

LOCKHART SHIRE

DELIVERY PROGRAM 2017-2021

Council's commitment to the community for the next four years



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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 CSP, and is for 4 years duration.

The following figure demonstrates the connection between the Community Strategic Plan, Delivery Program and Operational Plan.

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



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MESSAGE FROM THE MAYOR



CR. RODGER SCHIRMER
MAYOR

Together with my Councillors, I'm pleased to present Lockhart Shire's Delivery Program for the 2017-2021 period. Lockhart Shire Council's Delivery Program 2017-2021 is informed by extensive consultation with our communities through the development of the Lockhart Shire Community Strategic Plan 2017-2027.

The Lockhart Shire Community Strategic Plan 2017-2027 guided our ten-year resourcing strategy which addresses long term financial, asset management, and workforce management planning. The Delivery Program has been developed using the Integrated Planning and Reporting framework, reflecting Lockhart Shire Council's long-term planning. The Delivery Program identifies key strategies and actions to be undertaken by Council over the next four years, meeting the needs of the community as expressed in the Community Strategic Plan.

As an organisation, Lockhart Shire Council is committed to being responsive to the needs and expectations of our community. We continue to prioritise community engagement to involve our community in decision making. Customer service remains a key priority—our commitment to providing an effective, efficient and courteous customer service in accordance with Council values is stronger than ever.

The Delivery Program builds on the legacy of the previous Council, and reflects some operational changes that will enable us to better serve our community as a standalone Council, including a stronger focus on increasing our own source revenue to an acceptable level together with a number of service reviews, continued involvement with membership groups and regional partners, and investigation of some shared administration arrangements.

We continue to invest in our assets and infrastructure and have resourced their maintenance, renewal, and capital works. Infrastructure priorities highlighted in the Delivery Program include the refurbishment of the Lockhart and The Rock Swimming Pools, and investment in flood mitigation measures and road renewal.

We wish to position Lockhart Shire as a great place to live, work and visit, and our focus on economic and tourism development is continued and strengthened over the next four years.

The Delivery Program 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 are reported to Council each six months as well as annually in the annual report.

A handwritten signature in black ink, appearing to read 'R. Schirmer', followed by a horizontal line.

CR. RODGER SCHIRMER

COUNCIL'S DIRECTION FOR THE TERM OF THE DELIVERY PROGRAM

The Delivery Program sets out what we will achieve over the next four years 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 four-year 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 achieving the community's desire for Lockhart Shire Council to remain 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, gaining further efficiencies, and applying for a Special Rate Variation.

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:

- Applying for a Special Rate Variation (further detailed on page 6 of this document);
- 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 over the next four years by assessing energy efficiencies in Council buildings and investigating the installation of energy efficient street lighting.

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. In line with what the community told us during consultation, it is important for Council over the next four years to focus on;

- Preparing and implementing strategic replacement and upgrades for both The Rock Swimming Pool and Lockhart Swimming Pool;
- Preparing and implementing flood mitigation measures for Lockhart and The Rock; and
- Undertaking road repair works following the 2016 wet weather and flood events, as well as maintaining and repairing the road network.

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 are committed over the next term 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

SPECIAL RATE VARIATION

What is the Special Rate Variation?

The Special Rate Variation (SRV) is an increase in rates above the rate peg set by the Independent Pricing and Regulatory Tribunal (IPART) each year. Lockhart Shire Council will apply for a one off SRV to commence in 2017/2018. The proposal is to increase rates by 4.6% cumulative for the next 10 years.

(It is noted that pursuant to Section 508A (2) of the Local Government Act the specified period of the SRV must not exceed 7 years however it is also noted this subsection does not prevent a further application and determination being made that takes affect after that period).

Council intends to apply for a SRV under Scenario 1: 508A permanent.

When will we know if it has been successful?

It is expected that a decision on Councils application will be made by IPART in May 2017. This information will be made available on IPART's website, Council's website, newsletter and local media. Ratepayers will receive a direct notification their 2017/18 rates notices.

How does this impact my rates?

The impact on ratepayers will depend on what rate category your property is in and how much the land is worth. However, the percentage increase is the same for all rate categories. Indicative impact on the typical General Rate component for all categories of land is set out in the table below.

		Year 0 (2016/17)	Year 7 (2023/24)	\$ increase over 7years	Average p.a.
Farmland	Rate Peg	\$4,700	\$5,532	\$832	\$119
	SRV	\$4,700	\$6,439	\$1,739	\$248
Residential	Rate Peg	\$300	\$353	\$53	\$8
	SRV	\$300	\$411	\$111	\$16
Business	Rate Peg	\$470	\$553	\$83	\$12
	SRV	\$470	\$644	\$174	\$25

Table 1. Indicative impact on your typical General Rate component

What does this pay for?

The rate increase will ensure that Lockhart Shire Council remains financially sustainable for the future and continue to be able to provide the services for the community, as well as providing suitable infrastructure that meets the needs of the community. The revenue generated will be used to fund the following projects:

- \$2.83 million of flood mitigation works;
- \$4.2 million Lockhart Swimming Pool and The Rock Swimming Pool; and
- \$1 million road infrastructure.

What is the benefit?

Upgrades to the roads, flood mitigation and swimming pool infrastructure will benefit the whole community and provide long term infrastructure for the community. After significant flooding events during 2016 the roads have deteriorated, creating over \$2.4 million of works to get the roads back to standard. The implementation of flood mitigation will provide security and reassurance for the residents of Lockhart Shire in the event of more flooding.

The swimming pools in both Lockhart and The Rock are reaching end of life and require significant refurbishments to meet safety and operational obligations. The works will ensure the community has access to swimming facilities for another 50 years and will provide a safe and accessible facility for patrons.

Support from the community

As part of the Fit for the Future process in April 2015 the community were well informed on the process of a special rate variation through local media, newsletters, emails and letters, with community meetings held throughout the Shire to ensure everyone had the opportunity to understand the process and express any concerns. Council received 80% of community support through the 5 community meetings that were held.

Additional community input was sought in October 2016 to inform the community about the Special Rate Variation and how this would impact on ratepayers. Five meetings were held throughout the Shire at different locations, with 72% supporting the proposed rate variation.

What happens if SRV is not successful?

These projects will still have to occur, though the timing and scope of the projects may have to be changed for Council to be able to deliver them without impacting on the rest of the services that Council deliver. (Refer to Baseline Scenario on page 11).

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

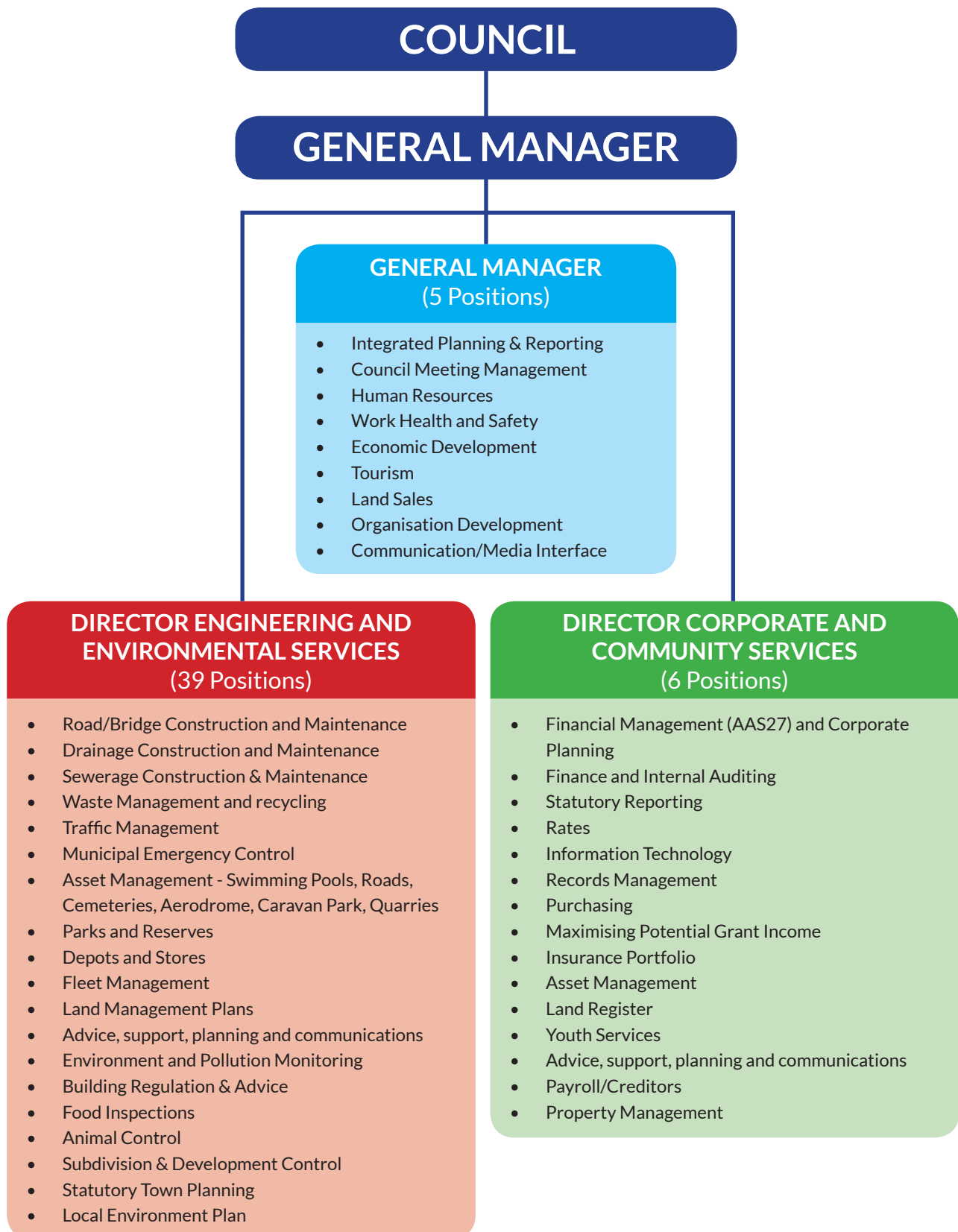
OUR GOVERNANCE

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

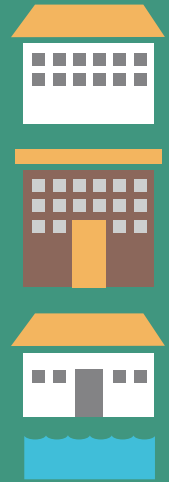
Lockhart Shire Council is responsible for the delivery of a diverse range of services throughout the community. Council employs approximately 52 people covering a range of professionals and expertise. The two directorates of Council are (i) Corporate and Community Services, and (ii) Engineering and Environmental Services.



OUR INFRASTRUCTURE

BUILDINGS

- | | |
|-----------------------------------|-------------------------|
| 1 Administration | 7 Halls |
| 1 Mobile Library | 2 Commercial Buildings |
| 1 Community Centre | 3 Town Sewerage Systems |
| 2 Depots | 3 Cemeteries |
| 4 Waste Depots/ Transfer Stations | 1 Caravan Park |
| 5 Sport and Recreation Reserves | |
| 9 Parks and Playgrounds | |
| 2 Swimming Pools | |



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



ACHIEVEMENTS 2012 TO 2016

WE ARE A CONNECTED AND RESILIENT COMMUNITY

We expended \$1.4M over the term on maintenance and improvements of parks and reserves;

We expended \$100k over the term on upgrading playground facilities;

We made improvements to Galore Hill \$60k and The Rock Hill \$120k which included; new BBQ's, walking tracks, pathways, seating and bins;

We have added \$1.5M annually to our local economy through support for events;

We have increased youth activities for ages 12 to 15 years; and

We have established a partnership with The Rock Central School to deliver Out of School Hours care.

WE ARE A DYNAMIC AND PROSPEROUS ECONOMY

We expended \$400K during the term to improve footpaths and pedestrian access throughout our townships;

We have expended an excess of \$20M on road replacement and upgrades over the last 4 years;

Installation of new cabins and amenities block to enhance the facilities at Lockhart Caravan Park;

Installation of RV dump point at The Rock Recreation Ground to cater for tourists; and

New toilet blocks at Lockhart and The Rock.

WE RESPECT AND PROTECT OUR ENVIRONMENT

We have established Landcare groups and The Rock Hill Focus Group;

We engaged Lockhart Central School in tree planting activities;

WE PROVIDE INFRASTRUCTURE FOR THE LONG-TERM NEEDS OF THE COMMUNITY

We expended \$900K over the term for improvements to recreation facilities;

We are engaging the community to refurbish The Rock and Lockhart swimming pools;

We have completed flood studies and flood risk management plans as well as design of flood mitigation measure and installation of early warning flood equipment; and

We have upgraded town signage including, historical, tourism and town entrance signs.

WE PROVIDE STRONG LEADERSHIP AND SERVICES FOR OUR COMMUNITY

We have engaged the community on future decisions; Fit for the Future; and

We have continued to produce monthly newsletters to all residents in the Shire.

PRODUCTIVITY IMPROVEMENTS AND COST CONTAINMENT STRATEGIES

Council is committed to achieving productivity improvements and cost containment strategies that support the efficient delivery of Councils services.

PAST TWO YEARS

Over the last few years Council has achieved the following savings and productivity efficiencies:

- Resource sharing; sharing resources with other Councils (staff and services), as well as Section 355 committees has contributed to \$776,200 savings per annum to Council;
- Streamlining of governance, including organisation restructure has saved \$30,000 per annum;
- Service reviews have improved own source revenue by \$350,000 and provide an increased level of service; and
- Purchase of additional road surfacing equipment is estimated to save \$170,000 per annum through efficiencies.

TERM OF THE DELIVERY PROGRAM (4 YEARS) AND THE PROPOSED SRV (SEVEN YEARS)

Council will continue to implement strategies that contribute to cost savings and productivity improvements over the next four years, these include but not limited to:

- Shared administration with neighbouring Councils is estimated to save Council \$72,000 per annum through staff and building costs;
- Continuing to streamline governance, planning, regulation and reporting should result in \$30,000 per annum in productivity improvements;
- Ongoing service reviews to ensure savings and productivity improvements are recognised; including waste management sub regional contract, asset management review, solar power use and external contracting. Expected cost containment of \$35,000 per annum plus \$57,500 as a one-off saving during the SRV period. An additional \$350,000 of own source revenue generation expected; and
- Implementing initiatives through member organisations such as REROC (energy audits, energy efficient project, community recycling centres and the street lighting project) resulting in increased environmental and cost containment benefits.

FINANCIAL ESTIMATES – BASELINE SCENARIO

The Baseline Scenario is Council's conservative financial path.

Scenario	Total project cost (\$'000s)	What is included (\$'000s)			Funding strategy (where will the money come from?) (\$'000s)				
		Pools	Flood Mitigation	Roads	Council Reserves	TCorp Loan	General funds (rates)	Grant BBRF	Grant OEH
Baseline	\$4,330	\$2,000	\$2,330	\$0	\$1,593	\$740	\$0	\$0	\$1,997

PLANNING ASSUMPTIONS – BASELINE SCENARIO

The following assumption have been made to prepare the Base Case of Council's Long Term Financial Plan (LTFP)

Operating Revenue:

- Rate peg for 2017/18 of 1.5%, with the following years' being 2.5%.
- Annual Fees & Charges to increase between 2.5% and 3% over the 10 years on average.
- Financial Assistance Grants to be indexed 1.5% over next 10 years.
- All other recurrent grants continue to be received and increasing on average by 1.5% annually.

Operating Expenditure:

- Wages and salaries, including on-costs to increase annually by 3.5%.
- Borrowing costs of 3%, due to being deemed Fit for the Future resulting in being able to access loans through TCorp.
- Materials and contracts to increase on average by 2%.
- Depreciation has been forecast to increase by 2.5%, in line with new capital additions each year.
- Insurance premiums forecast to increase by 4.5%.
- Electricity costs to predicted to increase by 7%.
- Other operating expenses to increase at 2% per annum.

SENSITIVITY ANALYSIS – BASELINE SCENARIO

Highlights factors/assumptions most likely to affect the LTFP:

- Financial Assistance Grants being indexed.
- Local Government Award negotiations taking place.
- Continue receiving current recurrent grants ie RMS Block Grant and Roads to Recovery funding.

PROJECTED INCOME AND EXPENDITURE – BASELINE SCENARIO

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
INCOME STATEMENT - GENERAL FUND	Projected Years									
Baseline Scenario	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	2,813,849	2,886,475	2,960,985	3,037,427	3,115,852	3,196,312	3,278,861	3,363,550	3,450,440	3,539,587
User Charges & Fees	651,100	657,564	664,041	668,533	673,039	677,561	683,098	688,651	694,221	699,808
Interest & Investment Revenue	127,000	113,000	118,000	122,000	135,000	142,000	138,000	129,000	127,000	127,000
Other Revenues	179,313	180,050	180,798	181,557	182,327	183,110	183,904	184,709	185,527	186,356
Grants & Contributions provided for Operating Purposes	6,903,694	5,966,720	6,037,992	6,110,063	6,182,944	6,256,649	6,331,189	6,406,578	6,482,829	6,559,952
Grants & Contributions provided for Capital Purposes	557,000	720,000	720,000	-	-	-	-	-	-	-
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,231,956	10,523,809	10,681,816	10,119,580	10,289,162	10,455,632	10,613,052	10,772,488	10,940,017	11,112,703
Expenses from Continuing Operations										
Employee Benefits & On-Costs	2,655,315	2,744,805	2,837,429	2,933,292	3,032,512	3,135,204	3,241,490	3,351,497	3,465,356	3,583,198
Borrowing Costs	62,033	74,099	73,974	73,449	68,899	64,031	64,463	59,333	53,846	47,971
Materials & Contracts	2,544,870	2,272,602	2,309,065	2,331,340	2,363,117	2,450,392	2,473,177	2,516,479	2,555,307	2,579,681
Depreciation & Amortisation	2,741,875	2,810,422	2,880,683	2,952,699	3,026,516	3,102,178	3,179,732	3,259,226	3,340,707	3,424,226
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,070,673	1,083,715	1,118,238	1,137,635	1,139,989	1,168,005	1,222,359	1,225,782	1,256,320	1,288,026
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	9,074,766	8,995,643	9,219,389	9,428,415	9,631,033	9,919,810	10,181,221	10,412,317	10,671,536	10,923,102
Operating Result from Continuing Operations	2,157,190	1,528,166	1,462,427	691,165	658,129	535,822	431,831	360,171	268,481	189,601
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,157,190	1,528,166	1,462,427	691,165	658,129	535,822	431,831	360,171	268,481	189,601
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,600,190	808,166	742,427	691,165	658,129	535,822	431,831	360,171	268,481	189,601

BALANCE SHEET – BASELINE SCENARIO

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
BALANCE SHEET – GENERAL FUND										
Baseline Scenario										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	3,560,780	3,401,050	3,488,541	3,412,891	3,538,384	3,385,457	3,147,616	2,974,797	2,987,650	2,948,324
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	430,957	416,915	417,880	405,033	411,189	416,292	421,258	426,596	432,783	434,883
Inventories	2,065,492	2,044,312	2,047,237	2,048,976	2,051,457	2,058,272	2,060,051	2,063,432	2,066,463	2,068,367
Other	5,083	4,740	4,826	4,883	4,930	5,089	5,196	5,260	5,356	5,433
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	6,062,312	5,867,017	5,958,483	5,871,783	6,005,960	5,865,110	5,634,121	5,470,085	5,492,252	5,457,006
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	67,000	56,000	50,000	46,000	42,000	38,000	34,000	30,000	26,000	26,000
Inventories	266,831	266,831	266,831	266,831	266,831	266,831	266,831	266,831	266,831	266,831
Infrastructure, Property, Plant & Equipment	216,330,559	218,067,137	219,512,454	220,229,205	220,685,689	221,309,511	221,910,779	222,361,003	222,533,296	222,671,070
Investments Accounted for using the equity method	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	216,807,390	218,532,968	219,972,285	220,685,036	221,137,520	221,757,342	222,354,610	222,800,834	222,969,127	223,106,901
TOTAL ASSETS	222,869,702	224,399,985	225,930,768	226,556,819	227,143,480	227,622,452	227,988,731	228,270,919	228,461,379	228,563,907
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	897,980	838,974	854,157	864,476	872,997	900,941	919,781	931,345	948,340	962,167
Borrowings	58,684	66,874	75,466	80,016	84,883	84,453	89,582	95,070	100,945	107,234
Provisions	825,673	825,673	825,673	825,673	825,673	825,673	825,673	825,673	825,673	825,673
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,782,337	1,731,521	1,755,295	1,770,165	1,783,553	1,811,067	1,835,037	1,852,088	1,874,957	1,895,074
Non-Current Liabilities										
Payables	2,872	2,678	2,727	2,759	2,786	2,876	2,936	2,972	3,026	3,070
Borrowings	1,224,399	1,277,524	1,322,059	1,242,043	1,157,159	1,072,706	983,124	888,054	787,109	679,875
Provisions	89,327	89,327	89,327	89,327	89,327	89,327	89,327	89,327	89,327	89,327
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,316,597	1,369,530	1,414,112	1,334,129	1,249,272	1,164,909	1,075,387	980,353	879,462	772,272
TOTAL LIABILITIES	3,098,935	3,101,051	3,169,408	3,104,294	3,032,825	2,975,976	2,910,423	2,832,441	2,754,420	2,667,346
Net Assets	219,770,768	221,298,934	222,761,361	223,452,525	224,110,655	224,646,476	225,078,308	225,438,478	225,706,960	225,896,561
EQUITY										
Retained Earnings	196,342,768	197,870,934	199,333,361	200,024,525	200,682,655	201,218,476	201,650,308	202,010,478	202,278,960	202,468,561
Revaluation Reserves	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000
Council Equity Interest	219,770,768	221,298,934	222,761,361	223,452,525	224,110,655	224,646,476	225,078,308	225,438,478	225,706,960	225,896,561
Total Equity	219,770,768	221,298,934	222,761,361	223,452,525	224,110,655	224,646,476	225,078,308	225,438,478	225,706,960	225,896,561

CASH FLOW STATEMENT – BASELINE SCENARIO

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
CASH FLOW STATEMENT - GENERAL FUND										
Baseline Scenario										
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	2,811,827	2,883,397	2,957,828	3,034,188	3,112,529	3,192,903	3,275,363	3,359,961	3,446,758	3,535,809
User Charges & Fees	622,364	657,049	663,525	668,175	672,680	677,201	682,657	688,209	693,778	699,363
Interest & Investment Revenue Received	134,515	113,749	117,578	122,363	134,441	142,604	136,933	129,676	126,946	127,155
Grants & Contributions	7,467,043	6,703,891	6,756,411	6,124,437	6,181,327	6,255,014	6,329,535	6,404,905	6,481,137	6,558,241
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	180,793	180,111	180,863	181,613	182,387	183,174	183,977	184,787	185,610	186,444
Payments:										
Employee Benefits & On-Costs	(2,655,315)	(2,744,805)	(2,837,429)	(2,933,292)	(3,032,512)	(3,135,204)	(3,241,490)	(3,351,497)	(3,465,356)	(3,583,198)
Materials & Contracts	(2,458,168)	(2,310,625)	(2,297,198)	(2,323,134)	(2,357,456)	(2,429,699)	(2,456,542)	(2,508,714)	(2,541,785)	(2,568,199)
Borrowing Costs	(62,033)	(74,099)	(73,974)	(73,449)	(68,899)	(64,031)	(64,463)	(59,333)	(53,846)	(47,971)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,070,673)	(1,093,715)	(1,118,238)	(1,137,635)	(1,139,989)	(1,168,005)	(1,222,359)	(1,225,782)	(1,256,320)	(1,288,026)
Net Cash provided (or used in) Operating Activities	4,970,352	4,314,954	4,349,365	3,663,266	3,684,509	3,653,956	3,623,613	3,622,213	3,616,923	3,619,619
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	246,000	417,000	195,000	285,550	167,000	228,000	425,000	285,550	167,000	187,000
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	21,000	11,000	11,000	6,000	4,000	4,000	4,000	4,000	4,000	4,000
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(7,397,459)	(4,964,000)	(4,521,000)	(3,955,000)	(3,650,000)	(3,954,000)	(4,206,000)	(3,995,000)	(3,680,000)	(3,749,000)
Net Cash provided (or used in) Investing Activities	(7,130,459)	(4,536,000)	(4,315,000)	(3,663,450)	(3,479,000)	(3,722,000)	(3,777,000)	(3,705,450)	(3,509,000)	(3,558,000)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	500,000	120,000	120,000	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(37,142)	(58,684)	(66,874)	(75,466)	(80,016)	(84,883)	(84,453)	(89,582)	(95,070)	(100,945)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	462,858	61,316	53,126	(75,466)	(80,016)	(84,883)	(84,453)	(89,582)	(95,070)	(100,945)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,697,249)	(159,730)	87,491	(75,650)	125,493	(152,927)	(237,840)	(172,819)	12,853	(39,326)
plus: Cash, Cash Equivalents & Investments - beginning of year	5,258,029	3,560,780	3,401,050	3,488,541	3,412,891	3,538,384	3,385,457	3,147,616	2,974,797	2,987,650
Cash & Cash Equivalents - end of the year	3,560,780	3,401,050	3,488,541	3,412,891	3,538,384	3,385,457	3,147,616	2,974,797	2,987,650	2,948,324
Cash & Cash Equivalents - end of the year	3,560,780	3,401,050	3,488,541	3,412,891	3,538,384	3,385,457	3,147,616	2,974,797	2,987,650	2,948,324
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	3,560,780	3,401,050	3,488,541	3,412,891	3,538,384	3,385,457	3,147,616	2,974,797	2,987,650	2,948,324

FINANCIAL ESTIMATES - SPECIAL RATE VARIATION SCENARIO

The Special Rate Variation scenario is Council's planned financial path. As outlined earlier in the document, Council will apply for a Special Rate Variation to commence in the 2017/18 financial year of 4.6% per annum inclusive of rate pegging cumulative for 7 years, to remain permanently in the rate base, for the purpose of increasing Council's own source revenue and to be applied to the provision of community infrastructure including flood mitigation works, road restoration and swimming pool refurbishments.

Council requires \$8.030 million over the Special Rate Variation period to fund the flood mitigation works (\$2.83 million), and works to the Lockhart Swimming Pool and The Rock Swimming Pool (\$4.2 million) and road infrastructure (\$1 million).

To fund the proposed \$8.030 million of works, a mix of borrowing, reserves and the Special Rate Variation will be used. The funding strategy is outlined in the table below. The table highlights the need for Council to increase its rates with the objective of increasing general funds by \$1.749 million over seven years.

Scenario	Total project cost (\$000s)	What is included (\$000s)			Funding strategy (where will the money come from?) (\$000s)				
		Pools	Flood Mitigation	Roads	Council Reserves	TCorp Loan	General funds (rates)	Grant BBRF	Grant OEH
SRV	\$8,030	\$4,200	\$2,830	\$1,000	\$1,626	\$1,658	\$1,749	\$1,000	\$1,997

A Special Rate Variation of 4.6% per annum inclusive of rate pegging cumulative for 7 years, to remain permanently in the rate base would impact Council's notional general income by \$1.875 million as outlined in the table below.

Year	Financial year	Special variation (%)	Cumulative increase (Proposed Special Variation incl. rate peg) (%)	Notional General Income including SV (\$000s)	Additional Rates Revenue from SV (\$000s)
0	2016/2017	-	-	-	
1	2017/2018	4.6%	4.60%	\$2,430	\$72
2	2018/2019	4.6%	9.41%	\$2,542	\$125
3	2019/2020	4.6%	14.44%	\$2,659	\$181
4	2020/2021	4.6%	19.71%	\$2,781	\$242
5	2021/2022	4.6%	25.22%	\$2,909	\$306
6	2022/2023	4.6%	30.98%	\$3,043	\$375
7	2023/2024	4.6%	37.00%	\$3,183	\$448

The additional income generated from the Special Variation will be used to fund capital works on:

- Swimming pools;
- Flood mitigation; and
- Roads.

Council proposes to use a mix of reserves, loans, grants and the special rate variation to fund these capital works. Plus the additional income will also contribute towards servicing the proposed TCorp loans over the 20 year loan period.

A Special Rate Variation was deemed a responsible and effective strategy as it is considered equitable practice that an intergenerational approach be applied for the payment of long-term infrastructure.

AFFORDABILITY OF RATE INCREASE

Councils rates are comparably low compared to other Council areas. When compared to other Office of Local Government Group 9 Rural councils, Lockhart Shire's average residential rate for 2014/2015 was the third lowest at \$259 compared to a group average of \$401. Average farmland rate was also the third lowest to comparable Councils at \$1,563 compared to a group average of \$2,591. The average business assessment was \$413 which was 4th lowest compared to other Group 9 Rural Councils. Councils outstanding rate ratio is comparably low at 3.95% compared to a group average of 9.85%.

COMMUNITY CAPACITY AND WILLINGNESS TO PAY RATES AT THE SRV LEVEL

Council consulted with the community over a period of 18 months to understand the community's willingness to pay rates at the SRV level.

As part of the Fit for the Future process in April 2015 the community were well informed on the process of a special rate variation through local media, newsletters, emails and letters, with community meetings held throughout the Shire to ensure everyone had the opportunity to understand the process and express any concerns. Council received 80% of community support through the 5 community meetings that were held.

Additional community input was sought in October 2016 to inform the community about the Special Rate Variation and how this would impact on ratepayers. Five meetings were held throughout the Shire at different locations, with 72% supporting the proposed rate variation.

Lockhart Shire's SEIFA Index score of 999 is in the 68th percentile compared to other NSW councils. ABS 2011 data shows that compared to Australia, Lockhart Shire residents have comparably higher levels of secondary and technical education. Lockhart residents aged 15 and over are more likely to be employed compared to the NSW and Australian percentages.

Lockhart residents have a much higher rate of outright home ownership (48.1%) compared to both NSW (33.2%) and Australian rates (32.1%). Lockhart has almost half the percentage of rented dwellings (16.5%) compared to NSW (30.1%) and Australia (29.6%). Both renters and home owners in Lockhart are much less likely to be in mortgage or rental stress (where payments at 30% or greater of household income) compared to NSW and Australian rates.

Council has considered the potential for changes in the capacity of the community to pay rates at the SRV level over the period. It is worth noting that any population growth experienced in the northern end of the Shire will only negate overall population decline and result in neutral demographic changes. Council proposes to increase its own source revenue, and one proposed method is an increased program of outsourcing. Income for this method may result in minimal increases to own source revenue will not impact council's reliance on rates over the SRV period. Additionally, any unforeseen decrease in grants or subsidies over the SRV period would impact reliance on rates although this is not assumed in the SRV period.

PLANNING ASSUMPTIONS – SPECIAL RATE VARIATION SCENARIO

The following assumptions have been prepared from the baseline scenario of Council's Long Term Financial Plan (LTFP).

Operating Revenue:

- Special Variation of 4.6% for 10 years (noting SV application can only be for 7 years).
- Annual Fees & Charges to increase between 2.5% & 3% over the 10 years on average.
- Financial Assistance Grants to be indexed 1.5% over next 10 years.
- All other recurrent grants continue to be received and increasing on average by 1.5% annually.

Operating Expenditure:

- Wages and salaries, including on-costs to increase annually by 3.5%. Borrowing costs of 3%, due to being deemed Fit for the Future resulting in being able to access loans through TCorp.
- Materials & Contracts to increase on average by 2%.
- Depreciation has been forecast to increase by 2.5%, in line with new capital additions each year.
- Insurance premiums forecast to increase by 4.5%.
- Electricity costs to predicted to increase by 7%.
- Other operating expenses to increase at 2% per annum.

SENSITIVITY ANALYSIS – SPECIAL RATE VARIATION SCENARIO

The sensitivity analysis highlights factors most likely to affect the LTFP.

- Financial Assistance Grants being indexed.
- Local Government Award negotiations taking place.
- Continue receiving current recurrent grants ie RMS Block Grant and Roads to Recovery funding.
- Council successfully applying for a further 3-year Special Variation.

PROJECTED INCOME AND EXPENDITURE – SPECIAL RATE VARIATION SCENARIO

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
INCOME STATEMENT - GENERAL FUND	Projected Years									
Scenario: SRV & Grant	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	2,885,878	3,011,340	3,142,355	3,279,170	3,422,047	3,571,257	3,727,082	3,889,822	4,059,788	4,237,304
User Charges & Fees	651,100	657,564	664,041	668,533	673,039	677,561	683,098	688,651	694,221	699,808
Interest & Investment Revenue	122,000	87,000	90,000	96,000	105,000	111,000	112,000	121,000	136,000	156,000
Other Revenues	179,313	180,050	180,798	181,557	182,327	183,110	183,904	184,709	185,527	186,356
Grants & Contributions provided for Operating Purposes	6,903,694	5,966,720	6,037,992	6,110,063	6,182,944	6,256,649	6,331,189	6,406,578	6,482,829	6,559,952
Grants & Contributions provided for Capital Purposes	1,057,000	1,220,000	720,000	-	-	-	-	-	-	-
Other Income:										
Net gains from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	11,798,985	11,122,674	10,835,186	10,335,323	10,565,357	10,799,577	11,037,273	11,290,760	11,558,365	11,839,420
Expenses from Continuing Operations										
Employee Benefits & On-Costs	2,655,315	2,744,805	2,837,429	2,933,292	3,032,512	3,135,204	3,241,490	3,351,497	3,465,356	3,583,198
Borrowing Costs	62,033	81,599	104,835	99,543	93,924	87,956	87,254	80,957	74,267	67,154
Materials & Contracts	2,544,870	2,272,602	2,309,065	2,331,340	2,363,117	2,450,392	2,473,177	2,516,479	2,555,307	2,579,681
Depreciation & Amortisation	2,741,875	2,810,422	2,880,683	2,952,699	3,026,516	3,102,178	3,179,732	3,259,226	3,340,707	3,424,226
Impairment	-	-	-	-	-	-	-	-	-	-
Other Expenses	1,070,673	1,093,715	1,142,238	1,113,635	1,139,989	1,168,005	1,222,359	1,225,782	1,256,320	1,314,026
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	9,074,766	9,003,143	9,274,250	9,430,509	9,656,058	9,943,735	10,204,012	10,433,941	10,691,957	10,968,285
Operating Result from Continuing Operations	2,724,219	2,119,531	1,560,936	904,814	909,299	855,842	833,261	856,819	866,408	871,135
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,724,219	2,119,531	1,560,936	904,814	909,299	855,842	833,261	856,819	866,408	871,135
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,667,219	899,531	840,936	904,814	909,299	855,842	833,261	856,819	866,408	871,135

BALANCE SHEET – SPECIAL RATE VARIATION SCENARIO

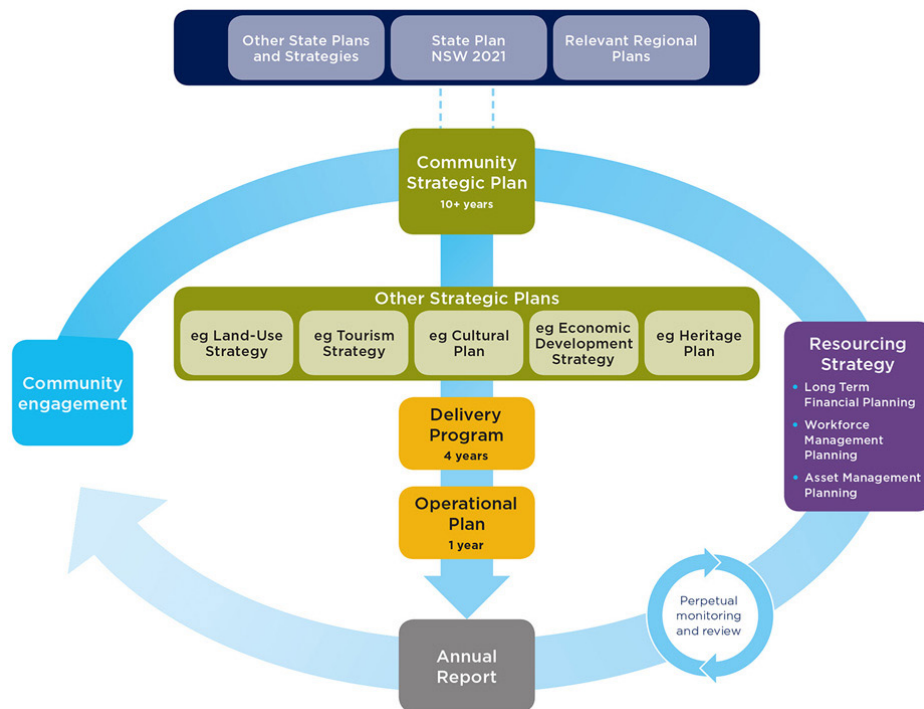
Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
BALANCE SHEET - GENERAL FUND	Projected Years									
Scenario: SRV & Grant	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
ASSETS										
Current Assets										
Cash & Cash Equivalents	3,364,689	2,376,314	2,418,285	2,506,223	2,599,611	2,476,189	2,596,663	2,875,664	3,439,831	4,039,849
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	444,386	429,275	421,332	411,733	420,491	428,626	438,108	448,528	460,400	468,754
Inventories	2,065,492	2,044,312	2,047,237	2,048,976	2,051,457	2,058,272	2,060,051	2,063,432	2,066,463	2,068,367
Other	5,083	4,740	4,859	4,850	4,930	5,089	5,196	5,260	5,356	5,469
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	5,879,650	4,854,641	4,891,713	4,971,783	5,076,490	4,968,175	5,100,017	5,392,884	5,972,050	6,582,439
Non-Current Assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	67,000	56,000	50,000	46,000	42,000	38,000	34,000	30,000	26,000	26,000
Inventories	266,831	266,831	266,831	266,831	266,831	266,831	266,831	266,831	266,831	266,831
Infrastructure, Property, Plant & Equipment	217,330,559	221,267,137	222,712,454	223,429,205	224,135,689	225,009,511	225,610,779	226,061,003	226,233,296	226,371,070
Investments Accounted for using the equity method	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000	143,000
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	217,807,390	221,732,968	223,172,285	223,885,036	224,587,520	225,457,342	226,054,610	226,500,834	226,669,127	226,806,901
TOTAL ASSETS	223,687,040	226,587,609	228,063,998	228,856,819	229,664,010	230,425,517	231,154,627	231,893,718	232,641,177	233,389,340
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	898,288	839,508	860,678	859,766	874,307	902,545	921,699	933,597	950,947	971,377
Borrowings	67,988	105,784	111,076	116,695	122,662	123,365	129,662	136,352	143,466	151,030
Provisions	825,673	825,673	825,673	825,673	825,673	825,673	825,673	825,673	825,673	825,673
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,791,949	1,770,965	1,797,427	1,802,133	1,822,643	1,851,584	1,877,034	1,895,622	1,920,086	1,948,080
Non-Current Liabilities										
Payables	2,872	2,678	2,745	2,740	2,786	2,876	2,936	2,972	3,026	3,090
Borrowings	1,465,095	2,267,311	2,156,235	2,039,541	1,916,878	1,793,513	1,663,851	1,527,498	1,384,033	1,233,003
Provisions	89,327	89,327	89,327	89,327	89,327	89,327	89,327	89,327	89,327	89,327
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	1,557,293	2,359,317	2,248,308	2,131,608	2,008,991	1,885,715	1,756,113	1,619,797	1,476,386	1,325,420
TOTAL LIABILITIES	3,349,243	4,130,281	4,045,735	3,933,741	3,831,634	3,737,299	3,633,148	3,515,420	3,396,472	3,273,500
Net Assets	220,337,797	222,457,328	224,018,264	224,923,078	225,832,377	226,688,218	227,521,479	228,378,298	229,244,705	230,115,840
EQUITY										
Retained Earnings	196,909,797	199,029,328	200,590,264	201,495,078	202,404,377	203,260,218	204,093,479	204,950,298	205,816,705	206,687,840
Revaluation Reserves	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000	23,428,000
Council Equity Interest	220,337,797	222,457,328	224,018,264	224,923,078	225,832,377	226,688,218	227,521,479	228,378,298	229,244,705	230,115,840
Total Equity	220,337,797	222,457,328	224,018,264	224,923,078	225,832,377	226,688,218	227,521,479	228,378,298	229,244,705	230,115,840

CASH FLOW STATEMENT – SPECIAL RATE VARIATION SCENARIO

Lockhart Shire Council										
10 Year Financial Plan for the Years ending 30 June 2027										
CASH FLOW STATEMENT - GENERAL FUND	Projected Years									
Scenario: SRV & Grant	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	2,880,804	3,006,024	3,136,803	3,273,372	3,415,993	3,564,934	3,720,479	3,882,926	4,052,586	4,229,782
User Charges & Fees	622,364	657,049	663,525	668,175	672,680	677,201	682,657	688,209	693,778	699,363
Interest & Investment Revenue Received	130,231	91,056	89,788	95,673	104,570	111,487	111,522	119,902	133,781	153,645
Grants & Contributions	7,955,950	7,203,891	6,767,503	6,124,437	6,181,327	6,255,014	6,329,535	6,404,905	6,481,137	6,558,241
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	181,101	180,337	181,105	181,871	182,663	183,468	184,291	185,121	185,965	186,823
Payments:										
Employee Benefits & On-Costs	(2,655,315)	(2,744,805)	(2,837,429)	(2,933,292)	(3,032,512)	(3,135,204)	(3,241,490)	(3,351,497)	(3,465,356)	(3,583,198)
Materials & Contracts	(2,458,168)	(2,310,625)	(2,291,467)	(2,334,596)	(2,351,725)	(2,429,699)	(2,456,542)	(2,508,714)	(2,541,785)	(2,561,991)
Borrowing Costs	(62,033)	(81,599)	(104,835)	(99,543)	(93,924)	(87,956)	(87,254)	(80,957)	(74,267)	(67,154)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(1,070,673)	(1,093,715)	(1,142,238)	(1,113,635)	(1,139,989)	(1,168,005)	(1,222,359)	(1,225,782)	(1,256,320)	(1,314,026)
Net Cash provided (or used in) Operating Activities	5,524,261	4,907,613	4,462,755	3,862,464	3,939,082	3,971,240	4,020,839	4,114,113	4,209,519	4,301,484
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	246,000	417,000	195,000	285,550	167,000	228,000	425,000	285,550	167,000	187,000
Sale of Interests in Joint Ventures & Associates	-	-	-	-	-	-	-	-	-	-
Sale of Intangible Assets	-	-	-	-	-	-	-	-	-	-
Deferred Debtors Receipts	21,000	11,000	11,000	6,000	4,000	4,000	4,000	4,000	4,000	4,000
Payments:										
Purchase of Investment Securities	-	-	-	-	-	-	-	-	-	-
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(8,397,459)	(7,164,000)	(4,521,000)	(3,955,000)	(3,900,000)	(4,204,000)	(4,206,000)	(3,985,000)	(3,680,000)	(3,749,000)
Net Cash provided (or used in) Investing Activities	(8,130,459)	(6,736,000)	(4,315,000)	(3,663,450)	(3,729,000)	(3,972,000)	(3,777,000)	(3,705,450)	(3,509,000)	(3,558,000)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	750,000	908,000	-	-	-	-	-	-	-	-
Proceeds from Finance Leases	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(37,142)	(67,988)	(105,784)	(111,076)	(116,695)	(122,662)	(123,365)	(129,662)	(136,352)	(143,466)
Repayment of Finance Lease Liabilities	-	-	-	-	-	-	-	-	-	-
Distributions to Minority Interests	-	-	-	-	-	-	-	-	-	-
Net Cash Flow provided (used in) Financing Activities	712,858	840,012	(105,784)	(111,076)	(116,695)	(122,662)	(123,365)	(129,662)	(136,352)	(143,466)
Net Increase/(Decrease) in Cash & Cash Equivalents	(1,893,340)	(988,375)	41,971	87,938	93,388	(123,422)	120,474	279,001	564,167	600,019
plus: Cash, Cash Equivalents & Investments - beginning of year	5,258,029	3,364,689	2,376,314	2,418,285	2,506,223	2,599,611	2,476,189	2,596,663	2,875,664	3,439,831
Cash & Cash Equivalents - end of the year	3,364,689	2,376,314	2,418,285	2,506,223	2,599,611	2,476,189	2,596,663	2,875,664	3,439,831	4,039,849
Cash & Cash Equivalents - end of the year	3,364,689	2,376,314	2,418,285	2,506,223	2,599,611	2,476,189	2,596,663	2,875,664	3,439,831	4,039,849
Investments - end of the year	-	-	-	-	-	-	-	-	-	-
Cash, Cash Equivalents & Investments - end of the year	3,364,689	2,376,314	2,418,285	2,506,223	2,599,611	2,476,189	2,596,663	2,875,664	3,439,831	4,039,849

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; and
- 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.

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 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 delivery 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.



HOW TO READ THIS PLAN

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 is 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 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.

To achieve these objectives and strategies a resourcing strategy is developed that focuses on Council's 10-year financial plan, 10-year asset management strategy and 4 year workforce management plan.

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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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
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

A blue tractor with large, treaded tires is the central focus. A worker in a bright yellow jacket stands on top of the tractor's cab. A long, silver crane arm extends from the back of the tractor towards the upper right corner. To the left, a red crane arm is partially visible. The background shows a light-colored building with a gabled roof. The ground is covered in reddish-brown gravel. A red banner with white text is overlaid across the middle of the image.

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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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
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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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

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

HOW WILL WE GET THERE?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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 and products throughout the community. Continue to explore the feasibility of water conservation practices throughout all Council works, and incorporate water saving and 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 and commercial developments and subdivision plans. 	Lockhart Shire Council Community Developers

C2: FLORA AND FAUNA ARE PROTECTED ACROSS THE SHIRE.

HOW WILL WE GET THERE?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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



**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.

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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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
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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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

Lockhart Shire Council



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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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?	WHAT WILL COUNCIL DO OVER THE NEXT 4 YEARS?	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 POLICY AND LEGISLATION

In the development of the Community Strategic Plan, the policy and legislative landscape has 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:

GLOBAL

UN Convention on the Rights of Persons with Disabilities.

NATIONAL

- **National Disability Strategy 2010-2020 (NDS);** sets out a national plan for improving life for Australians with disability, their families, and carers.
- **National Disability Insurance Scheme (NDIS).**
- **Commonwealth Disability Discrimination Act 1992.**
- **Commonwealth Disability (Access to Premises-Buildings) Standards 2010.**

STATE

- **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.
- **NSW Disability Inclusion Act 2014 (DIA);** 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 States 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.
- **NSW Anti-Discrimination Act 1977.**
- **NSW Local Government Act 1993.**

REGIONAL

- **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.

LOCKHART SHIRE COUNCIL PLANS

- **Lockhart Shire Council, Delivery Program;** a plan with a four-year focus outlining the principal activities of Council over the Council term.
- **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, Development Control Plans.**
- **Lockhart Shire Council, Pedestrian and Mobility Plan.**

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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