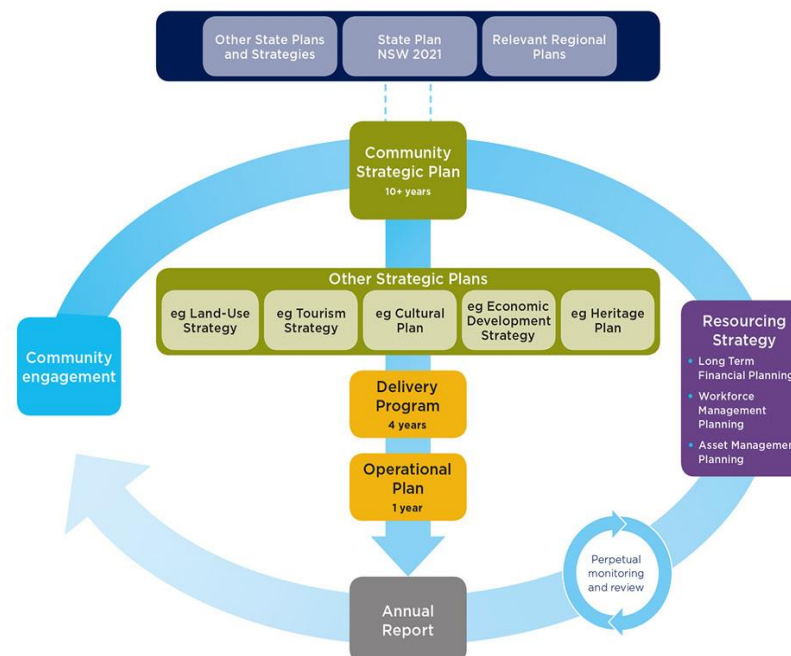
Our planning framework is guided by the NSW Government Integrated Planning and Reporting legislation and framework. In undertaking long-term planning, we recognise that people across our community share similar aspirations and our people hold the key to how we should best respond to these aspirations. 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.

A Disability Inclusion Action Plan has been developed and progress reports have been incorporated into the Delivery Program.



## OUR COUNCILLORS

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

### Cr. Rodger Schirmer (Mayor)

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### Cr. Gail Driscoll

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### Cr. Andrew Rockliff

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### Cr. Max Day

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### Cr. Ian Marston

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### Cr. James Walker

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### Cr. Derek Douglas

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### Cr. Peter Sharp

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## OUR COMMUNITY

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

The Lockhart Shire covers an area of 2,942 km<sup>2</sup> and with a population of 3,295 the Shire includes the major townships of Lockhart and The Rock and the smaller villages of Milbrulong, Osborne, Urangeline, Yerong Creek and Pleasant Hills.

Lockhart is situated 62km south-west of Wagga Wagga, 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 3,295 as at 30 June 2018.

More importantly Lockhart Shire is a resilient community with a high level of volunteerism and community spirit. A Bond University study released in 2018-19 found that, based on the ratio of volunteers, Lockhart Shire is the 'happiest' and 'kindest' place in NSW.

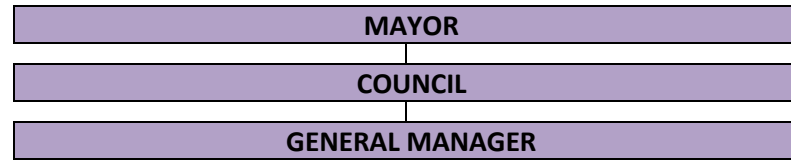


Left to right: Cr Rodger Schirmer - Mayor, Margie Jacobsen - 2019 Citizen of the Year and Ethan Butson - Australia Day Ambassador



# 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 2018 to 30 June 2019 the following expenses were incurred:

Mayoral Allowance	\$ 25,880.00
Councillor Fees (9 Councillors)	\$ 93,734.00
Provision of Facilities	\$ 0.00
Communication exp. (iPads etc.)	\$ 4,636.00
Conference/Seminar expenses	\$ 11,194.00
Training and skills development	\$ 444.00
Spouse/partner expenses	\$ 0.00
Intrastate travel	\$ 4,873.00
Interstate travel	\$ 0.00
Overseas travel	\$ 0.00
Care and other related expenses	\$ 7,949.00
	<u>\$148,710.00</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.

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

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

#### Senior Staff

The position of General Manager is the only position classified as senior staff. This position was occupied by Mr Peter Veneris in 2018/19.

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 \$214,853.00.

### Councillor Professional Development

In 2018/19 Council adopted a program of professional development for Councillors. The program provides for one additional councillor to accompany the Mayor (who is Council's voting delegate) to the annual conference of Local Government NSW, local government's peak industry body.

In addition to providing access to numerous one day courses offered by Local Government NSW and other organisations, the program also allows for one councillor each year to undertake the Executive Certificate in Local Government (4 day course) also offered by Local Government NSW.

Details of other training and professional development opportunities provided to and undertaken by Councillors is set out below:

#### Local Government NSW Annual Conference – October 2018 at Albury

Bearing in mind that the 2018 Conference was held at Albury, in close proximity to Lockhart Shire, the opportunity was taken for additional delegates to attend the Conference. The 2018 Conference was attended by the Mayor Cr Rodger Schirmer (voting delegate), Cr Gail Driscoll and Cr James Walker. Deputy Mayor, Cr Greg Verdon, also attended in his capacity as Chair of Riverina Water County Council.

## Code of Conduct

Training in the new Model Code of conduct adopted by Council was provided in May 2019 and attended by the following Councillors;

- Cr Greg Verdon
- Cr Gail Driscoll
- Cr Ian Marston
- Cr Peter Sharp.

## Waste Management

Mayor Cr Rodger Schirmer attended the “No Time to Waste” – Rural and Regional Waste Management Conference hosted by the Riverina Eastern Regional Organisation of Councils (REROC) in Wagga on 5 June 2019.

## Planning

Cr Peter Sharp attended a local strategic planning short course for councillors hosted by the NSW Department of Planning and Environment and the Institute for Public Policy and Governance – Centre for Local Government held in Wagga on 26 June 2019.

## Costs

The total cost of providing the above training and professional development opportunities totalled \$585 In 2018-19.



David Webb, Director Engineering & Environmental Services addresses the “No Time to Waste” Conference, Wagga Wagga, June 2019

## External Bodies Exercising Council Functions

Lockhart Shire Council has a number of Management Committees appointed under Section 355 of the Local Government Act and delegated authority to undertake management of functions of Council. Those operative during 2018/2019 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 2018 to 30 June 2019 Council awarded the following contracts in excess of \$150,000:

WesTrac Pty Ltd – Supply of two new Caterpillar CW34 Multi-Tyre Rollers (Council Minute No. 229/18)	\$359,700
Bald Hill Quarry Pty Ltd – Winning and crushing of gravel and concrete for 2018/19 (Council Minute No. 250/18)	\$467,430
Downer EDI Ltd – Spray sealing contract for 2018/19	\$180,997
Downer EDI: Bitumen & Spray Seal (Council Minute No. 251/18)	\$730,079
Crusher and Screen Sales Pty Ltd – Supply of a new IMS Track Mounted Pugmill (Council Minute No. 137/19)	\$323,400

## 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	\$ 1,500	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
Pleasant Hills Public Hall	\$ 1,000	Contribution Centenary
The Rock RSL Sub Branch	\$ 1,400	Contribution Centenary
Yerong Creek Public Hall	\$ 550	Contribution Centenary
Lockhart Red Cross	\$ 400	Contribution Centenary
The Rock Progress Association	\$ 898	DA Refund
The Rock RSL	\$ 2,271	100 years celebration
Lockhart Football & Netball Club	\$ 4,000	Host Australia Day
Lockhart Cenotaph	\$ 2,257	Donation
Spirit of the Land	\$ 9,000	2018 Sponsorship
Pleasant Hills Community Hotel	\$ 6,000	18/19 Subsidy
The Rock Central School	\$ 100	Dux Award
Lockhart Common Management	\$ 2,529	Donation
The Rock Charity Rodeo	\$ 465	Donation
Lockhart Central School	\$ 150	Dux Award
Lockhart Picnic Race Committee	\$ 376	Donation
The Rock Show Society	\$ 500	Donation
Pleasant Hills Hall	\$ 182	Contribution to Skip Bin
NSW Rural Doctors Network	\$ 3,000	Contribution
Spirit of the Land	\$ 2,000	In-kind Donation
Lockhart Lions Club	\$ 231	Donation Rates
Total Subsidies, Contributions and Donations	<u>\$ 112,209</u>	

### Private Works – Statutory

During the period 1 July 2018 to 30 June 2019 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 2018/19 Council undertook Private Works to the value of \$260,168.05

### Rates and charges written off during the year

During the 2018/2019 Financial year rates and charges (exclusive of Pensioner concessions) totalling \$48.28 were written off.

Council provided rate relief to Pensioners during the Financial Year in the sum of \$85,379.37. Council did however receive \$47,023.79 in Pensioner Concession Rebate from the NSW State Government.

### Animal Control

In October 2017 Council appointed a Compliance Officer, the first in Lockhart Council's history, with the aim of regulating compliance and enforcement matters within the local government area.

A major component of the role is regulation and enforcement of Council's obligations under the Companion Animals Act 1998. Since starting in October 2017, over 1000 companion animal checks have been undertaken, with 296 new companion animals registered. This has enabled Council to significantly improve data quality on the NSW Companion Animal Register, while working with residents to improve traceability of their companion animals. 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.

**Details of Inspections of Private Swimming Pools**  
**Swimming Pools Act 1992 – Section 22F(2) and**  
**Swimming Pools Regulation 2018 – Clause 23**

There are 153 private swimming pools located in the Lockhart Shire. The following private swimming pool inspections were undertaken in 2018-19:

- 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 – 52
- 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 – 3.



Birdlip Reserve, Mangoplah Rd, The Rock

## Public Interest Disclosures

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

It is reported that during 2018/19:

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

## Government Information (Public Access) Applications

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

It is reported that during 2018/19 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)	3	0	3	0	6
Applications from members of the public (other)	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>6</b>

It is further reported that;

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



Former Deputy Prime Minister, Tim Fischer AC at the Tim Fischer Gallery (officially opened 2 May 2019), Greens Gynyah Museum, Lockhart

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

**LGGR 2005 – Clause 217 (1) (a3)**

There were no legal proceedings taken by or against the Council in 2018-19.

Council's legal costs totalled \$26,011.38 in 2018-19 and related to conveyancing costs associated with the sale or acquisition of real property and general legal work including the preparation of legal documents.

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

**LGGR 2005 – Clause 217 (1) (a7)**

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

**A statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the Council participated**

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

**Riverina Eastern Regional Organisation of Councils (REROC)**

REROC is a voluntary association of seven general purpose councils and two water county councils located in the eastern Riverina region of NSW.

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

REROC provides an opportunity for member councils to work more closely together to achieve greater efficiencies and effectiveness in service delivery.

**Riverina Joint Organisation**

The Riverina Joint Organisation (Riverina JO) brings together seven general purpose councils and two water county councils located in the eastern Riverina of NSW.

Joint Organisations are a new type of local government-based collaborative organisation. Joint Organisations operate only in regional NSW and will increase opportunities for local government and the State to work more closely together to bring about better outcomes for the communities the JO's Member Councils represent. The Riverina JO is one of 13 Joint Organisations constituted under the Local Government Act 1993 that were proclaimed in 2018.

The Riverina JO's Member Councils are: Bland, Coolamon, Cootamundra-Gundagai, Greater Hume, Junee, Lockhart, Temora, and Goldenfields Water and Riverina Water County Councils.

The principal functions of the Riverina JO are to:

- establish regional strategic priorities and develop strategies and plans to deliver those priorities;
- promote regional leadership and be an advocate for our regional strategic priorities; and
- identify and take up opportunities for intergovernmental co-operation on matters relating to the Joint Organisation area.

The Riverina JO held its inaugural Board meeting on 19 October 2018.

The Riverina JO works hand-in-hand with the Riverina Eastern Regional Organisation of Councils (REROC) collaborating on operational and service delivery activities for the Member Councils.



### **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, 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 Urana Shire Councils, and two from Greater Hume Shire Council.

### **Statewide Mutual**

With a membership of 115 NSW Local Government councils, including Lockhart, Statewide Mutual is the largest local government self-insurance pool in Australia.

The five schemes offered by Statewide Mutual are:

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

### **StateCover Mutual**

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

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

### **Local Government NSW (LGNSW)**

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

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

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

### **Murray Darling Association**

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

**Activities undertaken by Council during the year to implement its equal employment opportunity (EEO) management plan  
LGGR 2005 – Clause 217 (1) (a9)**

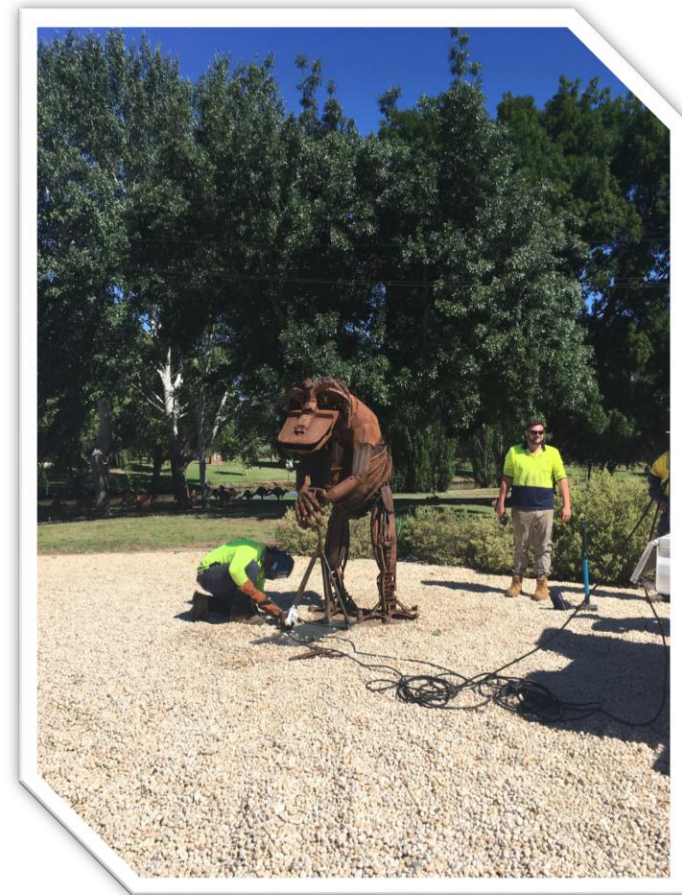
Council's EEO Management Plan was last reviewed and updated during 2016-17. The objectives of the updated EEO management plan are:

- 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 installing "Bunyip of Burra Creek" by Sean Meany winner of the 2018 National Farm Art Awards, Spirit of the Land Festival, Lockhart

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

**Office of Local Government Capital Expenditure Guidelines**

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 were 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. The Lockhart swimming pools and amenities building were completed and officially opened on 27 October 2018 and The Rock amenities building was completed and officially opened on 16 November 2018. As at 30 June 2019 work on The Rock swimming pools was proceeding and on schedule to be completed in time for the 2019-20 summer season.



Refurbishment works, Lockhart Swimming Pool Complex, officially opened 27 October 2018

## Fraud Control Activities

Council maintains a Fraud Control Policy and Fraud Control Action Plan.

Council has a Policy Review Schedule which provides for all policies to be reviewed at least every three years. Individual policies are reviewed and amended in advance of the scheduled review date when circumstances warrant. This may be prompted by factors such as a change in legislation, a change in government policy or as a result of a need identified by the Council, management and staff or internal and external audit activities.

In 2018-19 Council undertook the following fraud control activities:

### Policies and Procedures

A number of policies that contain fraud control measures were reviewed including the following:

- Contract Management Policy
- Credit Card and Fuel Card Use Policy;
- Information Systems Security Policy;
- Local Preference Purchasing Policy;
- Procurement Policy.

Council also adopted the new Model Code of Conduct released by the NSW Government in 2018-19.

The Handbook for New Employees was updated to incorporate information relating to the new Model Code of Conduct, Council's Public Interest Disclosures and Reporting Systems and information regarding the standards of behaviour expected of employees.

Instruments of Delegation were updated for those staff with purchasing delegations following the abovementioned Policy reviews.

## Training

Training in the new Model Code of Conduct was provided to all staff and offered to all councillors in May 2019.

The General Manager attended training on the establishment of Audit, Risk and improvement Committees which will become mandatory following amendments to the Local Government Act 1993.

## Internal Audit

Council established an internal audit function and resolved to join an Internal Audit Alliance comprising three other regional councils in the region to share the services of a contracted Internal Auditor.

The first meeting of the newly established Internal Audit Committee was held in July 2018 with subsequent meetings being held in November 2018 and March 2019.

Internal Audit Reviews undertaken by the Internal Auditor in 2018-19 focused on Legislative Compliance, Contract Management and Procurement.

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

Work commenced on the development of a digital portal to facilitate collaboration between member councils of the Internal Audit Alliance with financial assistance from the Office of Local Government's Innovation Fund Grants Program.

## FINANCIAL SUMMARY

The Audited Financial Statements present the actual financial position and performance of Council for the 2018/19 financial year. Council's Statements have been prepared in accordance with:

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

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

### Summary of Financial Statements

Operating surplus before capital grants and contributions:

\$449K (2018 – \$755K).

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

▲ 14.5% to \$13.4M

### Operating Expenses

▲ 11.2% to \$10.9M

### Cash and Investments

▼ 28.0% to \$8.284M (2018 - \$11.503M).

### Revenue from Rates and Annual Charges

▲ 4.2% to \$3.352M

This represents 25.0% of Council's total Income from Continuing Operations.

### User Charges and Fees

▼ 69.9% to \$693,000

### Interest on Investments

▼ 31.2% to \$227,000

### Loans

\$3.827M balance of loans

### Infrastructure, Property, Plant & Equipment

\$3.659M spent on Roads, Bridges & Culverts.

\$1.056M spent on Plant & Equipment.

\$2.549M spent on Swimming Pools

\$929K spent on Buildings.

The Council achieved a surplus in net operating result from continuing operations (including capital contributions) of \$2.53M (2018: \$1.84M) for the year ended 30 June 2019. The net operating surplus for the year before grants and contributions provided for capital purposes is \$755K (2018: \$755K).

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 (2.3% in 2018/2019).

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

Council has undertaken an extensive capital works program which has involved \$9.6M of new and upgrades to Council's infrastructure, property, plant & equipment, buildings and sewer assets.

Council's Audited Financial Statements can be viewed at:

Council's office: 65 Green Street Lockhart NSW 2656

Council's website: [www.lockhart.nsw.gov.au](http://www.lockhart.nsw.gov.au)

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



Farm Life, Lockhart Shire

## OUR PERFORMANCE AGAINST THE DELIVERY PROGRAM

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

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

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

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

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

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



Urangeline Peace Hall Centenary, 3 March 2019



# 2018-19 Operational Plan

Progress Report to 30 June 2019



# OBJECTIVES AT A GLANCE

## A: A CONNECTED & RESILIENT COMMUNITY

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

## B: A DYNAMIC & PROSPEROUS ECONOMY

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

## C: AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

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

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

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

## E: STRONG LEADERSHIP AND GOVERNANCE

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

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Facilitate and support our community to deliver vibrant and dynamic community events.	Provide support to events held within the community.	Tourism and Economic Development Officer	Ongoing	100%	Council provided financial and in kind assistance to The Rock Show (September 2018), the Spirit of the Land Festival (October 2018), various RSL sub-branches for the commemoration of the Centenary of Armistice Day (November 2018), The Rock Charity Rodeo (December 2018) and the Pleasant Hills Free Concert and Support BBQ for Rural Communities (May 2019).
	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 and 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 on grant funding opportunities and administration support. A Procedures Manual to provide administrative guidance and support to section 355 Committees was distributed to the Committees in July 2018.
	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 \$59,400 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 2018. A Procedures Manual to provide administrative guidance and support to section 355 Committees was distributed to the Committees in July 2018. Support is also provided to community based management committees to secure government grants.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	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%	All abilities access considerations have been incorporated into the Lockhart CBD Masterplan adopted by Council in June 2019. Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP.
Provide or partner to provide cultural and sporting participation opportunities.	Support cultural and sporting opportunities that respond to the needs of the community.	Tourism and Economic Development Officer	Ongoing	100%	Council provided financial and in kind assistance to The Rock Show (September 2018), the Spirit of the Land Festival (October 2018), various RSL sub-branches for the commemoration of the Centenary of Armistice Day (November 2018), The Rock Charity Rodeo (December 2018) and the Pleasant Hills Free Concert and Support BBQ for Rural Communities (May 2019). Council also engages a Museum Advisor who provides support and advice to the Greens Gunyah Museum and The Rock Museum. The Tim Fischer Gallery was officially opened at the Museum on 2 May 2019. Council participates in the Eastern Riverina Arts and in December 2018 was successful in securing a grant under the Country Arts Support Program for a mosaic panel project. The Lockhart Water Tower Mural and Walk of Fames projects were officially launched in October 2018.

## 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	75%	The Lockhart Shire Local Emergency Management Committee meets on a regular basis. The Local Emergency Management Plan was finalised in 2017/18 and is maintained up to date. The Local Flood Plan is to be updated in conjunction with the SES in the near future. Flood mitigation projects are occurring as funding becomes available. Voluntary Purchase of properties is also occurring as funding permits.
	Strengthen mechanisms that support access and inclusion for our community. DIAP – Liveable communities	Director Corporate and Community Services	Ongoing	100%	Council provides funding for Seniors Week activities on an annual basis. Activities for younger people are co-ordinated by Council's Youth Development Officer. Grant funding has been secured for an all-inclusive play space at The Rock.
	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 promotion and advertising commenced for the Learn to Swim classes to be held in January 2018. A Road Safety Action Plan has been developed for the period 1 July 2018 to 30 June 2021.
	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. The Committee provides a conduit for the Council, community and NSW Police to discuss policing matters. The Committee met on four occasions during the reporting period.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Support, or partner to provide, welcoming and well maintained community spaces and facilities. *	Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community. DIAP – Liveable communities	Director Engineering and Environmental Services	Ongoing	100%	Parks and gardens continue to be maintained in accordance with annual program and within the adopted budget. Significant works were undertaken in the lead up to the opening of the refurbished Lockhart swimming pool complex in October 2018 including. Turf being laid after the installation of the new irrigation system, trees planted, existing gardens given a face lift and new gardens being planted and mulched, As well as soft fall being spread after the installation of the playground equipment and the new BBQ. The Rock Pool had new amenities completed in November 2018 and works commenced in March 2019 on the new pools. Grant funds have been secured for an all-inclusive play space at The Rock.
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	50%	Representations are made as opportunities arise. Access requirements are also applied to projects and developments through Council's strategic planning documents, namely the DCP. All abilities access considerations have been incorporated into the Lockhart CBD Masterplan adopted by Council in June 2019.
	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. web site, Facebook page, Newsletter and e-mails to community clubs and groups on Council's database. A survey of the Lockhart & district community was conducted regarding child care services. A Shire wide community satisfaction survey was undertaken in April 2019.

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.	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	100%	Council's General Manager is a member of the Local Health Advisory Committee which provides a conduit between the local community and health services provided by the Murrumbidgee Health District.
	Advocate to ensure our residents can access a quality education experience.	Director Corporate and Community Services	Ongoing	100%	Representations are made as opportunities arise. Council supports the CSU Engineering program by engaging a cadet engineer. Council have engaged two new P&G Trainees on its staff.



The Hon. Wes Fang, MLC announces NSW Government funding for Lockhart & District Little Athletics to upgrade vital equipment, January 2019

**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. The Committee was successful in securing a NSW Government grant announced in December 2018.
	Support the provision of pre-school, playgroup and childcare services within the community.	Director Corporate and Community Services	Ongoing	100%	Council provides out of school hours care through The Rock OOSH. A survey of child care needs in Lockhart was carried out in August 2018 and reported to Council in November 2018.
	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. The Committee was successful in securing a NSW Government grant announced in December 2018.
Provide support and opportunities to celebrate our older residents.	Provide opportunities for older residents to come together.	Director Corporate and Community Services	Ongoing	100%	Council provides financial assistance for events during Seniors Week each year. Fundraising opportunities were given to The Rock Men's Shed by engaging the Men's Shed to cater at Council events e.g. the official opening of the new swimming pool amenities building at The Rock.
	Continue to support, advocate, and plan for high quality services and accommodation for our aged population.	Director Corporate and Community Services	Ongoing	100%	Council has supported Woodhaven Aged Care and independent living units at Magnolia Lodge. In October 2018 Council resolved to transfer title to the land upon which the facility is situated to Woodhaven Aged Care Inc for whom the Council held the land in trust.

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	Progressing.	25%	Council has held discussions with Valmar Support Services. Valmar 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 whilst it focuses on the implementation of the National Disability Insurance Scheme (NDIS). Moving forward Valmar will be conducting in-house strategic planning sessions which will include the feasibility of service hub(s). Council and Valmar will continue to communicate with a view to identifying where there may be opportunities to work in partnership regarding the provision of aged care services in our Shire.
Provide support for people with a disability and their families and carers. *	Provide support for people with a disability, their families and carers. DIAP – Liveable communities	Director Corporate and Community Services	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. All abilities access considerations have been incorporated into the Lockhart CBD Masterplan adopted by Council in June 2019. Council is currently in discussions with Valmar Support Services regarding the conversion of a Council property into a group home.
	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. A grant application has been secured for an all-inclusive plays pace at The Rock. Council adopted a masterplan for Lockhart CBD in June 2019 which incorporates all abilities access considerations.
	Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment. DIAP – Employment	Director Corporate and Community Services	Not commenced	0%	No opportunities have arisen at this stage.



HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Work with partners to identify opportunities to support the implementation of the National Disability Insurance Scheme. DIAP – Systems and processes	Director Corporate and Community Services	Not commenced	0%	No opportunities have arisen at this stage.
	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	100%	Council’s General Manager is a member of the Local Health Advisory Committee which provides a conduit between the local community and health services provided by the Murrumbidgee Health District.



A colourful end to Youth Week 2019, The Rock Central School Colour Run, The Rock Golf Course, May 2019

**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	50%	A Masterplan for the Lockhart CBD was adopted by Council in June 2019 following an extensive community consultation process. Council is consulting on new town and Shire entrance signs to be installed in 2020.
Improve the convenience and amenity of our towns. *	Ensure that there is sufficient and accessible parking for cars and trailers in the centre of each town. DIAP – Liveable communities	Director Engineering and Environmental Services	Progressing	75%	The masterplan prepared for the Lockhart CBD addressed all abilities access into local businesses, including parking and wayfinding. Re-Line marking of The Rock CBD area is to occur to improve car parking.
	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.	100%	Council participates in "Country Change" program and the "Start Your Business Here" section of Council's website has been updated. Council also participates in the NSW Government's "Easy to do Business" Program and the "Business Friendly Council" initiative. Two potential new businesses registered under the Easy to do Business program in 2018/19.
	Better understand the retail and commercial sector to assist and support a response to filling service gaps.	Tourism and Economic Development Officer	Progressing	50%	Council's Tourism and Economic Development Officer maintains regular contact with businesses in the Shire. An annual survey of local businesses was undertaken to better understand their needs and was reported to Council in November 2018. a gap analysis is proposed to be undertaken in early 2019/20.
	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres.	Tourism and Economic Development Officer.	Ongoing	50%	The annual Santa visit took place in Lockhart in December 2018.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Improve services and infrastructure that supports our rural business.	Advocate to improve television, mobile and internet coverage.	General Manager	Ongoing	100%	Better internet coverage has been included in the Regional Economic Development Strategy – Action Plan. Advocacy has also been occurring through REROC Infrastructure group with mapping of blackspots in the Shire. Specific representations have been made to Telstra regarding a blackspot on the Olympic Highway at Yerong Creek. Telstra is completing a feasibility study to ensure that a small cell solution would resolve the issue
	Lobby to increase the use of rail for agricultural transportation.	General Manager	Ongoing	100%	The upgrade of The Rock to Boree Creek rail line has been included in the Regional Economic Development Strategy – Action Plan. Advocacy for the upgrade of the branch line occurred at a Transport Forum held in Wagga in December.
	Strive to assist development of strong farming businesses.	Tourism and Economic Development Officer	Ongoing	75%	Government funding has been secured under the Fixing Country Roads and work commenced to upgrade bridges and culverts in the Shire that will open the Shire’s road network to HML and larger trucks, e.g. B-Doubles. Council has gazetted road access for Grain Harvest and Livestock Management schemes. Council’s Environmental Officer provides support with weeds investigation and control.
Provide business support to our community.	Promote and provide networking opportunities for businesses.	Tourism and Economic Development Officer	Ongoing	100%	An online Lockhart Shire business directory was launched on in May 2019 at the Annual Lockhart Shire Business Excellence Awards and can be found at <a href="https://lockhartshirebusinessdirectory.com.au/">https://lockhartshirebusinessdirectory.com.au/</a> . The Annual Business Excellence Awards function was held on 29 May 2019.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Improve the capacity of businesses through training and business sessions.	Tourism and Economic Development Officer	Ongoing	100%	Council works with the Riverina BEC to promote training opportunities both locally and regionally.
	Build an informed response to supporting businesses through the collection of timely and relevant local data.	Tourism and Economic Development Officer	Completed	100%	The annual business survey was undertaken to ensure current and accurate data is collected and maintained and was reported to Council in November 2018.
	Celebrate the achievements of our businesses.	Tourism and Economic Development Officer	Completed	100%	A Business Excellence Awards function is held on an annual basis. The 2018/19 event was held on 29 May 2019.
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	100%	Council continues to employ a full-time Tourism and Economic Development Officer. A Tourism and Economic Development Committee with Council, business and community representatives continues to advise council on tourism 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	100%	Council's Economic Development officer maintains regular contact with local businesses. Council's website includes information regarding Council's business incentives policy, business support information and "Make the Move" campaign. Council reviewed its industrial land marketing incentives and initiatives in April 2019. Grant funding has been secured for the upgrade of MR59 Lockhart to Urana Road, which is a major transport and tourist route.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Promote positive images of the Lockhart Shire as a dynamic and innovative community.	Tourism and Economic Development Officer	Ongoing	100%	Lockhart Shire is promoted across all media platforms including print, radio and social media. The Visitor Information Centre continues to register increased visitor numbers. The Lockhart water tower mural project has provided increased interest and positive images of Lockhart.
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	100%	Council participates in the NSW Government's "Easy to do Business" program and the "Business Friendly Council" initiative. Two potential new businesses registered under the Easy to do business program as at 30 June 2019. All abilities access considerations have been incorporated into the Lockhart CBD Masterplan adopted by Council in June 2019.



Peter Veneris, General Manager with Lockhart Shire Business Excellence Awards Recipients, May 2019 at The Rock Memorial Bowling Club

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Create a thriving tourism economy in Lockhart Shire. *	Improve the image of Lockhart Shire for tourists.	Tourism and Economic Development Officer	Ongoing	100%	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 and The Rock nature Reserve in 2018/19. The Lockhart water tower mural project has provided increased interest and positive images of Lockhart. The Lockhart swimming pool upgrades have also attracted interest from outside the Shire.
	Use our natural strengths and assets to build our tourism sector.	Tourism and Economic Development Officer	Ongoing	100%	The Shire's tourism sector continues to grow as evidenced by increased visits to the Greens Gunyah Museum and The Rock Hill Nature Reserve. Funding has been secured for The Rock Regional Observatory Project.
	Support and develop infrastructure for our tourism sector. DIAP – Liveable communities	Tourism and Economic Development Officer	Progressing	100%	The Lockhart Water Tower Mural and Walk of Fame projects were officially launched in October 2018. The refurbished Lockhart swimming pool complex and new amenities building at The Rock swimming pool complex were officially opened in October and November 2018 respectively. The Tim Fischer Gallery at the Greens Gunyah Museum was officially opened on 2 May 2019.
	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. <a href="#">DIAP – Employment.</a>	Tourism and Economic Development Officer	Ongoing	100%	Council liaises with Riverina BEC to promote local and regional training opportunities. Council's participates in CSU's cadet engineer program and has also engaged parks & gardens trainees.
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	100%	Initiatives outlined above to support the growth of local businesses are aimed and providing potential employment opportunities to enable young people to return to the area.
	Promote the Shire and available skilled and professional positions throughout the region.	Tourism and Economic Development Officer.	Ongoing	100%	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	100%	Contact is maintained with RDA Riverina. Council also participated in the preparation of a Regional Economic Development Strategy comprising the Coolamon, Junee, Lockhart and Wagga Wagga Functional Economic Region.



Council Staff - Flood Mitigation Works commence at Lockhart

**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	75%	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. Council is working with OEH in assessing Council public buildings in electricity usage and what may be possible in the way of solar and battery storage.
	Develop and implement a strategy that works towards Lockhart Shire being carbon neutral.	Director Engineering and Environmental Services	Progressing	20%	During the reporting period Council made representations to the Australian Renewable Energy Agency and the Minister for Energy in support of the project to make Lockhart township 100% self-sufficient on renewable energy. Grant funding for Stage 1 of the project was announced in April 2019.
	Investigate installation of new energy efficient street lighting.	Director Engineering and Environmental Services	Progressing	75%	Council is participating in the "Southern Lights project", a proposal for energy efficient LED lighting being co-ordinated by REROC.
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	75%	During the reporting period Council made representations to the Australian Renewable Energy Agency and the Minister for Energy in support of the project to make Lockhart township 100% self-sufficient on renewable energy. Grant funding for Stage 1 of the project was announced in April 2019.
	Promote initiatives that support water wise practices & products throughout the community.	Director Engineering and Environmental Services	Ongoing	100%	Council is using low water and native plants in parks & gardens as well as street trees. Council uses recycled water on parks and sporting oval in Lockhart.



HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	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	100%	Council reviews water usage quarterly to monitor water usage.
Utilise effective waste management practices.	Provide efficient and sustainable waste management practices	Director Engineering and Environmental Services	Ongoing	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. Part grant funding to assist in implementing the new contract was secured in November 2018.
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	100%	Council implements statutory requirements in new buildings within the Shire.



A grant from the NSW Environment Protection Authority enables Council to purchase a Pugmill which will be used to blend crushed glass to be used in Council's road base material.

## 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	100%	Council provides advice on appropriate plant species when required and when trees are removed by Council these are replaced by an appropriate species depending on the circumstances.
	Support the increase of food and habitat sources for threatened and endangered species.	Director Engineering and Environmental Services	Ongoing	100%	Council participated in the Galore Hill Scenic Reserve Biodiversity Study Project and signed off on The Rock Hill Nature Reserve Management Plan prepared in conjunction with the NSW National Parks and Wildlife Service and other stakeholders.
	Map local population of threatened and endangered plant species and protect where practical.	Director Engineering and Environmental Services	Completed	100%	Council 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 been collaborating in the development of the Best Management Practice of Roadside Reserve Corridors Project Plan. The resultant Roadside Vegetation Policy and Management Plan were adopted by Council in May 2019.
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	100%	Regular inspections are undertaken by Council's Environment Officer and, where appropriate, relevant Notices issued. Council has a dedicated staff member who controls weeds as required on Council land and roadsides.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Implement pest management practices within Council controlled land and support practices on all other land.	Director Engineering and Environmental Services	Ongoing	100%	Regular inspections are undertaken by Council's Environment Officer and, where appropriate, relevant Notices issued. Council has provided advice and implemented control measures with regards to an outbreak of Common White Snails in Boree Creek.



Native Fauna and Flora, CWA Park, Lockhart

### 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	100%	Regular inspections of Galore Hill are undertaken. Council participated in the Galore Hill Scenic Reserve Biodiversity Study.
	Advocate to, and support the National Parks Wildlife Service, in their management of The Rock Hill Nature Reserve.	Director Engineering and Environmental Services	Ongoing	100%	Council has 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	100%	Council monitors and undertakes action as required on its nature reserves.
	Promote the protection of our water catchment and riparian zones.	Director Engineering and Environmental Services	Ongoing	100%	Council monitors and undertakes action as required on its catchment and riparian zones. With upgrading nine bridges and culverts across the Shire, staff obtain Fishery permits to undertake the works as well as develop in house REF's for the works.
	Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards.	Director Engineering and Environmental Services	Ongoing	100%	No significant breaches reported.



Echidna, Galore Hill Nature Reserve

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan sustainable transport strategies. *	Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire. <a href="#">DIAP – Liveable communities</a>	Director Engineering and Environmental Services	Progressing	75%	Council have no footpath works planned for 2018-19 year. Council is 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	100%	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. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Ongoing	75%	Representations are made as opportunities arise. Council has received grant funding to construct a new bus stop at the Pleasant Hills School under the CPITGS. Funding is currently being sought for a new bus stop at Yerong Creek.
Strategically plan for our sports and recreation infrastructure, as well as cemeteries.	Ensure appropriate provision, planning and use of all open space and recreation facilities and cemeteries.	Director Engineering and Environmental Services	Progressing	100%	Council maintains and manages its open space and recreation facilities in conjunction with relevant s355 Committees. Council is undertaking upgrades to various Recreation Grounds as part of the SCCF-R2 grant funding.
	Prepare and implement strategic replacement and upgrade plans for Lockhart Swimming Pool to address ageing infrastructure and to meet the community's long term needs.	Director Engineering and Environmental Services	Completed	100%	The newly refurbished Lockhart swimming pool and amenities building was officially opened on 27 October 2018.
		Director Engineering and Environmental Services	Progressing	75%	The new amenities building at The Rock swimming pool was officially opened on 16 November 2018. The community gym situated within the new amenities building was officially opened on 1 February 2019. Work on the new swimming pool at The Rock commenced in March 2019 and is on schedule to be officially opened in October 2019.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
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	100%	Council continues to employ a Road Safety officer in conjunction with Greater Hume Shire Council. The RSO has undertaken various education programs including younger driver sessions as local schools. The RSO has commenced a road safety audit of Shire roads. This will be ongoing.
	Provide and maintain efficient and safe road and bridge infrastructure.	Director Engineering and Environmental Services	Progressing	50%	The upgrade of bridges and culverts across the Shire to HML standard with grant funding under the Fixing Country Roads Program has commenced and is continuing.
	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	50%	Stage 1 of the Lockhart flood mitigation works has been completed and funding for Stage 2 has been secured.
	Implement flood mitigation measures for The Rock.	Director Engineering and Environmental Services	Progressing	50%	Stage 1 of The Rock flood mitigation works have been completed and a grant application has been lodged for Stage 2.
Advocate for diverse and affordable housing options within Lockhart Shire.	Work with developers, investors and service providers to realise the development of diverse housing options to address affordable housing across the Shire. <a href="#">DIAP – Liveable communities</a>	Director Corporate and Community Services	Ongoing	100%	Options available include Magnolia Lodge, Youth Flats and vacant residential land developed by Council at both ends of the price spectrum ranging in price from \$25,000 to \$115,000. Stage 2 of the Carson Road The Rock residential development comprising 8 lots was completed in November 2018.

## 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	Complete	100%	Extension of reticulated sewerage at The Rock has been completed. Council is commencing a scoping study of upgrading the Lockhart Sewerage Treatment Plant. Council is liaising with neighbouring Councils regarding a collaborative approach to reviewing the Integrated Water Cycle Management Strategy.
	Ensure maintenance, accessibility and safety of the Lockhart air strip. DIAP – Liveable communities	Director Engineering and Environmental Services	Ongoing	100%	The Lockhart air strip is inspected and maintained as required.
	Support Riverina Water in quality town water supply that is sustainable in line with potential growth.	Director Engineering and Environmental Services	Ongoing	100%	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	100%	Stormwater maintenance is occurring as budget and resourcing allows. Kerb and guttering is maintained and replaced as budget and resourcing allows.
	Advocate for natural gas supply to our communities.	General Manager	Ongoing	100%	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	100%	Land use requirements are specified in Council's Local Environmental Plan. All development applications are assessed in accordance with statutory requirements. Council staff have made amendments to Councils Development Control Plan (DCP) to assist with managing developments across the Shire.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Continue to remain updated on potential mining and quarry developments.	Director Engineering and Environmental Services	Ongoing	50100	Relevant meetings are attended when scheduled or when opportunities arise. In June 2019 the Riverina JO resolved to make representations on behalf of member councils, including Lockhart, regarding compliance requirements for small quarries.
Our built heritage and our public art are enhanced to support our strong town and village identities.	Provide a public art experience that reflects our community identity.	Tourism and Economic Development Officer	Ongoing	100%	Arrangements have been made for the winning sculpture of the 2018 Spirit of the Land Festival to be placed on display at Lockhart. The "Walk of Fame" project at Lockhart and the Lockhart Water Tower mural were officially opened on 12 October 2018.
	Advocate for the protection of our historic buildings, landmarks, and artefacts.	Director Engineering and Environmental Services	Ongoing	100%	Council engages a Heritage Advisor to provide advice as required. A heritage grant of \$100,000 to assist with repairs and maintenance of the historic verandas in Green Street Lockhart was announced in December 2018.



Water Refill Station, Urana Street, The Rock



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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
Plan for the long-term sustainability of the Shire.	Advocate and prepare for the long-term sustainability of our Shire.	Director Corporate and Community Services	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"> <li>o Apply for Special Rate Variation (SRV) to begin revenue expansion and increase Own Source Revenue;</li> <li>o Increase external contracting to increase Own Source Revenue;</li> <li>o Continue involvement with REROC/JO; and</li> <li>o Implement service review actions.</li> </ul>	General Manager Director Corporate and Community Services Director Engineering and Environmental Services	Progressing	75%	Application for a SRV was lodged in accordance with Council's Improvement Action Plan but was declined by IPART. Contract roadworks have been undertaken for Greater Hume Council in May/June 2019 and discussions are continuing with Wagga Wagga City Council regarding possible contracting opportunities in an effort to increase Own Source Revenue. Council is a member of the Riverina Joint organisation which held its first meeting in October 2018. Council has established an internal Audit Committee which held its first meeting in July 2018. The release of draft guidelines by OLG is awaited before a formal Committee Charter is drafted which will ultimately include service reviews.
	Continue to enhance sound financial management policies and practices.	Director Corporate and Community Services	Ongoing	100%	The NSW Audit Office presented an unqualified Audit report to the November 2018 Council meeting for the 2017/18 financial year. All relevant financial ratios continue to be above the industry benchmark with the exception of Own Source Revenue.

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	RESPONSIBLE POSITION	STATUS	PROGRESS	COMMENT
	Continue the development of asset management strategy and plans.	Director Engineering and Environmental Services	Progressing	75%	Council's Asset Management Plans were adopted in February 2017 and continue to be updated and enhanced. Council resolved to purchase a new Asset Management software program during the reporting period.
	Meet all governance and regulatory requirements in the conduct of Council operations.	General Manager	Ongoing	100%	A Compliance Policy and Compliance register has been developed and adopted by Council. A Diagnostic Review of Council's governance arrangements has been completed and a "Governance Action Plan has been prepared by Manex for implementation. An internal audit review focusing on compliance was undertaken in June 2019.
	Minimise Council's exposure to risk and promote a strong risk management culture within Council.	General Manager HR/WHS Co-ordinator	Ongoing	50%	A Risk Register has been developed. Individual risk treatment plans have been prepared for each risk. External desk top reviews have been conducted on Council's business interruption risks and overall risk profile.
	Ensure appropriate IT systems are in place to support service delivery and accountability requirements.	Director Corporate and Community Services	Ongoing	50%	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. An Information Systems Security policy was developed and adopted by Council in July 2018.
	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%	Council resolved to purchase a new Electronic Document Management System during the reporting period.
	Attract and retain a quality workforce.	HR/WHS Co-ordinator	Ongoing	100%	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.

**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%	Council's Newsletter is distributed to all households in the Shire on a monthly basis. The most recent Community Satisfaction Survey undertaken in 2019 revealed that 96% of respondents received their information about Council from the Monthly Newsletter. Policies that have the potential to impact on residents and ratepayers are placed on public exhibition prior to adoption by Council. A Community Engagement Strategy and a Community Participation Plan were adopted by Council in June 2019.
	Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation. <a href="#">DIAP – Systems and processes</a>	Director Corporate and Community Services	Ongoing	0%	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. <a href="#">DIAP – Systems and processes</a>	Director Corporate and Community Services	Ongoing	100%	Council has adopted various strategies to promote and communicate available services to the community e.g. web site, Facebook page, Newsletter and e-mails to community clubs and groups on Council's database.

### 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	100%	Representations are made in relation to relevant issues as opportunities arise. Council is an active member of REROC, Riverina JO and Country Mayors Association.
Represent and acknowledge the needs, challenges and characteristics of our communities. *	Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups. <a href="#">DIAP – Systems and processes</a>	Tourism and Economic Development Officer	Ongoing	100%	Data from the 2016 census was released in the first half of 2017/18 and has been accessed by Council. Regular statistical updates are also received through RDA Riverina
	Continue to lead and advocate on key social and community issues. <a href="#">DIAP – Attitudes and behaviours</a>	Director Corporate and Community Services	Ongoing	100%	Council advocates and makes representations in relation to relevant issues as opportunities arise.
	Regularly provide up to date and accurate community information to relevant program and service providers.	Director Corporate and Community Services	Ongoing	100%	Various forums such as the Local Health Advisory Committee, Police and Community Consultation Group and other networks in which Council participates provide opportunities for Council to provide feedback and relevant information to service providers.
Provide opportunities for relationship building and development.	Promote strong and beneficial relationships between local government and service providers, other levels of government and the community.	Director Corporate and Community Services	Ongoing	100%	Council staff participate in networking opportunities provided by their respective professional associations and other local government bodies such as REROC, LGNSW, Statewide, StateCover etc. Participation in the Local Health Advisory Committee is maintained. Council also convenes a Policy and Community Consultation Group for this purpose.
	Ensure Council staff and Councillors participate regularly in professional development to support high quality customer service and professional skills.	General Manager HR/WHS Co-ordinator	Ongoing	75%	An annual Training Plan has been adopted for all staff. Relevant training and professional development opportunities are drawn to Councillors' attention as they arise. A Councillor Professional Development Program was adopted by Council in April 2019.

# OUR PERFORMANCE AGAINST THE DISABILITY INCLUSION ACTION PLAN

## Promote positive attitudes and behaviours

IP&R REF	STRATEGY	ACTION	PARTNERS	TIMING	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	Financial support was provided to community/volunteer-based committees including section 355 management committees, Men's Shed organisation etc. to support access to programs and events. All abilities access has been incorporated in all new community infrastructure projects including: - <ul style="list-style-type: none"> <li>- Lockhart swimming pool refurbishment</li> <li>- The Rock swimming pool refurbishment</li> <li>- Lockhart recreation ground amenities building upgrade.</li> <li>- The Rock recreation ground amenities building upgrade.</li> </ul> Incorporated access and inclusion principles in event management plans approved by Council. Incorporated access and inclusion principles in Council's development application assessment processes.
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. A progress on the implementation of the Disability Inclusion Action Plan was submitted to the minister by the legislative deadline.
B1	Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community.	Promote the benefits of being fully accessible and inclusive for businesses.	Council	Ongoing	Included all abilities access to local businesses in the Consultant's Brief for the preparation of concept plans for the Lockhart main street upgrade which formed the basis of consultation with local businesses and the broader community. Council liaised with shop owners on the benefits of investing in all abilities access to their premises. Following extensive consultation over a six month period a masterplan for the main street upgrade was adopted by Council.
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	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.
	Support, or partner to provide, welcoming and well maintained community spaces and facilities.	Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community.	Council State Government	Ongoing	All abilities access incorporated in all new community infrastructure projects including: - <ul style="list-style-type: none"> <li>- Lockhart swimming pool refurbishment</li> <li>- The Rock swimming pool refurbishment</li> <li>- Lockhart recreation ground amenities building upgrade.</li> <li>- The Rock recreation ground amenities building upgrade.</li> </ul> Council parks are maintained and improved to allow access to all.
	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	Include all abilities access to local businesses in the Consultant's Brief for the preparation of concept plans for the Lockhart main street upgrade which formed the basis of consultation with local businesses and the broader community. Council liaised with shop owners on the benefits of investing in all abilities access to their premises. Following extensive consultation over a six month period a masterplan for the main street upgrade was adopted by Council.
A3	Provide support for people with a disability and their families and carers.	Work with community partners to lobby government and to seek funding to support people with disabilities to reach their full potential and to lead fulfilling lives.	Council Service providers	Ongoing	Council works with stakeholders through its Local Emergency Management Committee and Interagency Group meetings held every four months.
		Provide support for people with disability, their families and carers.	Council Service providers	Ongoing	Council continues to advocate for all members of the community.
B1	Improve the convenience and amenity of our towns	Ensure that there is sufficient and accessible parking for cars and trailers in the centre of each town.	Council	Ongoing	Main Street traffic monitoring devices were installed to collect relevant data for determining appropriate actions. The Lockhart CBD masterplan incorporated 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. All ages and all abilities facilities and attraction was included in the annual Spirit of the Land festival with the support of Eastern Riverina Arts and the IDEAS organisation.
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. Funding is currently being sought for bus stops at The Rock.
	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. Council is working with a service provider to convert a Council owned building into housing for the physically and intellectually disabled.
D2	Develop infrastructure that supports growth within our community.	Ensure maintenance, accessibility and safety of the Lockhart air strip.	Council	Ongoing	The Air Strip is inspected monthly and any required maintenance carried out.

## Support access to meaningful employment

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



St Joseph's School Lockhart, Kinder Class of 2019 celebrate 100 days of school with a visit by Elva Smallwood who had recently turned 100 – August 2019



## 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	Council is working with a service provider to convert a Council owned building into housing for the physically and intellectually disabled.
E2	Use effective community engagement processes.	Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation.	Council	2020/21	<ol style="list-style-type: none"> <li>1. Activate hearing loop in Council's administration building.</li> <li>2. Upgrade Council's website to ensure compliance with relevant standards.</li> <li>3. Provide disability awareness training to staff.</li> <li>4. Council monthly newsletters to all the community (especially for those who do not have internet access).</li> </ol>
	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"> <li>1. Upgrade Council's website to ensure compliance with relevant standards.</li> <li>2. Incorporate access and inclusion principles in event management plans approved by Council.</li> <li>3. Provide disability awareness training to staff.</li> <li>4. Council continues to advocate for improved internet access across the Shire.</li> </ol>
A3	Represent and acknowledge the needs and challenges and characteristics of our community.	Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups.	Council	Annually	Access demographic data from the ABS including most recent community profiles. Council continues to encourage the community to support and complete ABS data returns as well as other government surveys that provides important information regarding the community demographic.