

2022-2025 Delivery Program

Report to 30 June 2023

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 tegether
AL. WE VALUE SPETILING LINE WILL	reach ounce 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>	RESPONSIBLE POSITION	STATUS
Facilitate and support our community to deliver vibrant and	Provide support to events held within the community.	Tourism and Economic Development Officer	Ongoing
dynamic community events.	Compile and promote a comprehensive calendar of events.	Tourism and Economic Development Officer	Ongoing
Build capacity, capability and partnerships to encourage	Provide support and advice to community groups, clubs, and volunteers.	Director Corporate and Community Services	Ongoing
sustainable community groups and clubs. *	Within financial means, support and fund Section 355 Committees to manage and maintain Council facilities.	Director Corporate and Community Services	Ongoing
	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
	Undertake community consultation and seek grant funding opportunities for the establishment of a community centre at The Rock	General Manager	In progress - 15% complete
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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
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	In progress. VPS Scheme 50% complete. Review of The Rock Flood Study 15% complete.
	Strengthen mechanisms that support access and inclusion for our community. DIAP – Liveable communities	Director Corporate and Community Services	Ongoing
	Promote community safety initiatives within the community.	Director Engineering and Environmental Services	In progress. CCTV Camera installation 10% complete.
	Convene a Police and Community Consultation Group in the Shire	General Manager	Ongoing
	Advocate for sufficient provision of policing, ambulance and fire services.	General Manager	Ongoing
	Investigate the development of a community reflection space at The Rock	General Manager	In progress - 20% complete
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 . Preparation of Brookong Creek Masterplan 30% complete. 109 Green St, Lockhart 60% complete. The Rock Avenue of Honour 50% complete. Implementation of Lockhart Caravan Park Masterplan 80% complete.

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
	Redevelop 109 Green Street Lockhart into a community space.	Director Corporate and Community Services Director Engineering and Environmental Services	In progress - 60% complete
	Implement a beautification plan for the Pleasant Hills Esplanade	Director Engineering and Environmental Services	In progress - 20% complete.
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
	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 Digital Connectivity Plan 75% complete Social Media Strategy 10% complete
	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
	Advocate to ensure our residents can access a quality education experience.	Director Corporate and Community Services	Ongoing

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
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	Subject to review
	Support the provision of pre-school, playgroup and childcare services within the community.	Director Corporate and Community Services	Ongoing
	Continue to monitor and assess the need for before and after school care in Lockhart	Director Corporate and Community Services	Ongoing Establishment of Lockhart OOSH 100% complete.
	Provide young residents with greater access to youth services.	Director Corporate and Community Services	Ongoing
Provide support and opportunities to celebrate our older residents.	Provide opportunities for older residents to come together.	Director Corporate and Community Services	Ongoing Lockhart Mens Shed 95% complete.
	Continue to support, advocate, and plan for high quality services and accommodation for our aged population.	Director Corporate and Community Services	Ongoing
	Provide fit for purpose accommodation for the Lockhart Men's Shed.	Director Corporate and Community Services	In progress - 95% complete.
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
	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

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
	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. No opportunities identified to date.
	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. No opportunities identified to date.
	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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
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	In progress Preparation of Brookong Creek Masterplan 30% complete.
			109 Green St, Lockhart 60% complete. The Rock Avenue of Honour 50% complete.
	Implement the Avenue of Honour Masterplan at The Rock	Director Engineering and Environmental Services	In progress 50% complete
	Seek funding opportunities for the staged implementation of the Lockhart CBD Masterplan	Director Engineering and Environmental Services	In progress 5% complete
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	100% complete
	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
	Better understand the retail and commercial sector to assist and support a response to filling service gaps.	Tourism and Economic Development Officer	Ongoing
	Co-ordinate activities and services in town to attract local shoppers and visitors to town centres.	Tourism and Economic Development Officer	Ongoing

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>	RESPONSIBLE POSITION	STATUS
Improve services and infrastructure	Advocate to improve television, mobile and internet coverage.	General Manager	Ongoing
that supports our rural business.			Digital Connectivity Plan 75% complete.
			New Telstra small cell solution for Yerong Creek 95% complete.
	Lobby to increase the use of rail for agricultural transportation.	General Manager	Ongoing
	Strive to assist development of strong farming businesses.	Tourism and Economic Development Officer	Ongoing
Provide business support to our community.	Promote and provide networking opportunities for businesses.	Tourism and Economic Development Officer	Ongoing
	Improve the capacity of businesses through training and business sessions.	Tourism and Economic Development Officer	Ongoing
	Build an informed response to supporting businesses through the collection of timely and relevant local data.	Tourism and Economic Development Officer	Ongoing
	Celebrate the achievements of our businesses.	Tourism and Economic Development Officer	100% complete.
Work in partnership with stakeholders to grow existing and attract new businesses.	Provide strong strategic direction for economic development.	Tourism and Economic Development Officer	100% complete
	Maintain a Tourism and economic development Steering Committee with business. Community and council representation.	Tourism and Economic Development Officer	100% complete
	Support the growth of the business and industry sector.	Tourism and Economic Development Officer	Ongoing
	Seek development consent for stage 3 of the Lockhart Industrial Estate	General Manager	In progress - 20% complete

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
	Consult the community and seek grant funding opportunities for the establishment of a community centre at The Rock	General Manager	In progress.
	Promote positive images of the Lockhart Shire as a dynamic and innovative community.	Tourism and Economic Development Officer	Ongoing
Exercise leadership by championing the value of access and inclusion across Lockhart's business and tourism community. *	- ,	Tourism and Economic Development Officer	Ongoing

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
Create a thriving tourism economy in Lockhart Shire. *	Improve the image of Lockhart Shire for tourists.	Tourism and Economic Development Officer	Ongoing Phase 1 of new "Visit Lockhart Shire" website 100% complete.
	Use our natural strengths and assets to build our tourism sector.	Tourism and Economic Development Officer	Ongoing
	Prepare a masterplan for Galore Hill Scenic Reserve	Tourism and Economic Development Officer	Not commenced. Quotes were sourced for the preparation of a masterplan which significantly exceeded Council's budget and has been deferred pending completion of the Brookong Creek masterplan.
	Prepare a masterplan for Brookong Creek	Tourism and Economic Development Officer	In progress - 30% complete
	Prepare a masterplan for the former PWP (Government dam) at The Rock	Tourism and Economic Development Officer	Not commenced as priority has been given to the preparation of masterplans for Brookong Creek and Galore Hill in accordance with the order of priorities adopted by Council on the recommendation of the Tourism and Economic Development Steering Committee
	Complete the implementation of the Lockhart Caravan Park Masterplan	Director Engineering and Environmental Services	In progress - 80% complete
	Support and develop infrastructure for our tourism sector. DIAP – Liveable communities	Tourism and Economic Development Officer	Ongoing The Rock Regional Observatory 100% complete.
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HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
			Walk of Fame inductees 50% complete
	Develop partnerships that support our tourism industry.	Tourism and Economic Development Officer	Ongoing

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
Develop the skills and employment opportunities of our residents. *	Support and communicate pathways to employment for all residents. DIAP – Employment	Tourism and Economic Development Officer	Ongoing
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
	Promote the Shire and available skilled and professional positions throughout the region.	Tourism and Economic Development Officer.	Ongoing
	Work with local industry and government agencies to identify and address skill shortages.	Tourism and Economic Development Officer	Ongoing

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

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>	RESPONSIBLE POSITION	STATUS
Ensure that Council buildings and facilities are environmentally	Where practical improve the energy efficiency of Council buildings.	Director Corporate and Community Services	In progress
sensitive.	Implement Council's adopted Energy Savings Plan including installation of solar panels at the sewerage treatment plants and swimming pool complexes.	Director Engineering and Environmental Services	Not commenced. Included in the Council's 2023/24 budget and will be commenced in 2023/24 financial year.
	Develop and implement a strategy that works towards Lockhart Shire being carbon neutral.	Director Engineering and Environmental Services	In progress Phase 1 of Lockhart Renewable Energy project 100% complete.
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	In progress Phase 1 of Lockhart Renewable Energy project 100% complete
	Promote initiatives that support water wise practices & products throughout the community.	Director Engineering and Environmental Services	Ongoing
	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
Utilise effective waste management practices.	Provide efficient and sustainable waste management practices	Director Engineering and Environmental Services	Ongoing
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

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>	RESPONSIBLE POSITION	STATUS
Increase the amount of native flora, fauna and protect threatened species.	Encourage native plant choices throughout the community.	Director Engineering and Environmental Services	Ongoing
	Support the increase of food and habitat sources for threatened and endangered species.	Director Engineering and Environmental Services	Ongoing
	Map local population of threatened and endangered plant species and protect where practical.	Director Engineering and Environmental Services	Ongoing
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
	Implement pest management practices within Council controlled land and support practices on all other land.	Director Engineering and Environmental Services	Ongoing

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
Provide nature reserves and protected areas for our community.	Provide protection, management and promotion of Galore Hill.	Director Engineering and Environmental Services	Ongoing
	Advocate to, and support the National Parks Wildlife Service, in their management of The Rock Hill Nature Reserve.	Director Engineering and Environmental Services	Ongoing
	Provide protection, management and promotion of nature reserves under the control of Council.	Director Engineering and Environmental Services	Ongoing
	Promote the protection of our water catchment and riparian zones.	Director Engineering and Environmental Services	Ongoing
	Protect the environment by continual monitoring to detect possible breaches of relevant legislation or standards.	Director Engineering and Environmental Services	Ongoing

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

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>	RESPONSIBLE POSITION	STATUS
Plan sustainable transport strategies. *	Continue to implement the Lockhart Shire Active Transport Plan that plans for the future maintenance and development of pathways throughout the Shire. DIAP – Liveable communities	Director Engineering and Environmental Services	Ongoing
	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
	Advocate for community and public transport options. DIAP – Liveable communities	Director Corporate and Community Services	Ongoing
Strategically plan for our sports and recreation infrastructure, as well as cemeteries.	Ensure appropriate provision, planning and use of all open space and recreation facilities and cemeteries.	Director Engineering and Environmental Services	Ongoing
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
	Provide and maintain efficient and safe road and bridge infrastructure.	Director Engineering and Environmental Services	Ongoing
	Undertake road repair works following 2021/22 wet weather and flood events.	Director Engineering and Environmental Services	In progress XX% complete.
Reduce the effects of flooding in our towns and villages.	Review the Flood Risk Management Study and Plan at The Rock.	Director Engineering and Environmental Services	In progress 15% complete.
	Undertake a Flood Risk Management Study and Plan for Yerong Creek	Director Engineering and Environmental Services	Not commenced. Grant application submitted but unsuccessful. Awaiting next round of grant program to resubmit application.

	Continue to advocate for the raising of the Railway Bridge at Lockhart	Director Engineering and Environmental Services	Ongoing
HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
Advocate for diverse and affordable housing options within Lockhart Shire.	Work with developers, investors and service providers to realise the development of diverse housing options to address affordable housing across the Shire. DIAP – Liveable communities	Director Corporate and Community Services	Ongoing

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
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	Ongoing IWCM Strategy 95% complete.
	Ensure maintenance, accessibility and safety of the Lockhart air strip. DIAP – Liveable communities	Director Engineering and Environmental Services	Ongoing
	Support Riverina Water in quality town water supply that is sustainable in line with potential growth.	Director Engineering and Environmental Services	Ongoing
	Ensure guttering and drainage infrastructure are planned, maintained and developed to meet the demands of the community.	Director Engineering and Environmental Services	Ongoing
	Advocate for natural gas supply to our communities.	General Manager	Discontinued
Land use that supports the development of our community. Our built heritage and our public art are enhanced to support our strong town and village identities.	Clearly define land use requirements and developments in line with State Government regulations.	Director Engineering and Environmental Services	Ongoing
	Continue to remain updated on potential mining and quarry developments.	Director Engineering and Environmental Services	Ongoing
	Review the Lockhart Shire Council Local Environmental Plan 2012 and associated documents	Director Engineering and Environmental Services	In progress LEP review 40% complete.
	Provide a public art experience that reflects our community identity.	Tourism and Economic Development Officer	Ongoing
	Advocate for the protection of our historic buildings, landmarks, and artefacts.	Director Engineering and Environmental Services	Ongoing

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

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

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
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
	Promote the increased participation of local people in local government and the community.	General Manager	Ongoing
	Continue to enhance sound financial management policies and practices.	Director Corporate and Community Services	Ongoing
	Continue the development of asset management strategy and plans.	Director Engineering and Environmental Services	Ongoing
	Meet all governance and regulatory requirements in the conduct of Council operations.	General Manager	Ongoing
	Minimise Council's exposure to risk and promote a strong risk management culture within Council.	General Manager HR/WHS Co-ordinator	Ongoing
	Ensure appropriate IT systems are in place to support service delivery and accountability requirements.	Director Corporate and Community Services	Ongoing
	Attract and retain a quality workforce.	HR/WHS Co-ordinator	Ongoing

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
Use effective community engagement processes. *	Provide effective community engagement practices with the community.	Director Corporate and Community Services	Ongoing Social Media Strategy 10% complete.
	Increase opportunities and provide support for people with disabilities to exercise their rights for civic participation. DIAP – Systems and processes	Director Corporate and Community Services	Ongoing
Ensure the community is informed by improving access to information.	Apply access and inclusion principles to improve access to Council services, programs, events and communications. DIAP – Systems and processes	Director Corporate and Community Services	Ongoing

HOW WILL WE GET THERE? <u>STRATEGY</u>	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS? <u>ACTION</u>	RESPONSIBLE POSITION	STATUS
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
Represent and acknowledge the needs, challenges and characteristics of our communities. *	Remain updated and informed on current demographic and social data pertaining to Lockhart Shire communities and population groups. DIAP – Systems and processes	Tourism and Economic Development Officer	Ongoing
	Continue to lead and advocate on key social and community issues. DIAP –Attitudes and behaviours	Director Corporate and Community Services	Ongoing
	Regularly provide up to date and accurate community information to relevant program and service providers.	Director Corporate and Community Services	Ongoing
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
	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

E3: COUNCIL RESPONDS COLLECTIVELY AND RESPONSIBLY TO COMMUNITY NEEDS.