

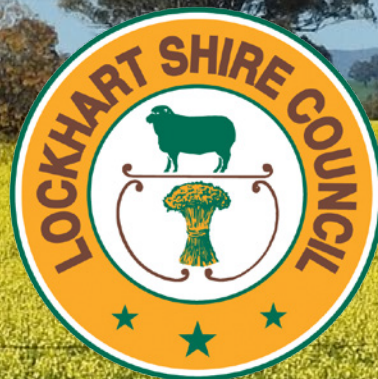
LOCKHART SHIRE

DELIVERY PROGRAM 2017-2021 OPERATIONAL PLAN 2020-2021

Council's commitment to the community for the four years 2017-2021.

Council's operations for the coming year 2020-2021.

(Adopted by Council: 20 July 2020, Minute No. xxx/20)



www.lockhart.nsw.gov.au

WHAT IS THIS DOCUMENT?

This document is our Delivery Program and has been informed by the community’s vision and the Community Strategic Plan. The Delivery Program is also supported by the development of Council’s resourcing strategy which includes the Long-Term Financial Plan, Asset Management Plan and Workforce Management Plan.

The Delivery Program details the principal activities to be undertaken by the Council to implement strategies established by the Community Strategic Plan, and is for 4 years duration.

The Operational Plan outlines our operations for the coming year, 2020-21.

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

Objectives	Strategy	Action	Task
<p>“What the community would like”</p>	<p>“How will we get there?”</p>	<p>“What will Council do over the next four years?”</p>	<p>“Council activity for the current period”</p>
<div data-bbox="113 869 788 1016" style="background-color: #FFD700; border-radius: 10px; padding: 10px; margin-bottom: 10px;"> <p style="text-align: center;">Community Strategic Plan</p> <p>Plan which identifies the main priorities and aspirations for the future of the local government area. Minimum 10 years.</p> </div>			
<div data-bbox="456 1043 1131 1191" style="background-color: #4CAF50; color: white; border-radius: 10px; padding: 10px; margin-bottom: 10px; text-align: center;"> <p>Delivery Program</p> <p>Details the principal activities to be undertaken by the council to implement strategies established by the CSP. 4 years’ duration.</p> </div>			
<div data-bbox="799 1218 1481 1366" style="background-color: #8B4513; color: white; border-radius: 10px; padding: 10px; text-align: center;"> <p>Operational Plan</p> <p>Details the activities to be engaged in by the Council during the year, and annual budget. Annual sub-plan of Delivery Program.</p> </div>			



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MESSAGE FROM THE MAYOR



**CR. RODGER SCHIRMER
MAYOR**

On behalf of my Councillors, I'm pleased to present Lockhart Shire's Delivery Program for the 2017-2021 period and Operational Plan for the coming year, 2020-21. Both the Delivery Program 2017-2021 and Operational Plan 2020-21 are underpinned by extensive consultation with our communities through the development of the Lockhart Shire Community Strategic Plan 2017-2027 which was undertaken at the commencement of the current Council's term of office.

The Lockhart Shire Community Strategic Plan 2017-2027 also guides the Council's ten-year resourcing strategy which addresses long term financial planning, asset management and workforce management planning. The Delivery Program has been developed using the Integrated Planning and Reporting framework in accordance with the Local Government Act 1993. The Delivery Program identifies key strategies and actions to be undertaken by Council during the current term of office. The Operational Plan outlines the Council's operations for 2020-21.

The 2020-21 Operational Plan represents what was to be the fourth and final year of the current Council's term of office and of the 2017-2021 Delivery Program. However, due to the Covid-19 pandemic, the local government elections scheduled to be held in September 2020 have now been postponed for 12 months, effectively extending the term of this Council to five years. In any event, I am pleased to be able to say that much of the investment in our assets and infrastructure and improvements to community amenity that have been identified in the Delivery Program have been realised or are well advanced. During the current term of office Council has been able to secure significant grant funding as well as access low cost infrastructure loans from the NSW Treasury Corporation due to Council being declared financially fit for the future. This has enabled Council to achieve key actions identified in the Community Strategic Plan and Delivery Plan including the refurbishment of the Lockhart and The Rock Swimming Pools, investment in flood mitigation measures and road renewal.

The 2020-21 Operational Plan does take account of the impacts of the Covid-19 pandemic on Council's operations as we come to terms with unprecedented restrictions on gatherings and people movements as well as social distancing rules. Notwithstanding these and other challenges I believe that we have made progress in positioning Lockhart Shire as a great place to live, work and visit through our improvements to services and community amenity, together with our focus on economic and tourism development.

The Delivery Program for its part is not only our planning document for the current council term, but provides an instrument of public accountability and the basis for measuring our performance. Progress on the actions outlined in the Delivery Program and Operational Plan are reported to Council each six months as well as annually in the annual report. Council's Operational Plan Budget is reviewed on a quarterly basis.

A handwritten signature in black ink, appearing to read 'RS' followed by a stylized flourish.

CR. RODGER SCHIRMER

COUNCIL'S DIRECTION FOR THE TERM OF THE DELIVERY PROGRAM

The Delivery Program sets out what we will achieve over the current Council's current term and how we will achieve it. This has been guided by what the community has told us and what their aspirations are for the next ten years. In preparing this Delivery Program and setting the agenda for Council for this term, we acknowledge the Community Vision 2027 developed by the community and featured in the Community Strategic Plan:

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.**

The identified projects and services in the Delivery Program focus on Lockhart Shire Council remaining as an independent Council while still providing a range of community services for the community and maintaining the community infrastructure.

We will deliver the key functions of Council and continue to increase revenue through external contract work and gaining further efficiencies.

STRONG LEADERSHIP AND GOVERNANCE

Lockhart Shire Council was recently deemed to be financially fit for the future as a stand-alone Council. To remain independent and sustainable into the future, Council must implement our Fit for the Future Improvement Plan and ensure we are continuing to achieve efficiencies in service delivery, as well as seeking ways to increase our own source revenue. This will include:

- Continuing to engage in external contract works;
- Resource sharing;
- Streamlining governance; and
- Undertaking service reviews by identifying efficiencies and savings in operations and delivery.

A CONNECTED AND RESILIENT COMMUNITY

Lockhart Shire Council prides itself on being a connected community and we wish to continue to support communities in their events, sporting clubs and community organisations as best we can. These areas are important aspects of our community and we wish to ensure all people of the community are included and can access programs and projects throughout the Shire.

A DYNAMIC AND PROSPEROUS ECONOMY

Building on the economy of our community and ensuring that the Shire is attractive and welcoming to businesses, industry, residents and visitors is a key goal for Council. This includes improving services and infrastructure that supports our rural businesses, as well as providing strong strategic direction for economic development and tourism initiatives.

AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED

The Rock Hill Nature Reserve and Galore Hill are two of Lockhart Shire's important natural assets and protecting those environments are important to our community. Advocating and supporting National Parks Wildlife Service is vital to the development of these two sites.

Council will also focus on how it can become more energy efficient by assessing energy efficiencies in Council buildings and investigating the installation of energy efficient street lighting. A renewable energy project which aims to make Lockhart Township 100% self-sufficient on renewable energy sources is also being pursued.

INFRASTRUCTURE FOR THE LONG-TERM NEEDS OF THE COMMUNITY

Council understands the importance of making sure the assets and infrastructure are well planned and managed to meet the needs of the community, now and into the future. This includes our roads, sporting and recreation facilities, sustainable transport strategies and land availability.

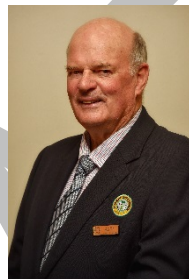
The Delivery Program, as well as the Community Strategic Plan are developed in partnership with the community to assist Council in the delivery of its services and projects. Council is committed to deliver on these initiatives and actions outlined in the following program. We encourage you to read the program and support us in achieving these actions.



Cr Rodger Schirmer
(Mayor)



Cr Greg Verdon
(Deputy Mayor)



Cr Max Day



Cr Derek Douglas



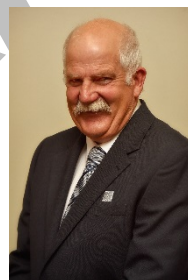
Cr Gail Driscoll



Cr Ian Marston



Cr Andrew Rockliff



Cr Peter Sharp



Cr James Walker

OUR COUNCIL

OUR VISION

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

OUR MISSION

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

OUR VALUES

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

OUR GOVERNANCE

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

Cr Rodger Schirmer (Mayor)

Cr Greg Verdon (Deputy Mayor)

Cr Max Day

Cr Derek Douglas

Cr Gail Driscoll

Cr Ian Marston

Cr Peter Sharp

Cr Andrew Rockliff

Cr James Walker

OUR OPERATIONS

Lockhart Shire Council is responsible for the delivery of a diverse range of services throughout the community.

Council employs approximately 50 people covering a range of professionals and expertise. The two directorates of Council are Corporate and Community Services, and Engineering and Environmental Services.



COUNCIL

GENERAL MANAGER

GENERAL MANAGER

- Integrated Planning & Reporting
- Council Meeting Management
- Human Resources
- Work Health and Safety
- Economic Development
- Tourism
- Land Sales
- Organisation Development
- Communication/Media Interface

DIRECTOR ENGINEERING AND ENVIRONMENTAL SERVICES

- Road/Bridge Construction and Maintenance
- Drainage Construction and 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

DIRECTOR CORPORATE AND COMMUNITY SERVICES

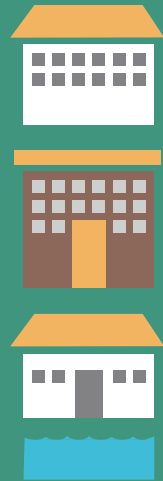
- Financial Management (AAS27) and Corporate Planning
- Finance and Internal Auditing
- Statutory Reporting
- Rates
- Information Technology
- Records management
- Purchasing
- Maximising Potential Grant Income
- Insurance Portfolio
- Asset Management
- Land Register
- Youth Services
- Advice, support, planning and communications
- Payroll/Creditors

OUR INFRASTRUCTURE

BUILDINGS

- 1 Administration
- 1 Mobile Library
- 1 Community Centre
- 1 Depots
- 4 Waste Depots/Transfer Stations
- 5 Sport and Recreation Reserves
- 9 Parks and Playgrounds
- 2 Swimming Pools

- 7 Halls
- 2 Commercial Buildings
- 3 Town Sewerage Systems
- 3 Cemeteries
- 1 Caravan Park



ROADS AND BRIDGES

- 120km Regional roads
- 440km Sealed local roads
- 800km Unsealed roads
- 11km Footpaths
- 6 Concrete bridges

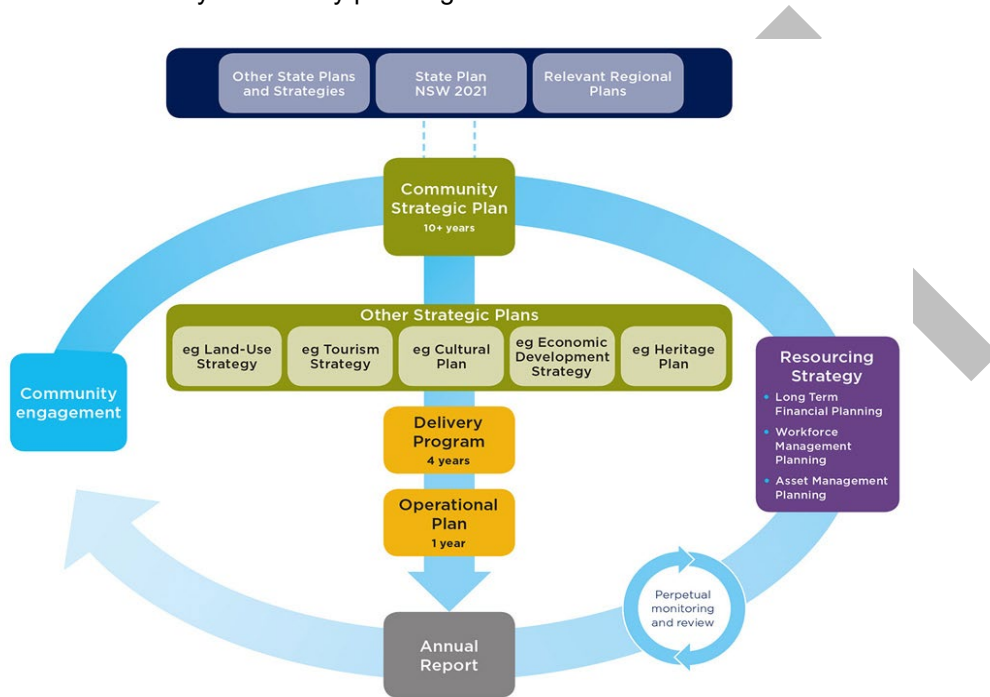
ACCESSIBILITY

- 8 accessible public toilets
- 9 accessible public buildings
- 1 designated accessible car park



OUR PLANNING FRAMEWORK

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



GUIDING PRINCIPLES

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

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

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

We, the Lockhart Shire community:

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

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OUR PLANNING FRAMEWORK

TIME	PLAN	WHAT IT INVOLVES	MONITORING & REPORTING
Long term plan (10 years plus)	Community Strategic Plan 10+ years	<ul style="list-style-type: none"> Based on community identified principles; Community's aspirations for the future; and Provides Council key direction for formulating long term action plans. 	An annual report will be reported to Council, as well as an end of term (4 years) report from Council.
Medium term plans and strategies (up to 10 years)	Long Term Financial Plan	<ul style="list-style-type: none"> Outlines the future financial plans for the Council; and Provides financial sustainability, revenue strategies and management of service levels. 	Council's financial performance will be reported on quarterly.
	Asset Management Plan	<ul style="list-style-type: none"> Accounts for and plans for all of the existing assets under its ownership, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program. 	Asset condition must be reported in annual financial statements
	Disability Inclusion Action Plan 2017-2021	<ul style="list-style-type: none"> Strategies and actions to improve the opportunities for people with a disability In the Shire. 	Implementation of DIAP must be reported on in Annual Report, and DIAP must be reviewed every four years.
	Economic Development & Tourism Strategy	<ul style="list-style-type: none"> Strategies and actions to develop a strong and resilient economic community. 	Reports of Tourism and Economic Development Committee meetings to be tabled at Council meetings.
	Tourism and Lifestyle Marketing Plan	<ul style="list-style-type: none"> Strategies and actions to: <ul style="list-style-type: none"> Increased visitor awareness Increased length of stay, and Increased visitor spend 	Reports of Tourism and Economic Development Committee meetings to be tabled at Council meetings.
	Local Environmental Plan	<ul style="list-style-type: none"> Ensure LEP is up to date and relevant for the Shire. 	Review of the LEP every four years.
Plan for the term of the Council (4 years)	Delivery Program 2017-2021	<ul style="list-style-type: none"> Key actions that Council will do to achieve the CSP; and A statement of commitment to the community by the elected Council. 	Reported to Council every 6 months, followed by an annual report. Reviewed every year when preparing Operational Plan.
Short Term Plans (up to 4 years)	Workforce Management Strategy 2017-2021	<ul style="list-style-type: none"> Ensuring Council has the right skills, staff to deliver sustainable services for the future. Key directions for managing Council's assets and buildings. 	The Workforce Management Strategy must be reviewed every four years.
Annual Plans (1 year)	Operational Plan	<ul style="list-style-type: none"> Individual projects and activities Council will deliver in the year from the Delivery Program. 	Reported to Council every quarter, followed by an annual report.

HOW WAS OUR DELIVERY PROGRAM DEVELOPED?

The Delivery Program was developed through the Integrated Planning and Reporting Process.

Our Community Strategic Plan was developed by engaging and listening to our community. The goal was to gain input from as many of our residents as possible, and to uncover aspirations and priorities for the future.

The community engagement process invited residents to participate using several medians of communication including advertisements in the Lockhart Community Newsletter, media releases, distribution of over 200 posters throughout the community, direct mail and email (invitations), and social media posts.

The community engagement occurred during October and November 2016 and consisted of five community meetings, two sessions with people with disability, their families, carers and service providers, five sessions with school children at three schools, and one community-wide survey. A total of 245 people from the community participated in the community engagement activities.

Council assessed the Community Strategic Plan to understand Council's responsibility for delivery.

A Resourcing Strategy was developed to clearly understand Council's resource availability over the Council term. The Delivery Program was created to highlight the strategies and actions that Council will deliver of the next four years.

The Operational Plan relates to individual activities, projects and plans that will be undertaken each year to support the achievement of commitments made in the Delivery Program and Community Strategic Plan.



HOW TO READ THIS PROGRAM

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

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

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

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

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

DISABILITY INCLUSION ACTION PLAN

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

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.

A: A CONNECTED AND RESILIENT COMMUNITY



WHAT OUR COMMUNITY WOULD LIKE

A1: We value spending time with each other and want more opportunities to come together.

A2: Our community services and facilities meet the needs of the community

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

HOW WILL WE KNOW IF WE HAVE ARRIVED?

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

HOW MIGHT WE MEASURE THIS?

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

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Facilitate and support our community to deliver vibrant and dynamic community events.	<ul style="list-style-type: none"> Provide support to events held within the community. Compile and promote a comprehensive calendar of events. 	*	*	*	*	Lockhart Shire Council Community groups and organisations
Build capacity, capability and partnerships to encourage sustainable community groups and clubs. *	<ul style="list-style-type: none"> Provide support and advice to community groups, clubs, and volunteers. Within financial means, support and fund Section 355 Committees to manage and maintain Council facilities. Facilitate and support programs and projects within the community to make them accessible to people with all abilities. DIAP – Attitudes and behaviours 	*	*	*	*	Lockhart Shire Council Community groups and committees Community
Provide or partner to provide cultural and sporting participation opportunities.	<ul style="list-style-type: none"> Support cultural and sporting opportunities that respond to the needs of the community. 	*	*	*	*	Lockhart Shire Council Community groups and committees Community

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Work with stakeholders to ensure our community is safe and well prepared to respond to adversity. *	<ul style="list-style-type: none"> Ensure that Lockhart Shire is well prepared to respond to adversity. Strengthen mechanisms that support access and inclusion for our community. DIAP – Liveable communities Promote community safety initiatives within the community. Advocate for sufficient provision of policing, ambulance and fire services. 	*	*	*	*	Lockhart Shire Council State Government Federal Government Community organisations Service providers Community
Support, or partner to provide, welcoming and well maintained community spaces and facilities. *	<ul style="list-style-type: none"> Plan, develop and maintain facilities, parks and gardens that respond to the needs of the community. DIAP – Liveable communities 	*	*	*	*	Lockhart Shire Council Community groups and organisations
Provide and advocate for services that respond to the needs of our community. *	<ul style="list-style-type: none"> Lobby government, business and service providers to provide accessible services to meet the needs of the community. DIAP – Liveable communities Improve understanding of the services available in the community, and work with service providers to promote and encourage community use of services. Work with service providers and government to improve access to quality health, and medical life-stage facilities and services to meet the long term needs of the community. Advocate to ensure our residents can access a quality education experience. 	*	*	*	*	Lockhart Shire Council State Government Business community Service providers Education providers

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

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Support our children and young people.	<ul style="list-style-type: none"> Understand and respond to the needs of young people in the Shire through engagement and provision of a Youth Officer. Support the provision of pre-school, playgroup and childcare services within the community. Provide young residents with greater access to youth services. 	*	*	*	*	Lockhart Shire Council State Government Education Providers Community
Provide support and opportunities to celebrate our older residents.	<ul style="list-style-type: none"> Provide opportunities for older residents to come together. Continue to support, advocate, and plan for high quality services and accommodation for our aged population. Support a feasibility study to explore the establishment of an aged care service hub within the Lockhart Shire. 	*	*	*	*	Lockhart Shire Council Community organisations Service providers Community

HOW WILL WE GET THERE? STRATEGY	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? ACTION	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Provide support for people with a disability and their families and carers. *	<ul style="list-style-type: none"> Provide support for people with a disability, their families and carers. DIAP – Liveable communities Work with community partners to lobby government and to seek funding to support people with disabilities to reach their full potential and to lead fulfilling lives. DIAP – Liveable communities Work in partnership with community organisations to improve opportunities for people with disabilities to participate in education, training and employment. DIAP – Employment Work with partners to identify opportunities to support the implementation of the National Disability Insurance Scheme. DIAP – Systems and processes Participate in a collective approach within Lockhart Shire’s disability sector to improve the understanding, access and operation of the sector. DIAP – Attitudes and behaviours 	*	*	*	*	Lockhart Shire Council State Government Federal Government Community organisations Service providers Community

B: A DYNAMIC AND PROSPEROUS ECONOMY



WHAT OUR COMMUNITY WOULD LIKE

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

B2: Our community has a strong tourism sector.

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

HOW WILL WE KNOW IF WE HAVE ARRIVED?

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

HOW MIGHT WE MEASURE THIS?

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

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Manage and improve the appearance of our towns, in line with their desired identities	<ul style="list-style-type: none"> Develop and implement a long-term beautification plan for each of the Shire's towns. 	*	*	*	*	Lockhart Shire Council Community organisations Community
Improve the convenience and amenity of our towns. *	<ul style="list-style-type: none"> Ensure that there is sufficient and accessible parking for cars and trailers in the centre of each town. DIAP – Liveable communities Encourage a diverse retail mix within the Shire to respond to the community's and visitors needs and tastes. Better understand the retail and commercial sector to assist and support a response to filling service gaps. Co-ordinate activities and services in town to attract local shoppers and visitors to town centres. 	*	*	*	*	Lockhart Shire Council Business community Service providers Community organisations Community
Improve services and infrastructure that supports our rural business.	<ul style="list-style-type: none"> Advocate to improve television, mobile and internet coverage. Lobby to increase the use of rail for agricultural transportation. Strive to assist development of strong farming businesses. 	*	*	*	*	Lockhart Shire Council State Government Federal Government Agricultural groups Farming community Community

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Provide business support to our community.	<ul style="list-style-type: none"> Promote and provide networking opportunities for businesses. Improve the capacity of businesses through training and business sessions. Build an informed response to supporting businesses through the collection of timely and relevant local data. Celebrate the achievements of our businesses. 	*	*	*	*	Lockhart Shire Council Business owners
Work in partnership with stakeholders to grow existing and attract new businesses.	<ul style="list-style-type: none"> Provide strong strategic direction for economic development. Support the growth of the business and industry sector. Promote positive images of the Lockhart Shire as a dynamic and innovative community. 	*	*	*	*	Lockhart Shire Council Business owners Investors
Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community.*	<ul style="list-style-type: none"> Promote benefits of being fully accessible and inclusive for businesses. DIAP - Attitudes and behaviours 	*	*	*	*	Lockhart Shire Council Business owners

B2: OUR COMMUNITY HAS A STRONG TOURISM SECTOR

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Create a thriving tourism economy in Lockhart Shire. *	<ul style="list-style-type: none"> Improve the image of Lockhart Shire for tourists. Use our natural strengths and assets to build our tourism sector. Support and develop infrastructure for our tourism sector. DIAP – Liveable communities Develop partnerships that support our tourism industry. 	*	*	*	*	Lockhart Shire Council Destination NSW (State Government) Local businesses Community

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Develop the skills and employment opportunities of our residents. *	<ul style="list-style-type: none"> Support and communicate pathways to employment for all residents. DIAP – Employment 	*	*	*	*	Lockhart Shire Council Service providers Education providers
Attract and retain skilled people to the region.	<ul style="list-style-type: none"> Support young people to return to the region after completing education and training. Promote the Shire and available skilled and professional positions throughout the region. Work with local industry and government agencies to identify and address skill shortages. 	*	*	*	*	Lockhart Shire Council Business community Education providers

C: AN ENVIRONMENT THAT IS RESPECTED AND PROTECTED



WHAT OUR COMMUNITY WOULD LIKE

C1: Our environmental practices are sustainable.

C2: Flora and fauna are protected across the Shire.

C3: Our open space and natural environment are protected for future generations.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

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

HOW MIGHT WE MEASURE THIS?

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

C1: OUR ENVIRONMENTAL PRACTICES ARE SUSTAINABLE

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Ensure that Council buildings and facilities are environmentally sensitive.	<ul style="list-style-type: none"> Where practical improve the energy efficiency of Council buildings. Develop and implement a strategy that works towards Lockhart Shire being carbon neutral. Investigate installation of new energy efficient street lighting. 	*	*	*	*	Lockhart Shire Council State Government Federal Government
Explore opportunities to utilise renewable energy and water saving practices.	<ul style="list-style-type: none"> Investigate programs and initiatives that promote renewable energy options for households and industry. Promote initiatives that support water wise practices & products throughout the community. Continue to explore the feasibility of water conservation practices throughout all Council works, & incorporate water saving & reuse features to Council facilities. 	*	*	*	*	Lockhart Shire Council State Government Water Authorities Community
Utilise effective waste management practices.	<ul style="list-style-type: none"> Provide efficient and sustainable waste management practices 	*	*	*	*	Lockhart Shire Council State Government
Ensure responsible development practices are exercised.	<ul style="list-style-type: none"> Through our Local Environmental Plan, incorporate environmentally sustainable design principles into all new residential, rural & commercial developments & subdivision plans. 	*	*	*	*	Lockhart Shire Council Community Developers

C2: FLORA AND FAUNA ARE PROTECTED ACROSS THE SHIRE

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Increase the amount of native flora, fauna and protect threatened species.	<ul style="list-style-type: none"> Encourage native plant choices throughout the community. Support the increase of food and habitat sources for threatened and endangered species. Map local population of threatened and endangered plant species and protect where practical. 	*	*	*	*	Lockhart Shire Council State Government National Parks and Wildlife Services
Decrease occurrence, spread and impact of weeds and pests throughout our Shire.	<ul style="list-style-type: none"> Implement weed management practices within Council controlled land and support practices on all other land. Implement pest management practices within Council controlled land and support practices on all other land. 	*	*	*	*	Lockhart Shire Council State Government National Parks and Wildlife Services Community Land owners

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Provide nature reserves and protected areas for our community.	<ul style="list-style-type: none"> • Provide protection, management and promotion of Galore Hill. • Advocate to, and support the National Parks Wildlife Service, in their management of The Rock Hill Nature Reserve. • Provide protection, management and promotion of nature reserves under the control of Council. • Promote the protection of our water catchment and riparian zones. • Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards. 	*	*	*	*	Lockhart Shire Council State Government National Parks and Wildlife Services Community

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D: INFRASTRUCTURE FOR THE LONG TERM NEEDS OF THE COMMUNITY



WHAT OUR COMMUNITY WOULD LIKE

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

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

HOW WILL WE KNOW IF WE HAVE ARRIVED?

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

HOW MIGHT WE MEASURE THIS?

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

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Plan sustainable transport strategies. *	<ul style="list-style-type: none"> Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire. DIAP – Liveable communities Provide effective street lighting within the villages of the Shire to support safety and security for pedestrians and vehicular traffic. Advocate for community and public transport options. DIAP – Liveable communities 	*	*	*	*	Lockhart Shire Council State Government Federal Government
Strategically plan for our sports and recreation infrastructure, as well as cemeteries.	<ul style="list-style-type: none"> Ensure appropriate provision, planning and use of all open space and recreation facilities and cemeteries. 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. Prepare and implement strategic replacement and upgrade plans for The Rock Swimming Pool to address ageing infrastructure and to meet the community's long term needs. 	*	*	*	*	Lockhart Shire Council State Government Community groups and clubs Community

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Improve the safety of people on our roads.	<ul style="list-style-type: none"> Continue to participate in road safety education, and efficient use and planning of the road network. Provide and maintain efficient and safe road and bridge infrastructure. Undertake road repair works following 2016 wet weather and flood events. 	*	*	*	*	Lockhart Shire Council State Government – RMS Federal Government
Reduce the effects of flooding in our towns and villages.	<ul style="list-style-type: none"> Implement flood mitigation measures for Lockhart. Implement flood mitigation measures for The Rock. 	*	*	*	*	Lockhart Shire Council State Government Federal Government Water Authorities
Advocate for diverse and affordable housing options within Lockhart Shire.	<ul style="list-style-type: none"> Work with developers, investors and service providers to realise the development of diverse housing options to address affordable housing across the Shire. DIAP – Liveable communities 	*	*	*	*	Lockhart Shire Council State Government Developers Land owners

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Develop infrastructure that supports growth within our community. *	<ul style="list-style-type: none"> Provide and maintain efficient sewage systems that allows for current and future community needs. Ensure maintenance, accessibility and safety of the Lockhart air strip. DIAP – Liveable communities Support Riverina Water in quality town water supply that is sustainable in line with potential growth. Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community. Advocate for natural gas supply to our communities. 	*	*	*	*	Lockhart Shire Council State Government Community Community groups and organisations Riverina Water
Land use that supports the development of our community.	<ul style="list-style-type: none"> Clearly define land use requirements and developments in line with State Government regulations. Continue to remain updated on potential mining and quarry developments. 	*	*	*	*	Lockhart Shire Council State Government
Our built heritage and our public art are enhanced to support our strong town and village identities.	<ul style="list-style-type: none"> Provide a public art experience that reflects our community identity. Advocate for the protection of our historic buildings, landmarks, and artefacts. 	*	*	*	*	Lockhart Shire Council State Government Community Heritage builder owners

E: STRONG LEADERSHIP AND GOVERNANCE



WHAT OUR COMMUNITY WOULD LIKE

E1: Council is strong, sustainable and able to stand alone.

E2: Council actively engages with its residents to support and facilitate decision making.

E3: Council responds collectively and responsibly to community needs.

HOW WILL WE KNOW IF WE HAVE ARRIVED?

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

HOW MIGHT WE MEASURE THIS?

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

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Plan for the long-term sustainability of the Shire.	<ul style="list-style-type: none"> Advocate and prepare for the long-term sustainability of our Shire. Promote the increased participation of local people in local government and the community. Implement Fit for the Future improvement plan actions, those of highest priority being: <ul style="list-style-type: none"> Apply for Special Rate Variation to begin revenue expansion and increase Own Source Revenue; Increase external contracting to increase Own Source Revenue; Continue involvement with REROC/JO; and Implement service review actions. Continue to enhance sound financial management policies and practices. Continue the development of asset management strategy and plans. Meet all governance and regulatory requirements in the conduct of Council operations. Minimise Council's exposure to risk and promote a strong risk management culture within Council. Ensure appropriate IT systems are in place to support service delivery and accountability requirements. Maintain and develop a Records Management System that meets the needs of the organisation, the community and legislative requirements. Attract and retain a quality workforce. 	*	*	*	*	Lockhart Shire Council (lead) State Government Community organisations Community

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Use effective community engagement processes. *	<ul style="list-style-type: none"> Provide effective community engagement practices with the community. Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation. DIAP – Systems and processes 	*	*	*	*	Lockhart Shire Council Community
Ensure the community is informed by improving access to information. *	<ul style="list-style-type: none"> Apply access and inclusion principles to improve access to Council services, programs, events and communications. DIAP – Systems and processes 	*	*	*	*	Lockhart Shire Council Community

E3: COUNCIL RESPONDS COLLECTIVELY AND RESPONSIBLY TO COMMUNITY NEEDS.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	2017/2018	2018/2019	2019/2020	2020/2021	WHO CAN HELP?
Actively seek strong involvement in state and regional planning for the region.	<ul style="list-style-type: none"> Advocate for the appropriate representation of the needs of the Lockhart Shire community at a state and regional level. 	*	*	*	*	Lockhart Shire Council State Government
Represent and acknowledge the needs, challenges and characteristics of our communities. *	<ul style="list-style-type: none"> Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups. DIAP – Systems and processes Continue to lead and advocate on key social and community issues. DIAP – Attitudes and behaviours Regularly provide up to date and accurate community information to relevant program and service providers. 	*	*	*	*	Lockhart Shire Council Federal Government State Government
Provide opportunities for relationship building and development.	<ul style="list-style-type: none"> Promote strong and beneficial relationships between local government and service providers, other levels of government and the community. Ensure Council staff and Councillors participate regularly in professional development to support high quality customer service and professional skills. 	*	*	*	*	Lockhart Shire Council State Government Service providers Community organisations

RELATED PLANS AND STRATEGIES

In the development of the Community Strategic Plan, State and Local strategies, plans and studies have been researched to ensure a comprehensive plan is developed for the Lockhart Shire Council and the community. The following documents were considered as part of the planning process:

STATE GOVERNMENT PLANS

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

REGIONAL PLANS

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

LOCKHART SHIRE COUNCIL PLANS

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

ACKNOWLEDGEMENTS

We wish to acknowledge:

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



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