

Welcome to

LITHGOW



Lithgow
CITY COUNCIL

Traditional home of the
Wiradjuri People

Our Place Our Future

Community
Strategic Plan 2030



Lithgow
CITY COUNCIL

Introduction from our Councillors

The Community Strategic Plan – a vision for the future of the Lithgow Region

At the commencement of its term of office, each new Council is required to review the Community Strategic Plan (CSP) to ensure that it reflects the changing needs of the community and maintains a 10 year minimum horizon.

The Community Strategic Plan 2030 is the highest level plan that Council will prepare. It takes into consideration the community's main priorities and aspirations for the future of the Lithgow region.

The plan reflects the changing needs of the community. It takes into consideration the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aspirations.

The CSP 2030 is a document by the community, for the community. It is a vision for future growth and development and for the long-term sustainability of the Lithgow local government area.

Lithgow City Council looks forward to working in partnership with the community and State and Federal Government agencies to implement the CSP 2030 making the Lithgow LGA a brighter place to live, work and invest for everyone.



Councillor Stephen Lesslie
Mayor



Councillor Wayne McAndrew
Deputy Mayor



Councillor Maree Statham



Councillor Joe Smith



Councillor Cassandra Coleman



Councillor Darryl Goodwin



Councillor Steve Ring



Councillor Deanna Goodsell



Councillor Ray Thompson

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About this plan...

Community Strategic Plan 2030 (CSP) sets out the community's vision for the strategic direction of the Lithgow local government area.

The Plan is divided into 5 key themes and addresses social, environmental, economic and civic leadership issues in an integrated manner.

Each of the 5 themes are supported by a vision statement, directions, benefits and measures to assist Council and the community to achieve its objectives.

The Themes are:

- Caring for our Community
- Strengthening our Economy
- Developing our Built Environment
- Enhancing our Natural Environment
- Responsible Governance & Civic Leadership

The Benefits provide a further expansion of the intent of each of the Vision Statements.

The Directions identify targets that must be achieved in order to reach the vision.

The Measures outline key performance guidelines that will identify if Council is on the right track.

While Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

Our Place...Our Future

The way forward...

This plan supports the NSW State Planning Priorities (NSW 2021 and NSW Making it Happen), guides Council's strategic planning processes and incorporates the NSW Office of Local Governments' Local Government Amendment (Planning and Reporting) Bill 2009 and Local Government (General) Amendment (Planning and Reporting) Regulation 2009.

Integrated Planning and Reporting Framework

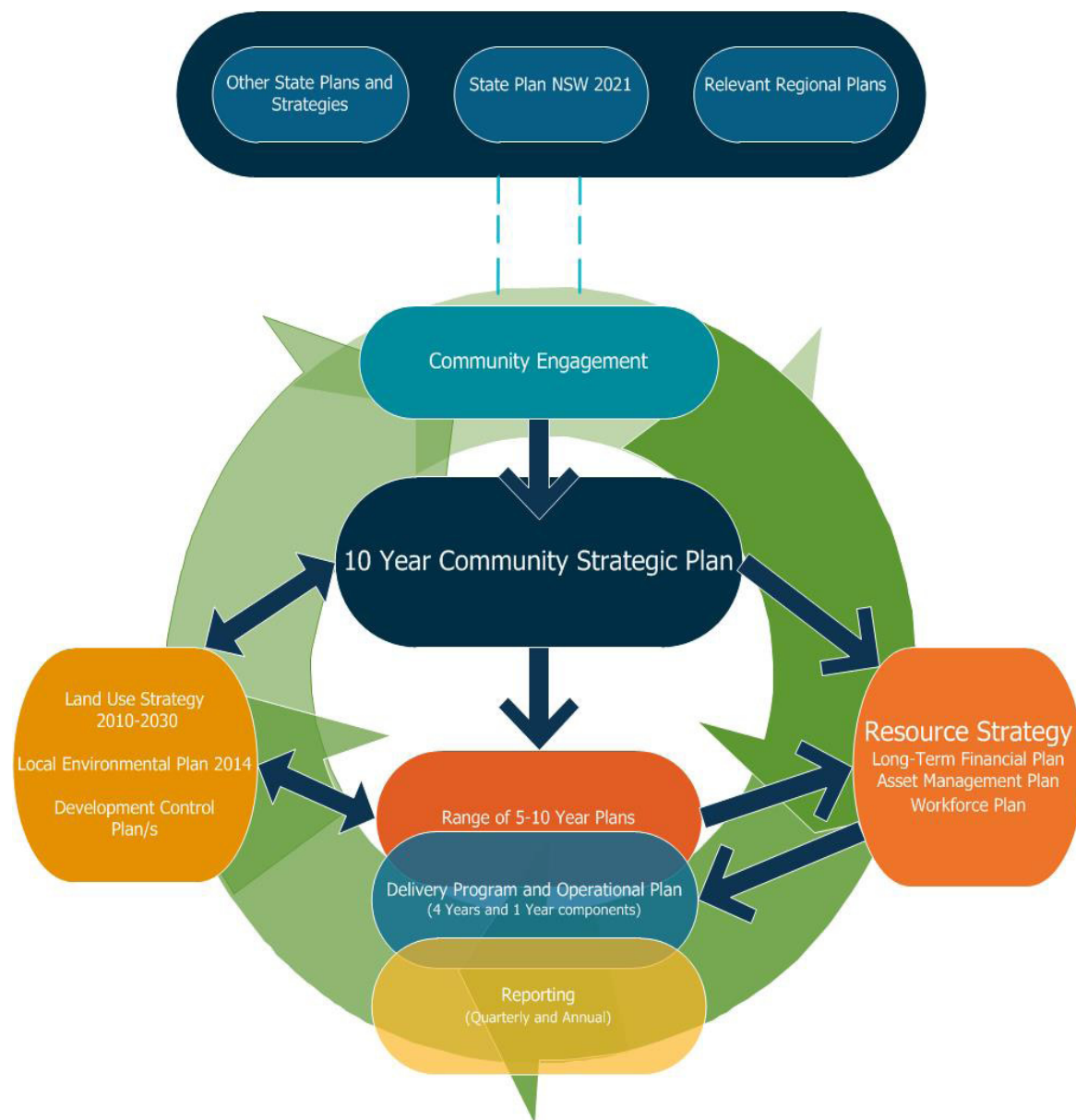
The Integrated Planning and Reporting Framework provides a holistic approach to strategic planning. The Framework is based on a perpetual planning and reporting cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

The elements of this framework are:

- The Resourcing Strategy which includes long term financial planning, workforce planning and asset management planning.
- The Delivery Program which identifies detailed strategies to achieve the objectives of the CSP that Council can implement.
- The Operational Plan which spells out the detailed actions and key performance indicators to implement the Delivery program annually. This includes a statement of revenue policy and a detailed annual budget.

The Annual Report includes:

- A summary of achievements in implementing the Delivery Program.
- Audited financial statements; and
- In the year of the Ordinary election, an End of Term Report and State of Environment Report.



Social Justice Principles underpinning the Community Strategic Plan

In preparing the CSP council has applied processes to create an opportunity for the entire community to participate and have their say in the future of the Lithgow local government area. This engagement is based on the principles of social justice which are:

EQUITY

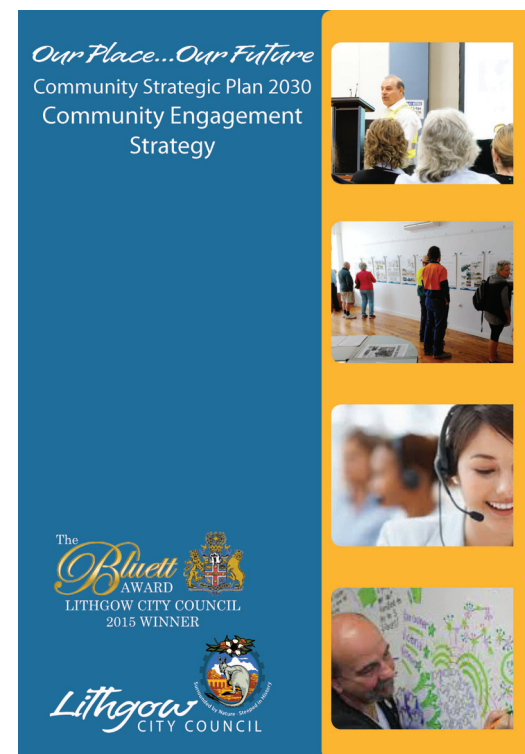
There is fairness in decision making and prioritising and allocation of resources.

ACCESS

All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.

PARTICIPATION

Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.



Our Community Engagement Strategy recognises this and in preparing the CSP we have defined outcomes that benefit the entire community and encourage all members of the community to continually provide feedback on its contents.

Our Place...Our Future

Lithgow Regional Profile

The Lithgow local government area is located on the western ramparts of the Blue Mountains, 140 kilometres from Sydney. The Lithgow Local Government area totals 4,551 square kilometres from the Capertee and Wolgan Valleys in the north, Little Hartley in the east, Tarana in the south and Meadow Flat in the west.

The major urban centre of Lithgow nestles in a valley of that name, overlooked by the sandstone escarpments of the Blue Mountains.

In addition to the major urban centre of Lithgow, the Lithgow local government area has 12 villages/hamlets with mining or farming backgrounds. These smaller centres have proven to be attractive rural residential areas, along with the broader rural areas.

The Lithgow LGA lies almost wholly within the Wiradjuri Aboriginal nation, with the Gundungurra nation situated to the south and the Darug nation to the east.

Until recently Lithgow was perceived to be an inland mining and industrial centre, however, recent developments have seen Lithgow recognised as an important tourism destination, heritage centre and a desirable residential area.

The Lithgow local government area includes World Heritage Listed National Parks and State Forests, making Lithgow an important leisure destination for Sydney residents.

Lithgow has unlimited opportunities for outdoor activities such as bushwalking, mountaineering, camping, orienteering, hang gliding, horse riding, off road 4WD, fishing, sailing and water skiing.

The estimated residential population at 30 June 2016 is 21,474.

Overall, 22.8% of the population was aged between 0 and 17, and 25.3% were aged 60 years and over, compared with 23.6% and 24.5% respectively for Regional NSW.

The major differences between the age structure of Lithgow City and Regional NSW were:

- A larger percentage of 'Empty nesters and retirees' (13.3% compared to 11.9%)
- A larger percentage of 'Older workers & pre-retirees' (14.7% compared to 13.9%)

From 2006 to 2011, Lithgow City's population increased by 404 people (2.0%). This represents an average annual population change of 0.41% per year over the period.

The largest changes in the age structure in this area between 2006 and 2011 were in the age groups:

- Empty nesters and retirees (60 to 69) (+482 people)

- Parents and home builders (35 to 49) (-291 people)
- Seniors (70 to 84) (+249 people)
- Young workforce (25 to 34) (-176 people)

Source: <http://profile.id.com.au/lithgow/service-age-groups>

In November 2016, Council engaged Micromex Research to undertake a random telephone survey of residents in the Lithgow LGA to measure community attitudes and perceptions towards current aspirations and priorities for the LGA in the future. 405 residents were asked "Overall how would you rate the quality of life you have living in the Lithgow LGA?" Overall, residents rated their quality of life very highly. This was particularly true of those over 50, home owners, and those living in the Rural South Planning Precinct. Using regression analysis, Micromex identified the top 7 variables (of 38) that contribute over 50% towards driving a positive quality of life. As can be seen from the graphic on page 9 the main drivers of quality of life in the Lithgow LGA are centred on affordability and lifestyle.



“10.5% of residents feel able to afford a reasonable standard of housing in this area”

“8.4% of residents feel living in the Lithgow LGA gives them and their family opportunities to achieve important life activities, relationships and fulfilment”

“7.8% of residents feel there is a good range of community groups and support networks for residents”

TOP 7 DRIVERS FOR QUALITY OF LIFE IN THE LITHGOW LOCAL GOVERNMENT AREA

“7.5% of residents feel there is urban vitality and a good lifestyle quality in the Lithgow LGA”

“6.5% of residents feel the cost of living in the Lithgow LGA is affordable”

“6.2% of residents feel shops and services in shopping areas meet resident’s needs”



5.6% of residents feel living in the Lithgow LGA gives them a sense of living in a community”

Our Place...Our Future

Values, Strengths and Challenges

In 2016, Council engaged Micromex Research to undertake a visioning workshop with the new Council to identify the key values, strengths and challenges of the Lithgow Council area, establish how these fit within the Community Strategic Plan (CSP) and propose projects and ideas to support and address these issues.

In summary, participants agreed that the **most valued aspects** of the Lithgow area are:

1. The community, specifically its friendliness and spirit.
2. The location of Lithgow allowing for a rural lifestyle whilst still being relatively close to Sydney.

The **strengths** that participants felt should be supported/sustained were:

1. The local community
2. Tourism and its potential to grow and increase revenue for the LGA.

Participants saw the **greatest challenges** over the next 10 years for the Lithgow LGA as being:

1. Increasing employment opportunities.
2. Encouraging new businesses to the area.
3. Engaging youth - supporting and keeping them in Lithgow.
4. Managing change whilst retaining the natural heritage and rural community spirit of the area.

Projects to Support/Address Strengths and Challenges

When reading the Community Strategic Plan it is important to remember that while Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

As part of the consultation process undertaken by Micromex Research, nine (9) **priority projects** were identified by Councillors for implementation (see p11-12). A random telephone survey was conducted of 405 members from across the LGA to identify the level of **support for future projects and initiatives**. There was significantly more support for the project to 'develop more education and employment opportunities to retain and attract young families in the area', and significantly less support for 'more community activities and events, such as Halloween'. However, it should be noted that major events such as Halloween provide:

- Mentoring programs for students,
- Economic benefits to the community particularly in the areas of tourism, retail and hospitality; and
- Free family entertainment.

Thus, meeting the requirement to 'develop more education and employment opportunities to retain and attract young families in the area'.

The results of the Community Survey are shown on page 13.

Priority Projects

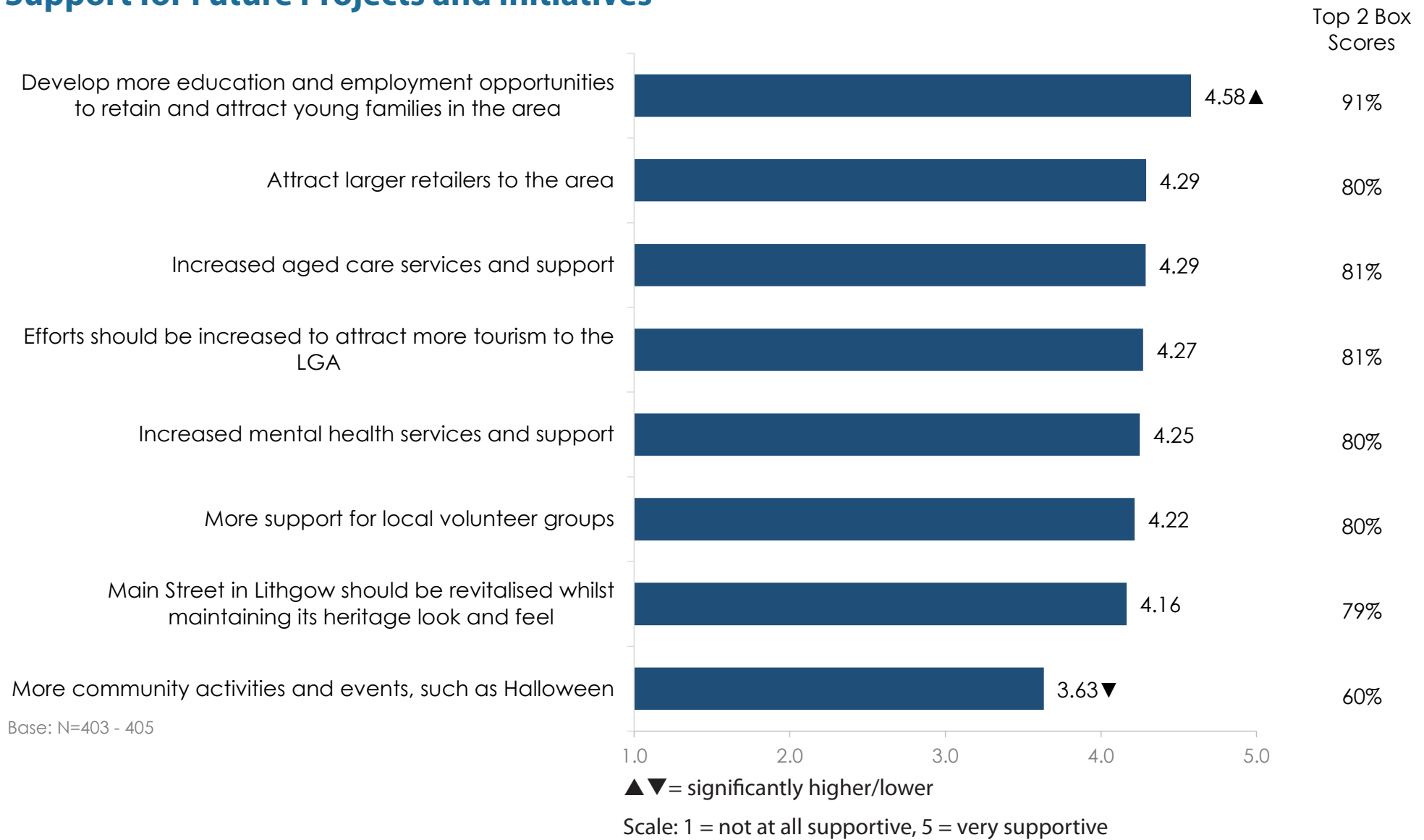
Reference	Community Priorities	Partners	Links to Council Plans
SE1.1 SE2.1 SE2.2 SE2.3	Turning Lithgow into a hub for visitors to the Blue Mountains region, bringing more people to the area that stay for longer periods of time.	Tourism Operators, Tourism Advisory Committee, Tourism NSW, Event Coordinators, Developers, State Government, Federal Government	<ul style="list-style-type: none"> • Tourism Destination Management Plan • Economic Development Strategy • Cultural Plan 2008-2013 • Cultural Precinct Strategy • Business and Retail Study • Lithgow CBD Revitalisation Action Plan
SE2.3 BE1.2	Revitalising the business precinct and implementing a plan for attracting a wide diversity of industries to the area.	Chamber of Commerce, Business and Retail Sector, Developers, Economic Development Advisory Committee, State Government, Federal Government	<ul style="list-style-type: none"> • Economic Development Strategy • Lithgow Local Environmental Plan 2014 • Business and Retail Study • Lithgow CBD Revitalisation Action Plan • Marrangaroo Masterplan Development Control Plan
SE1.2	Assess which Council assets are not being utilised and could be sold, creating land opportunities for developers and a reserve of funds for the LGA.	Real Estate Agents, Developers, State Government, Federal Government.	<ul style="list-style-type: none"> • Fit for the Future • Lithgow Land Use Strategy 2010-2030 • Lithgow Local Environmental Plan 2014
BE1.4	Enhancing/revitalising heritage buildings (Union Theatre, Wallerawang Memorial Hall etc.)	Developers, Wallerawang Men's Shed, State Government, Federal Government, Musical Society	<ul style="list-style-type: none"> • Heritage Development Control Plan Study • Lithgow CBD Revitalisation Action Plan
BE1.2	Construction of an Adventure Playground.	State Government, Federal Government Corporate	<ul style="list-style-type: none"> • Adventure Playground Concept Plans • Recreational Needs Study

Our Place...Our Future

Priority Projects

Reference	Community Priorities	Partners	Links to Council Plans
NE1.1 NE1.2 NE2.1 NE2.2 NE2.3	Protecting and promoting the natural environment.	Environmental Advisory Committee, Local Environmental Groups, State Government, Federal Government	<ul style="list-style-type: none"> • Farmers Creek Master Plan • Community Lands Plan of Management • Mainyingu Marragu Management and Biodiversity Plan • State of Environment Reports • Local Environmental Plan 2021 • Tourism Destination Management Plan • Rural and Rural Residential Management Plan • Hassans Walls Plan of Management
SE1.2	Acquisition of property.	State Government, Federal Government	<ul style="list-style-type: none"> • Lithgow Local Environmental Plan 2014 • Marrangaroo Masterplan Development Control Plan
CC1.3 CC2.1 CC2.2 BE1.4	Better home care and aged care facilities.	Aged Care Providers, State Government	<ul style="list-style-type: none"> • Ageing Strategy • Economic Development Plan
CC1.6 GL3.3	Encouraging more traineeships and apprenticeships.	Business/Industry, local training providers,	<ul style="list-style-type: none"> • Economic Development Plan • Workforce Plan

Support for Future Projects and Initiatives



Source: Lithgow City Council Community Strategic Plan Research prepared by Micromex Research, January 2017 p13.

Our Vision for the future

A centre of Regional excellence that:

- Encourages community growth and development
- Contributes to the efficient and effective management of the environment, community and economy for present and future generations.

CARING FOR OUR COMMUNITY

We retain, respect and strengthen both our overall sense of community, and the unique linked communities of groups, rural areas, villages and towns that make up the Lithgow LGA.

STRENGTHENING OUR ECONOMY

Providing for sustainable and planned growth through the diversification of the economic base, the development of diverse job opportunities and the provision of a broad range of formal and non-formal educational services.

DEVELOPING OUR BUILT ENVIRONMENT

Providing a choice of effective public and private transport options, suitable entertainment and recreational facilities, and lifestyle choices while enhancing the existing rural areas, villages and towns that make up the Lithgow LGA.

ENHANCING OUR NATURAL ENVIRONMENT

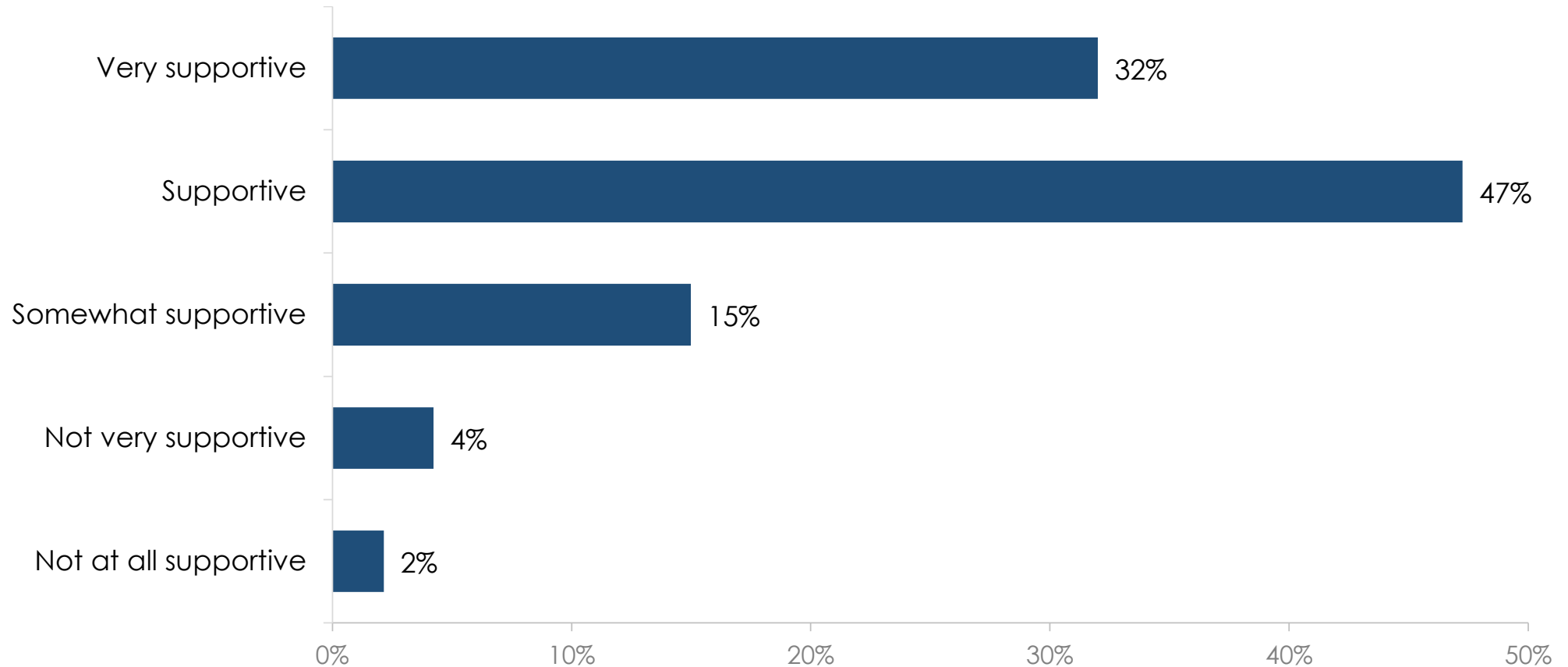
Balancing, protecting and enhancing our diverse environmental elements, both natural and built, for the enjoyment and support of both current and future generations

RESPONSIBLE GOVERNANCE & CIVIC LEADERSHIP

Developing community confidence in the organisation by the way it is directed, controlled and managed.

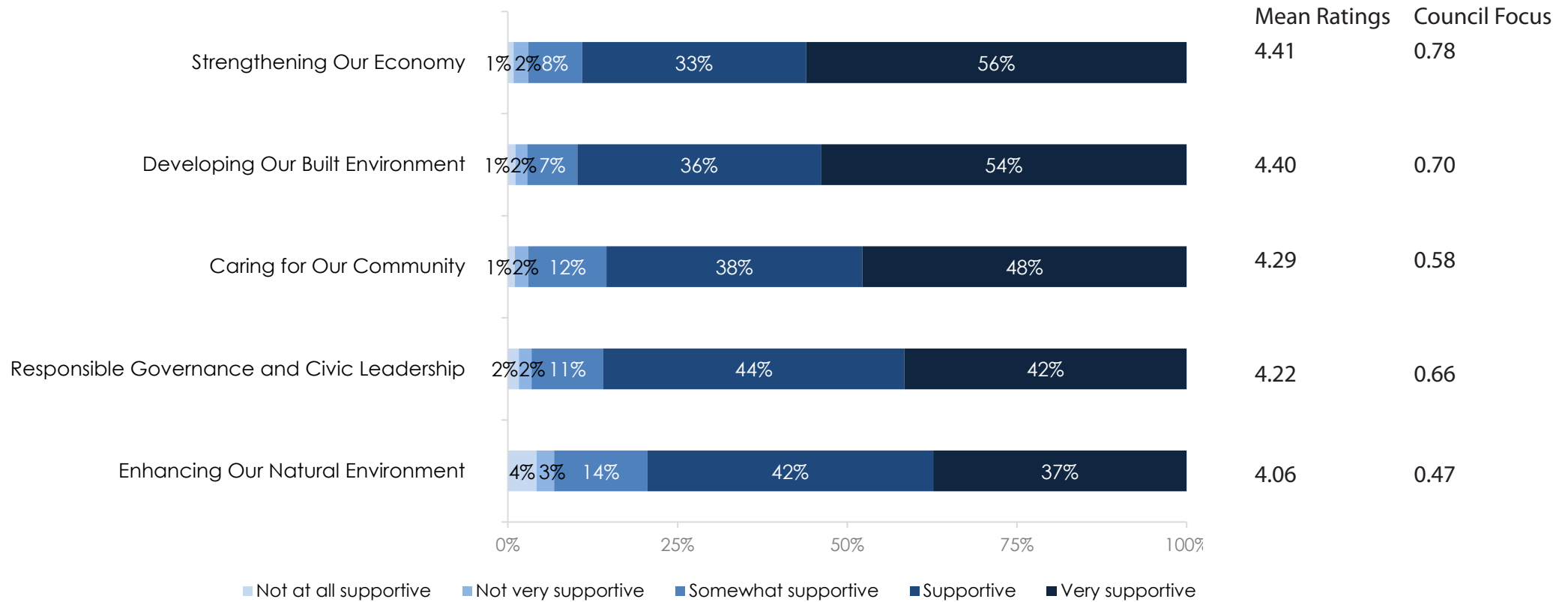
Our Place...Our Future

Support for the Community Vision



In the Community Strategic Plan Survey undertaken by Micromex Research it was noted that "Support for the community vision was high, with 94% indicating some positive level of support" p11.

Community Strategic Plan Themes



Scale: 1 = not at all supportive, 5 = very supportive

Focus: -1 = less, 0 = same, 1 = more

Residents lent the greatest support to 'strengthening our economy', and 'developing our built environment'. These were also the highest scoring themes that residents felt Council should focus their investment, resourcing and advocacy on.

There were high to very high levels of support for each theme, with 'more' focus to varying degrees

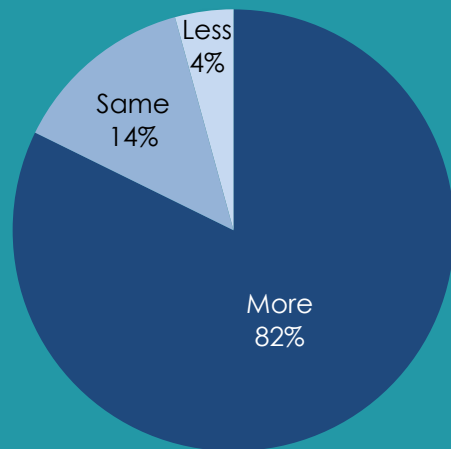
@ource: Lithgow City Council Community Strategic Plan Research prepared by Micromex Research, January 2017 p12.

Our Place...Our Future

Caring for our Community

Should there be less, the same, or more focus in terms of Council investment, resourcing or advocacy in this area?

N=405



Source: Community Strategic Plan Research - Micromex Research - January 2017 p19.

Planning our community

Planning and providing quality community and recreational facilities and services for a healthy, vibrant and harmonious community.

Our community programs

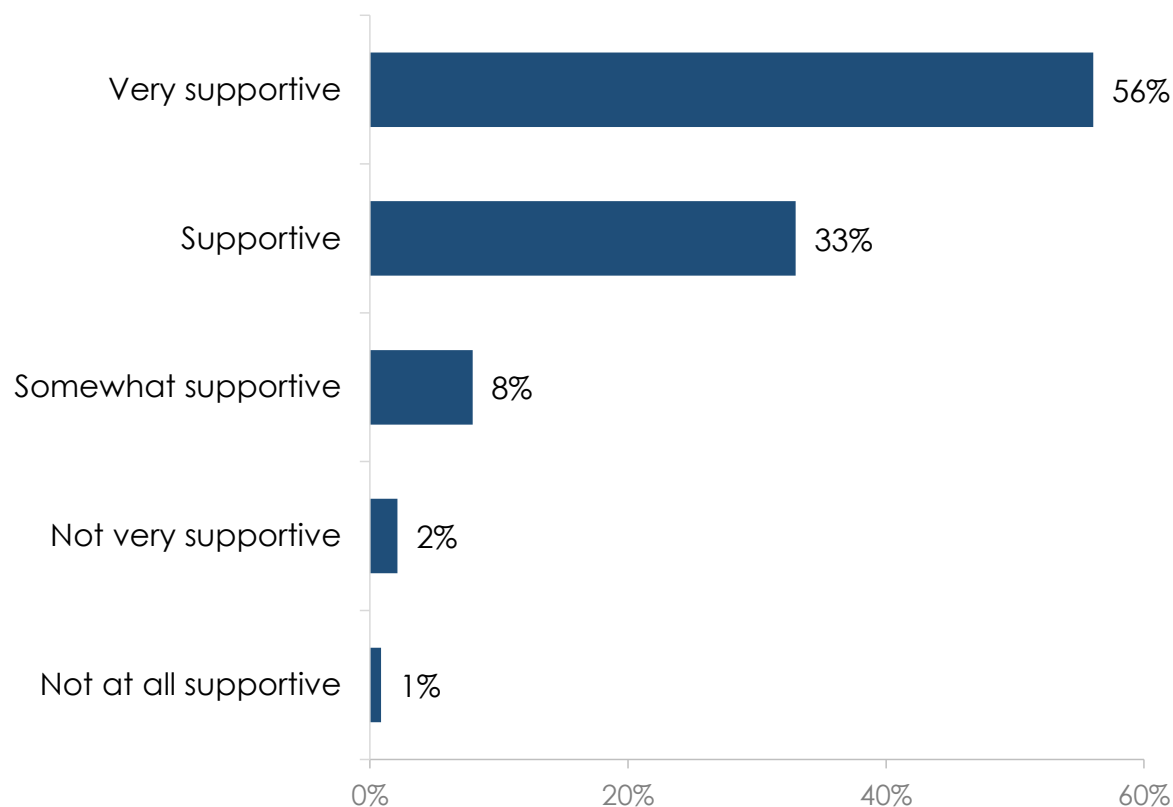
Working together to support, celebrate and expand the social and cultural diversity of our community whilst promoting healthy, active lifestyles in a safe environment.

Adapting to the changing needs of an evolving community whilst retaining the unique character of our rural areas, villages and towns will enable Council to provide for the growth and sustainability of the local government area. This theme is responsible for:

- Providing for future community needs;
- Ensuring equity and social inclusion;
- Health and wellbeing;
- Cultural activities;
- Excellence in the provision of facilities and services;
- The development and support of communities; And
- Enhanced lifestyle opportunities.

Community Support

In 2016, Micromex Research surveyed 405 residents across the Lithgow LGA to ascertain support for the themes within the Community Strategic Plan. *“Support for this theme of was very high, with 97% indicating a positive level of support - 48% giving the highest rating and 64% suggesting Council should focus more of its resources in this area”.*



Source: Community Strategic Plan Research - Micromex Research - January 2017 p19.

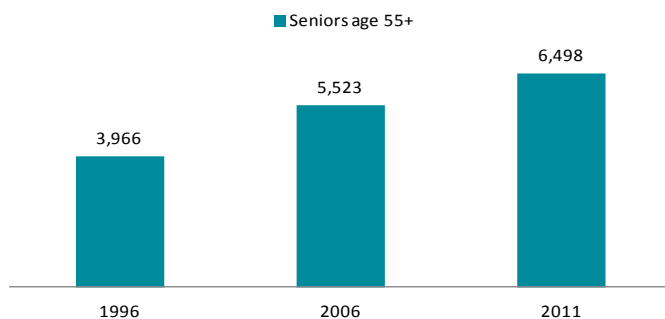
Values, Strengths and Challenges

In 2016, Council engaged Micromex Research to undertake a visioning workshop with the new Council to identify the key values, strengths and challenges of the Lithgow Council area, establish how these fit within the Community Strategic Plan (CSP) and propose projects and ideas to support and address these issues.

Under the key theme of 'Caring for the Community' the most valued aspect of the Lithgow area is considered to be the 'friendliness and spirit of the community'. Community services such as health were seen as strengths while the aging population and supporting youth and keeping them in Lithgow were seen as challenges.

Previously the Community Strategic Plan 2026 (CSP 2026) and Lithgow Ageing Strategy 2010 identified Lithgow as an 'ageing population'.

Seniors age 55+



Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id, the population experts and Lithgow Ageing Strategy 2009.

From the Estimated Resident Population Graph (Seniors aged 55+) we can see a continuing trend towards growth in this sector of the community. Although the data from the 2016 census is still to be released, trend analysis based on the 2011 census data continues to predict a projected increase of 12.6% in the 65+ age bracket between 2011 and 2031. This is not unique to the Lithgow LGA, according to the Draft Central West and Orana Regional Plan (NSW Planning & Environment April 2016:p25) *"The proportion of people aged 65 years and over [in the Central West/Orana Region] is forecast to increase from 14% in 2016 to over 25% in 2036"*. The draft plan further notes that *"This is likely to change the way that health care is delivered and planning for health infrastructure and passenger transport networks will need to respond accordingly. Tailored health care options that focus on 'ageing in place' will be required"*.

This has been a focus for the Lithgow LGA in recent years with the need for more health services, aged care facilities and diversity of housing being identified in the CSP2026. In response, the Health Care and Social Assistance Sector has continued to grow and is the second highest employer in the LGA. Employing 795 people in 2006 the sector grew by 120 positions to 885 in 2011.

As can be seen from recent consultation, Council

and the community see growth in the healthcare and social assistance sectors as a priority for the area.

Community Opportunity 1

Review aged care services to deal with ageing population - in doing so, Lithgow may be able to develop expertise in aged care (and other health areas, including mental health) and build an industry around that comparative advantage.

The Lithgow Economic Development Strategy 2015:20 notes that it is further predicted that the *"...greatest decline is expected to be from families or the following age groups: 0-14yrs, 15-24yrs and 45-54yrs - families with mainly older children"*

Important note:

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The Councillor Visioning Workshop (Nov2016) identified the following projects to support/address strengths and challenges. The community was asked the questions “Can you think of any priorities that should be considered in terms of ‘Caring for Our Community?’” in the Community Strategic Plan Survey undertaken in December 2016 (see Community Priorities Table).

Volunteers

- Support volunteer groups and encourage the younger generation to get involved to inject new ideas, e.g. fire, SES, youth groups, PCYC and sporting groups.

Aged Care

- Better home care and more aged care facilities.
- Make information easier to access and understand for aged care services and facilities.
- Provide community transport.

Mental Health

- Create a mental health forum.
- Provide options for mental health services.
- Linking the older and younger generations together via a mentoring program.

Activities

- Affordable sport, e.g. Collective insurance for sporting groups.
- Open air cinema
- Ice rink
- Adventure playground
- Partnership/active promotion for music festivals
- Promoting the activities and assets that are available to the community.

Community Priorities

	N = 405
More services and facilities for the elderly	20%
Increased activities/services/facilities for youth	10%
Increase of public activities, events and entertainment	5%
Increase of public facilities	3%
Improved medical services	2%
Look after residents	2%
Road maintenance	2%
Disability care	2%
Support for those in need, i.e. the homeless, addicts	2%
More policing	2%
Nothing/don't know	50%

Source: Community Strategic Plan Research Report - Micromex Research 2017;p20

Responses of fewer than 20% are detailed in Appendix A of this report which is available online at council.lithgow.com

Our Place...Our Future

CC1 - We feel connected and supported.

Ref	Outcome	Benefits	Measure
CC1.1	Local indigenous and Cultural and Linguistically Diverse communities are supported.	Improved liaison with the local indigenous and CALD communities.	Number of programs and policies developed and implemented.
CC1.2	We are responsive to the needs of an ageing population.	Improved access to services and facilities for senior residents.	Number of actions successfully implemented from the Ageing Strategy.
CC1.3	We are a Family Friendly Community.	<ul style="list-style-type: none"> • New families moving into the area. • Improved services and facilities for families. 	<ul style="list-style-type: none"> • Increased population • Increased awareness and participation in activities by children and young people. • Increased awareness of programs and services available for sole parents.
CC1.4	Assistance is provided to community groups and organisations.	Community programs and projects are supported.	<ul style="list-style-type: none"> • Number of community organisations supported through the Financial Assistance Program. • Increased access to public transport, health, education, housing, recreational and other essential community services. • Number of Men's Shed projects supported.
CC1.5	Celebrate and grow volunteering.	Increased community members volunteering in community events, activities and organisations.	Participation in International Volunteers Day celebrations.

CC2 - There are services and facilities that suit our needs.

Ref	Outcome	Benefits	Measure
CC2.1	Increased awareness of local services and facilities.	Community members feel they have equitable access to community services and facilities.	Improved networking and communication between agencies and with the community.
CC2.2	We provide a range of health services which meet the needs of the community.	<ul style="list-style-type: none"> • Improved access to health services and facilities. • Improved health and wellbeing of the community. • Expertise in aged care. • Improved access to mental health services. 	<ul style="list-style-type: none"> • Increased community awareness of local health services. • Number of healthy lifestyle programs developed and implemented. • Increased aged care services. • Increased mental health services.
CC2.3	We provide learning opportunities which meet the needs of the community.	<p>A quality library service.</p> <ul style="list-style-type: none"> • Increased skills based training available in the LGA. • A broad range of educational programs and learning opportunities are available to all members of the community. 	<ul style="list-style-type: none"> • Operate the Lithgow Library Learning Centre, Portland, Rydal and Wallerawang Libraries. • Housebound and isolated residents within the Lithgow LGA have access to library services. • Number of exhibitions and displays conducted. • Expansion of the Local History Collection. • Provision of a community and education information service through events, displays and the Learning Shop. • Number of quality community programs that offer education and social opportunities for all members of the community. <ul style="list-style-type: none"> • Increased access to education opportunities in the LGA.

Our Place...Our Future

CC3 - We feel safe.

Ref	Outcome	Benefits	Measure
CC3.1	Community safety and compliance is monitored.	<ul style="list-style-type: none"> Animal control is maintained in accordance with legislation and policy. The community is educated on the care and responsibility of companion animals. Higher levels of legislative compliance. Lower risks of accidents and outbreak of disease. 	<ul style="list-style-type: none"> Maintain animal control in accordance with legislation and policy. Maintain the Lithgow Pound. Number of community education programs on the care of and responsibility of companion animals. Number of parking patrols per annum. Number of school zone patrols per annum. Number of actions taken against non-compliance with the Environmental Planning and Assessment Act and Local Government Act.
CC3.2	Crime prevention and safety strategies are actively promoted.	<ul style="list-style-type: none"> Reduction in crime rates in the area. Road safety is promoted and enforced in accordance with legislation. 	<ul style="list-style-type: none"> Number of programs successfully implemented from the Crime Prevention Plan. Number of road safety education campaigns and programs undertaken annually.



What can you do?

There are many ways that individuals can get involved and help to ensure the long term wellbeing of Our Community by:

- Participating in planning for the future of the area.
- Advocating for services to meet the needs of the community.
- Developing and participating in activities which cater to a variety of age groups.
- Sharing knowledge and participating in mentoring programs.
- Sharing your knowledge of local history.
- Supporting, attending or participating in community events, exhibitions and public programs.
- Using our cultural and recreational facilities regularly.
- Making sure your community group or organisation is listed on Council's Community Directory so that others know about you.
- Supporting local charitable organisations and local health services.
- Participating in programs to improve community health and well being.
- Identifying issues of public safety and providing details to the relevant authorities.
- Joining one of the many community groups or organisations involved in various community projects throughout the local government area.
- Joining the Youth Council and participating in the planning of youth activities and recreational facilities.
- Being active.
- Volunteering.

Links to State Priorities

- Keep people healthy and out of hospital.
- Provide world class clinical services with timely access and effective infrastructure.
- Better protect the most vulnerable members of our community and break the cycle of disadvantage.
- Increase opportunities for people with a disability by providing support that meet their individual needs and realise their potential.
- Improve education and learning outcomes for all students.
- Prevent and reduce the level of crime.
- Make it easier for people to be involved in their communities.

- Increase opportunities for seniors in NSW to fully participate in community life.
- Fostering opportunity and partnership with Aboriginal people.
- Enhance cultural, creative, sporting and recreation opportunities.

Links to Premiers Priorities

- Tackling childhood obesity
- Improving education results
- Protecting our kids
- Reducing youth homelessness
- Reducing domestic violence
- Improving service levels in hospitals

Links to Draft Central West and Orana Regional Plan

Direction 1.4 - Increase jobs in the health, education and tourism sectors.

Direction 4.2 - Enhance the economic self determination of Aboriginal communities.

Direction 4.3 - Increase and improve housing choice to suit the different lifestyles and needs of the population.

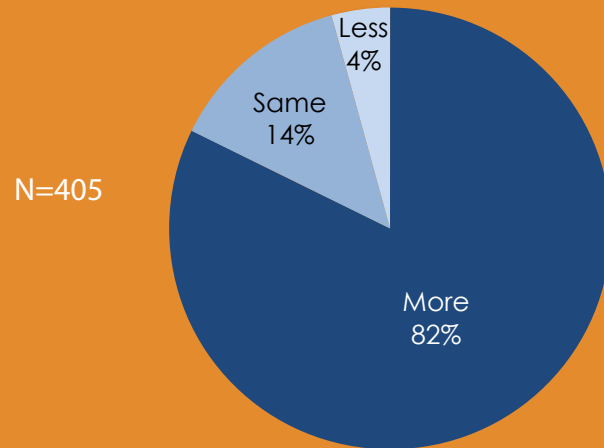
Direction 4.4 - Enhance community access to jobs and services by creating well-connected places designed to meet the needs of a regional community.

Our Place...Our Future

Strengthening our Economy

black rock café

Should there be less, the same, or more focus in terms of Council investment, resourcing or advocacy in this area?



Source: Community Strategic Plan Research - Micromex Research - January 2017 p21

Planning our economic growth

Providing for sustainable and planned growth that supports a range of lifestyle choices and employment opportunities.

Our economic growth programs

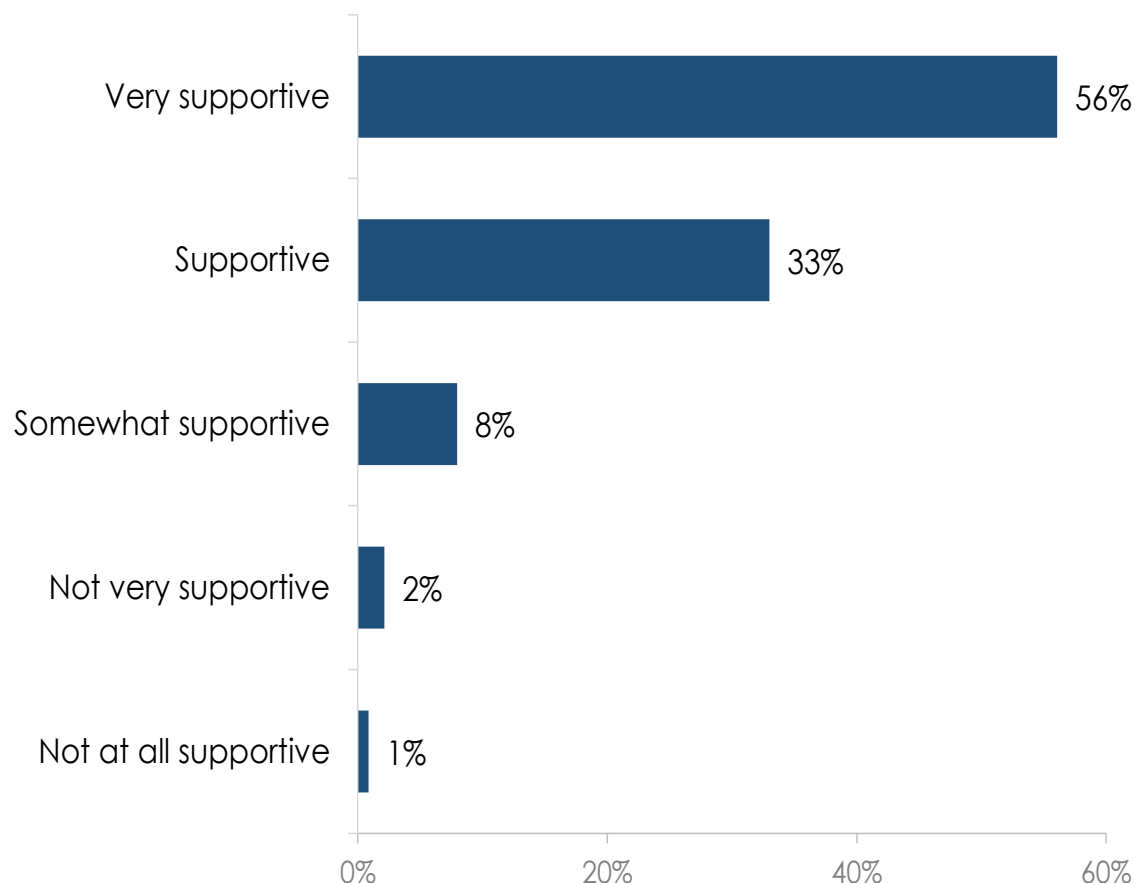
Exploring and discovering the richness in our society through the pursuit of educational, creative and cultural opportunities to diversify our economy, skills base and employment opportunities.

To support a changing and growing community, Council and the community must work together to build a sustainable, diverse and competitive economy. This theme is responsible for creating an economy that:

- Is linked to the unique character and advantages of the Lithgow region;
- Ensures that a variety of employment and training opportunities are available;
- Has a workforce that is supportive of innovation and business excellence;
- Is skills-based;
- Provides for a broad range of formal and non-formal education services; And
- Is underpinned by sound land use planning that provides a range of employment lands and lifestyle choices while protecting environmental values.

Community Support

In 2016, Micromex Research surveyed 405 residents across the Lithgow LGA to ascertain support for the themes within the Community Strategic Plan. *“Support for this theme of ‘Caring for the Community’ was very high, with 97% indicating a positive level of support - 54% giving the top rating and 75% claiming ‘more’ resources are needed.*



Values, Strengths and Challenges

In 2016, Council engaged Micromex Research to undertake a visioning workshop with the new Council to identify the key values, strengths and challenges of the Lithgow Council area, establish how these fit within the Community Strategic Plan (CSP) and propose projects and ideas to support and address these issues.

Under the key theme of 'Strengthening our Economy' the most valued aspect of the Lithgow area is considered to be the 'location providing a rural lifestyle in a beautiful area whilst still being within relatively close proximity to Sydney'. Growth potential, tourism, education, transport connections and location were seen as strengths. Employment and creating new job and business opportunities within the LGA was seen to be the greatest challenge for Lithgow over the next 10 years. Increased work opportunities will also help to address the second key challenge, supporting youth and keeping them in Lithgow instead of losing young residents to the city and being left with an ageing population' (Micromex 2016:6).

'Council recognises that ensuring the economic viability of the Lithgow LGA requires a multi-disciplinary approach and long-term planning. Furthermore it recognises that although it has a valid and important role to play in promoting and facilitating economic development, it must work within its jurisdiction and resource limitations to

support sustainable growth. It acknowledges that the support of the community, key stakeholders and partners is paramount. Council is not the principal 'driver' of local economic development. This is in fact the role of business and industry. Council however, can play an effective role in influencing what is termed the drivers of economic development'. (Lithgow Economic Development Strategy 2015:12) These drivers include long term planning and infrastructure upgrade and renewal.

In 2014/15, the Lithgow Local Government Area suffered two major blows to local industry with closures of Wallerawang Power Station and Angus Place Colliery. This resulted in major job losses not only in the power and coal industries but also flow on effects to businesses relying on these industries. In order to build a more economically diverse and sustainable region, Council and the community must plan for a future beyond coal.

Community Opportunity 1

Develop a marketing strategy on how Lithgow Plans to attract more tourists to the area and create a hub for visitors to the Blue Mountains region. This could include a survey of non-residents to gauge the perceptions that people have of Lithgow, and what events and incentives would encourage them to visit.

Community Opportunity 2

Actively approach businesses, such as a larger retailer and government organisations, to discuss new stores and offices within the Lithgow LGA. A plan could be developed for how Lithgow Council could facilitate and provide incentives for companies that set up within the area.

Community Opportunity 3

Identify education, employment and lifestyle options that would attract and retain young adults/families in the area.

Important note:

When reading the Community Strategic Plan it is important to remember that while Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

Community Opportunity 4

Assess Council assets to see whether development opportunities could be created by selling unused land within the Lithgow LGA. The sale of surplus land/properties would also create a reserve of funds for the LGA that could be used to support the projects and plans highlighted within the CSP.

The Councillor Visioning Workshop (Nov2016) identified the following projects to support/address strengths and challenges. The community was asked the question “can you think of any priorities that should be considered in terms of ‘Strengthening our Economy?’” in the Community Strategic Plan Survey undertaken in December 2016 (see Community Priorities Table).

Tourism

- Increase tourism to increase jobs
- Provide more options for accommodation, such as B&Bs and camping/ caravan facilities
- Create a marketing plan for the area, for both local and state promotion.

Development

- Revitalisation of the business precinct, possibly promoting rewards for good development and presentation
- Sell surplus properties/land owned by Council to build up a reserve of funds. Assess whether the Local Environmental Plan 2014 is flexible enough, allowing developers to ‘get their first foot in the door.

Lithgow Hub

- Market Lithgow as a hub that visitors come to before heading off to other areas, or stay at whilst visiting the Blue Mountains region.
- Encourage visitors to stay for long weekends, not just day trips.

Businesses

- Develop and implement a plan to encourage a wide diversity of businesses to the area.
- Follow up on expression of interest from power station.
- Approach large retailers to set up a store in Lithgow.
- Promote innovation among businesses.

Community Priorities

	N = 405
Encourage businesses/industries to the area	31%
Need to create more employment	25%
More tertiary education opportunities/options	9%
Encourage youth employment	8%
Encouraging more tourism to the area	7%
Improving the school system/education	5%
Improved infrastructure	2%
Diversification of jobs	2%
More support for mining based employment	2%
Improvements in Council	2%
Nothing/don't know	30%

Source: Community Strategic Plan Research Report - Micromex Research 2017:p22

Responses of fewer than 20% are detailed in Appendix A of this report which is available online at council.lithgow.com

Our Place...Our Future

SE1 - We attract new business and investment

Ref	Outcome	Benefits	Measure
SE1.1	Our area is an attractive place to invest and visit.	<ul style="list-style-type: none"> • An effective branding and marketing identity is established to promote the Lithgow LGA. • The economy grows and is resilient. • An improved range of services. 	<ul style="list-style-type: none"> • Consistent branding of signage and promotional/marketing materials. • Increased brand recognition. • Number of enquiries in response to marketing/promotional materials and activities.
SE1.2	Facilitate and provide infrastructure and land to support residential, rural and economic growth.	<ul style="list-style-type: none"> • Increased availability of employment generating lands. • Increased number of serviceable land parcels available. • New or expanded business development in the Lithgow LGA. • Increased growth. • Efficient development application processes. • Improved transport linkages with Sydney. 	<ul style="list-style-type: none"> • New or expanded businesses in the region. • Increased employment opportunities. • Availability of employment generating lands. • Increased awareness and availability of 'Made in Lithgow' products. • Number of serviceable land parcels available. • Number of development applications processed. • Provision of suitable and serviceable land for business and residential growth. • Development Control criteria are applied to assess any new areas proposed for residential, commercial, employment generation and rural lifestyle development. • Increased passenger and freight train services terminating at Lithgow. • Internet accessibility for commuter trains. • Progress in Bells Line Expressway campaign.

SE2 - We encourage economic growth and diversity

Ref	Outcome	Benefits	Measure
SE2.1	Promote, develop and utilise the creative talents of the Lithgow LGA.	<ul style="list-style-type: none"> Increased profile for creative industries. Increased employment opportunities in cultural creative industries. 	<ul style="list-style-type: none"> Number of community arts projects per year. Number of actions implemented from the Cultural Plan and the Cultural Precinct Strategy.
SE2.2	A strong tourism industry that maximises benefits from visitors to the Lithgow LGA.	<ul style="list-style-type: none"> Increased tourism. New and improved tourism product. Sustainable festivals and events. 	<ul style="list-style-type: none"> Number of actions implemented from the Tourism Strategy/Destination Management Plan. Number of sustainable festivals and events.
SE2.3	The cultural diversity and rich heritage of the Lithgow LGA is celebrated.	<ul style="list-style-type: none"> Events, exhibitions and public programs developed and held. Improved access to Council Collections. Increased community awareness of heritage conservation and management within the Lithgow LGA. Increased community awareness of the history and heritage of the LGA. Vibrant civic spaces and public places. Improved promotion and management of heritage assets. Increased awareness of Indigenous Heritage in the Lithgow LGA. Increased retail/arts activity in the CBD and Cultural Precinct. 	<ul style="list-style-type: none"> Number of events, exhibitions and public arts projects. Continuation of the Museums Advisors Program. Number of people assisted through the Heritage Advisors Program. Increased usage of civic spaces and public places. Improvements to the conservation and management of Blast Furnace Park and South Bowenfels Gun Emplacements. Operate Eskbank House Museum. Upgrade display and exhibition equipment at Eskbank House Museum. Develop marketing materials for Eskbank House Museum.

Our Place...Our Future

What can you do?

There are many ways that individuals can get involved and help to Strengthen our Economy by:

- Participating in planning for the future of the area.
- Rehabilitating contaminated sites for recreational use and development.
- Continuing to be 'proud' of your suburb, street, village or locality.
- Shopping locally to strengthen our local economy.
- Investing in and developing adaptable and affordable housing options that cater to the needs of the community.
- Making use of the JM Robson Aquatic Centre for family outings.
- Supporting and promoting local cultural and creative industries.
- Promoting the Lithgow local government area to friends and relatives.
- Supporting local business and industry.
- Creating opportunities for trainees, work experience and apprenticeships.
- Developing suitable land for business, industrial and residential purposes.
- Participating in educational programs and learning opportunities locally.
- Providing training and mentoring as part of community activities and events.
- Promoting the area to visiting friends and relatives.
- Attending local festivals and events.



Links to State Priorities

- Improve the performance of the NSW economy
- Drive economic growth in regional NSW
- Increase the competitiveness of doing business in NSW
- Place downward pressure on the cost of living
- Strengthen the NSW skill base
- Improve education and learning outcomes for all students
- Invest in critical infrastructure
- Build liveable centres.

Links to Premiers Priorities

- Creating jobs
- Building infrastructure
- Improving education results
- Driving public sector diversity
- Faster housing approvals
- Improving government services.

Links to Draft Central West and Orana Regional Plan

Direction 1.1 - Grow the economic potential of the agribusiness sector.

Direction 1.2 - Transform the region's manufacturing sector through advanced and value-added manufacturing opportunities.

Direction 1.3 - Manage the region's mineral and energy resources sector in a sustainable way.

Direction 1.4 - Increase jobs in the health, education and tourism sectors.

Direction 1.5 - Support business activities with well-located and serviced industrial lands and commercial centres.

Direction 2.1 - Improve the region's freight transport networks and access to external markets.

Direction 2.2 - Coordinate infrastructure delivery to facilitate economic opportunities.

Direction 3.1 - Protect the regionally important agricultural land.

Direction 3.2 - Protect the region's mineral and energy resources.

Direction 3.3 - Manage competing and conflicting interest in agricultural, mineral and energy resource areas to provide greater certainty for investment.

Direction 4.1 - Manage growth and change in the region's settlements.

Direction 4.2 - Enhance the economic self determination of Aboriginal communities.

Direction 4.3 - Increase and improve housing choice to suit the different lifestyles and needs of the population.

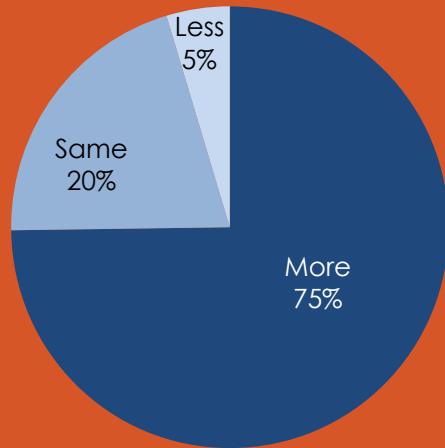
Direction 4.4 - Enhance community access to jobs and services by creating well-connected places designed to meet the needs of a regional community.

Our Place...Our Future

Developing our Built Environment

Should there be less, the same, or more focus in terms of Council investment, resourcing or advocacy in this area?

N=405



Source: Community Strategic Plan Research - Micromex Research - January 2017 p21



Planning our built environment

Planning for suitable infrastructure development to promote sustainable and planned growth, while enhancing the existing identity of the towns villages and rural areas of the local government area.

Our built environment programs

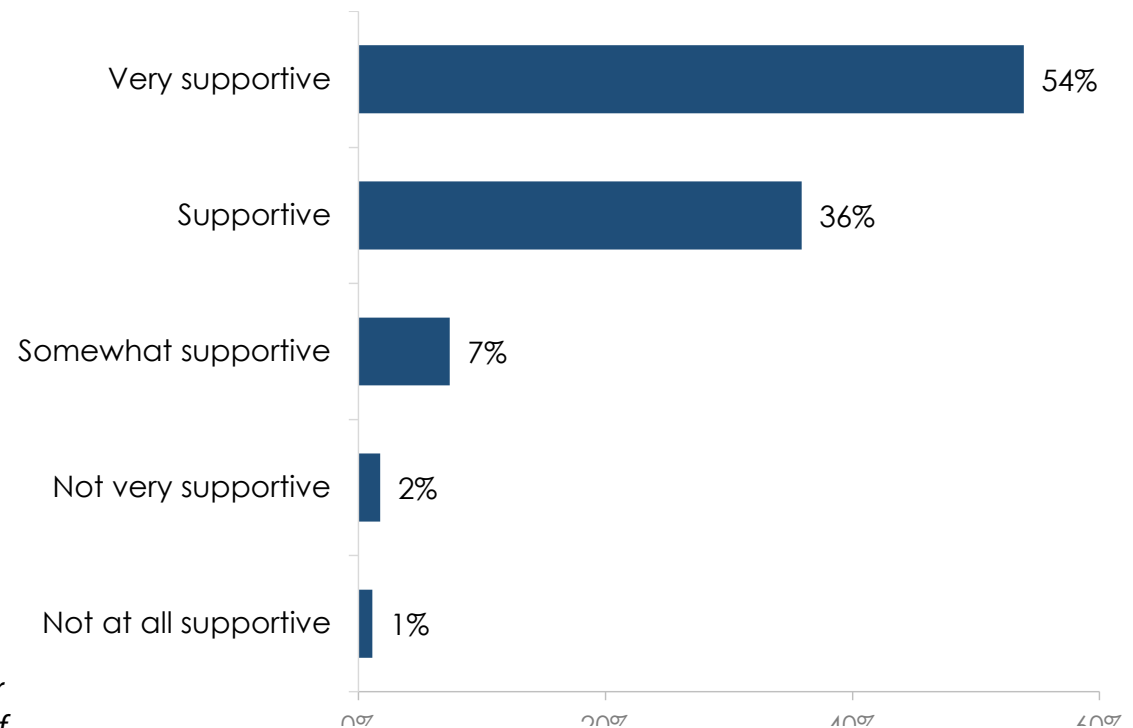
Ensuring sustainable and planned growth through the provision of effective public and private transport options and suitable entertainment and recreational facilities to enhance the lifestyle choices of the community.

Adapting to the changing needs of an evolving community whilst retaining the unique character of our rural areas, villages and towns will enable Council to provide for the growth and sustainability of the local government area. This theme is responsible for:

- Providing for future community needs;
- Ensuring equity and social inclusion;
- Health and wellbeing;
- Cultural activities;
- Excellence in the provision of facilities and services;
- The development and support of communities; And
- Enhanced lifestyle opportunities.

Community Support

In 2016, Micromex Research surveyed 405 residents across the Lithgow LGA to ascertain support for the themes within the Community Strategic Plan. "Support for this theme of 'Developing our built environment' was very high, with 97% indicating a positive level of support - 54% giving the top rating and 75% claiming 'more' resources are needed.



Values, Strengths and Challenges

In 2016, Council engaged Micromex Research to undertake a visioning workshop with the new Council to identify the key values, strengths and challenges of the Lithgow Council area, establish how these fit within the Community Strategic Plan (CSP) and propose projects and ideas to support and address these issues.

Under the key theme of 'Developing our Built Environment' the most valued aspect of the Lithgow area is considered to be the 'location, providing a rural lifestyle in a beautiful area whilst still being within relatively close proximity to Sydney'. Growth potential (availability of land), tourism, education, transport connections and location were seen as strengths. Managing change - that is, ensuring that any changes are made whilst retaining the natural heritage and rural community spirit of the area was seen to be the greatest challenge for Lithgow over the next 10 years. Challenges which will impact this include:

- Creating employment and business opportunities.
- Improving standards within the community e.g. Main Street Revitalisation and infrastructure.
- Coping with an aging population.
- Managing and sustaining the environment and
- Population growth.

(Micromex 2016:6).

In 2010, Council completed the Land Use Strategy 2010-2030. This strategy provides key strategic directions for the next 20 years and is the framework on which the following strategic plans for the future development and growth of the Lithgow LGA have been based:

- Lithgow Local Environmental Plan 2014
- Lithgow city rural and rural Residential Strategy
- Masterplan and Development control Plan for the Marrangaroo Urban Release Area.

In the past four years, the following major Infrastructure works programs have been undertaken which make the Lithgow region a more attractive place to live, work and invest paving the way for future developing and population growth.

- Lithgow Aquatic Centre.
- Clarence Water Transfer Scheme.
- Lithgow and Wallerawang Sewerage Treatment Plant Upgrades.
- Repair and remediation works to the ruins at Blast Furnace Park.
- Replacement of the Black Bridge at Wallerawang.
- Installation of the Lithgow History Avenue Sculptures.

Works commenced in 2016/17 on:

- Construction of the Portland Sewage Treatment Plant.
- Refurbishment of Cook Street Plaza and the Eskbank Street Precinct; Stage 1 of the CBD Revitalisation Program.
- Council received funding for the construction and connection of sewerage in the village of Cullen Bullen.

Important note:

When reading the Community Strategic Plan it is important to remember that while Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

Community Opportunity 4

Assess Council assets to see whether development opportunities could be created by selling unused land with the Lithgow LGA. The sale of surplus land/properties would also create a reserve of funds for the LGA that could be used to support the projects and plans highlighted within the CSP.

The Councillor Visioning Workshop (Nov2016) identified the following projects to support/address strengths and challenges. The community was asked the questions “can you think of any priorities that should be considered in terms of ‘Developing our Built Environment?’” in the Community Strategic Plan Survey undertaken in December 2016 (see Community Priorities Table).

Land availability

- Examine land sizes and subdivide to allow for housing growth
- Ensure land is available for both residential and commercial development.

Revitalise

- Create innovation awards to address shop facades.
- Refurbish Union Theatre, Wallerawang Memorial Hall, the Grandstand and the Civic Ballroom.

Community Priorities

	N = 405
More facilities/activities for youth	16%
Road maintenance	13%
Cinema in the area	6%
Improved infrastructure	5%
More recreational areas	5%
More shopping facilities	4%
Streets need to be beautified	3%
More public facilities	3%
More public transport services	3%
Develop more industrial areas	2%
Developing more residential areas	2%
More job opportunities	2%
Road network changes	2%
Nothing/don't know	43%

Source: Community Strategic Plan Research Report - Micromex Research 2017;p24. Responses of fewer than 20% are detailed in Appendix A of this report which is available online at council.lithgow.com

Our Place...Our Future

BE1 - Our built environment blends with the natural and cultural environment

Ref	Outcome	Benefits	Measure
BE1.1	We provide a respectful cemetery service.	<ul style="list-style-type: none"> Reduction in the number of cemetery complaints received regarding the cemeteries and cemetery service. Cemeteries are maintained. 	<ul style="list-style-type: none"> Number of complaints received. Improvements to cemetery grounds. Number of complaints received.
BE1.2	We provide cultural and recreational infrastructure that meets the needs of the community.	<ul style="list-style-type: none"> Increased capacity of community cultural facilities to cater to the delivery of quality festivals and events. Enhanced CBD through public art, signage and landscaping. Increased use of our open spaces with higher satisfaction levels. A healthier community. 	<ul style="list-style-type: none"> Length of pedestrian/cycleways. Improved design and usability of dedicated open space and connectivity through the strategic town planning and development application process. Number of parks and gardens upgraded. Incorporation of creative design elements into open space areas, playgrounds, street furnishings, BBQ areas, picnic areas and gardens. Hassans Walls Lookout and Reserve developed to encourage environmentally sustainable recreational and tourist use. Support of recreational activities and organisations provided in accordance with Council's Financial Assistance Policy.
BE1.3	Provide an Environmental Health Inspections program.	<ul style="list-style-type: none"> Reduced risk of food borne disease. Reduced risk of infection. 	<ul style="list-style-type: none"> Number of food premises inspected. Number of skin penetration premises inspected.

BE1 - Our built environment blends with the natural and cultural environment

Ref	Outcome	Benefits	Measure
BE1.4	Match infrastructure with development	<ul style="list-style-type: none"> Commercial and industrial buildings meet the needs of the community and service Council operations. Increased aged care places. Increased development. No under supply of community infrastructure. Increased satisfaction with service levels for road maintenance and development. Extension of sewage infrastructure to non-service areas. On-site wastewater management systems comply with environmental health requirements. Improved water infrastructure to service the local government area. Community satisfaction with the development assessment process. 	<ul style="list-style-type: none"> Compliance with WHS & Legislative requirements. Number of commercial premises occupied. Annual review of fees and charges to ensure commercial competitiveness. Number of aged care places. Number of development applications and construction certificates. Length of sealed and unsealed roads. Accessibility to public transport. Number of building/development inspections undertaken. Provision of sewage infrastructure to Cullen Bullen and Lake Lyell Recreation Area. Portland Sewage Treatment Plant upgrade completed. Water infrastructure upgraded.

Our Place...Our Future

What can you do?

There are many ways that individuals can get involved and help to Develop our Built Environment by:

- Participating in planning for the future of the area.
- Using public transport, cycleways and walkways where appropriate.
- Rehabilitating contaminated sites for recreational use and development.
- Continuing to be 'proud' of your suburb, street, village or locality.
- Shopping locally to strengthen our local economy.
- Being active, using cycleways and walkways to travel to work, school and between facilities.
- Getting involved in heritage projects in your town or village.
- Getting involved in community arts projects in your town or village.
- Investing and developing adaptable and affordable housing options that cater to the needs of the community.
- Making use of community parks and recreation areas for family outings.
- Making use of the JM Robson Aquatic Centre for family outings.
- Using public transport, cycleways and walkways to get around.
- Ensuring that you comply with system operations requirements.
- Installing rainwater tanks.



Links to State Priorities

- Reduce travel times
- Improve road safety
- Invest in critical infrastructure
- Build liveable centres.
- Secure potable water supplies
- Enhance cultural, creative, sporting and recreation opportunities
- Ensure NSW is ready to deal with major emergencies and natural disasters.

Links to Premiers Priorities

- Creating jobs
- Building infrastructure.

Links to Draft Central West and Orana Regional Plan

Direction 1.1 - Grow the economic potential of the agribusiness sector.

Direction 1.2 - Transform the region's manufacturing sector through advanced and value-add manufacturing opportunities.

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Direction 4.1 - Manage growth and change in the region's settlements.

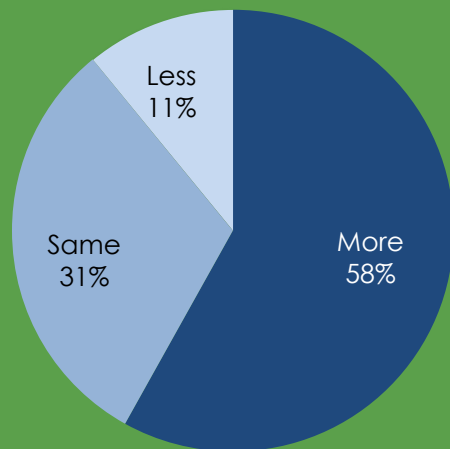
Direction 4.3 - Increase and improve housing choice to suit the different lifestyles and needs of the population.

Direction 4.4 - Enhance community access to jobs and services by creating well-connected places designed to meet the needs of a regional community.

Enhancing our Natural Environment

Should there be less, the same, or more focus in terms of Council investment, resourcing or advocacy in this area?

N=405



Source: Community Strategic Plan Research - Micromex Research - January 2017 p21

Planning our natural environment

Planning to conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

Our natural environment programs

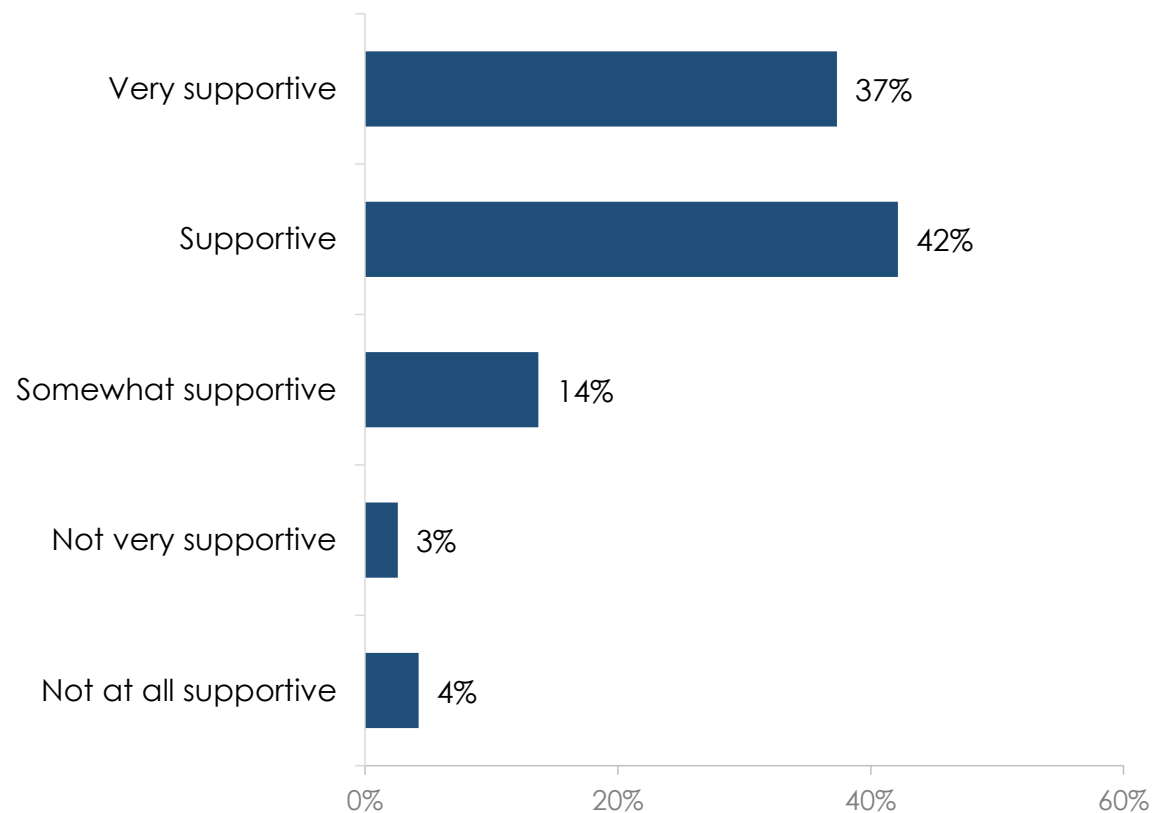
Working together to enhance, manage and maintain the Lithgow region's distinct and exceptional natural environment for the enjoyment of current and future generations.

The Lithgow local government area contains a unique and diverse environment that is a significant lifestyle, community and economic asset for the area. This theme is responsible for:

- Supporting biodiversity;
- Planning for future impacts of climate change and population expansion; and
- Pursuing innovative and ecologically sustainable policies and approaches to development and community living.

Community Support

In 2016, Micromex Research surveyed 405 residents across the Lithgow LGA to ascertain support for the themes within the Community Strategic Plan. *“Whilst still attracting a ‘high’ level of interest, with 93% lending their support to this theme – 37% giving the top rating – and 58% advocating more resources be assigned, ‘Enhancing Our Natural Environment’ received the lowest level of support and suggested investment’*



Our Place...Our Future

Values, Strengths and Challenges

In 2016, Council engaged Micromex Research to undertake a visioning workshop with the new Council to identify the key values, strengths and challenges of the Lithgow Council area, establish how these fit within the Community Strategic Plan (CSP) and propose projects and ideas to support and address these issues.

Under the key theme of 'Enhancing our Natural Environment' the most valued aspect of the Lithgow area is considered to be the 'location providing a rural lifestyle in a beautiful area whilst still being within relatively close proximity to Sydney'. The Natural Environment and heritage were listed in the top 4 values with "clean air, low noise, not traffic and location - scenic attraction being listed as attributes to be valued.

Growth potential (availability of land), tourism, location, natural environment and heritage and the rural lifestyle were seen as strengths. However, environmental management was seen to be the greatest challenge for Lithgow over the next 10 years in this area. (Micromex 2016:6).

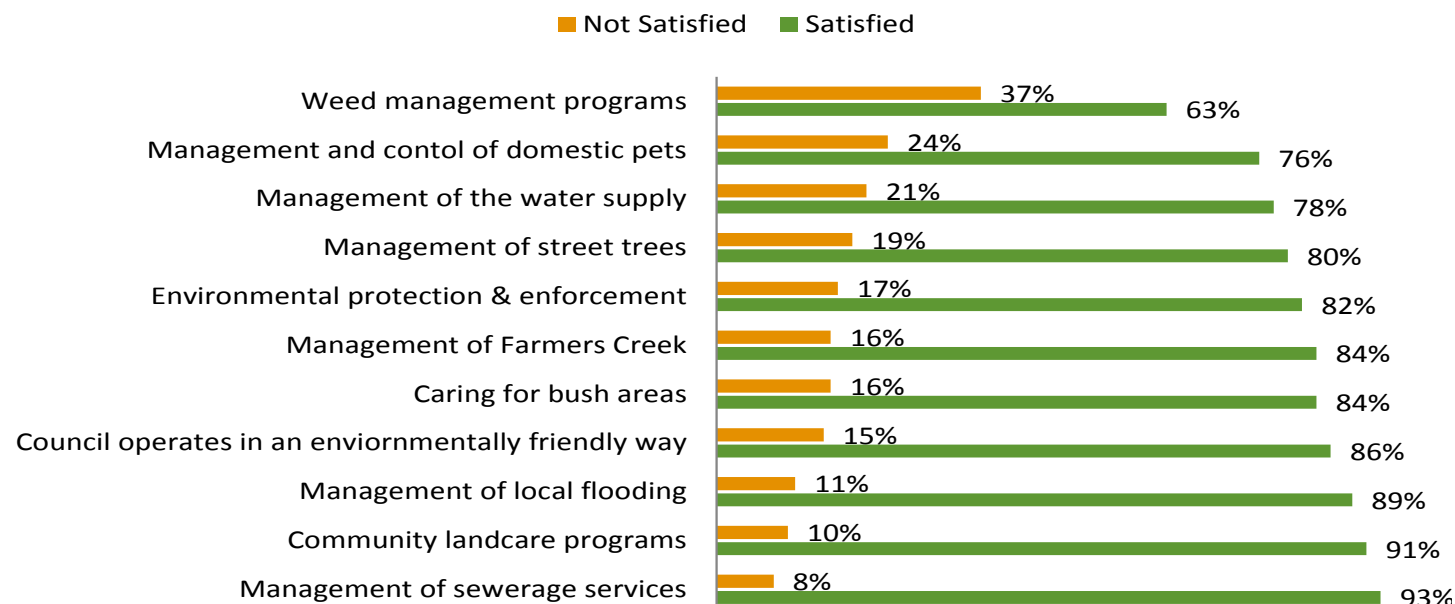
Community Opportunity 1

Develop a marketing strategy on how Lithgow plans to attract more tourists to the area and create a hub for visitors to the Blue Mountains region. this could include a survey of non-residents to gauge the perceptions that people have of Lithgow, and what events/incentives would encourage them to visit.

In the Community Satisfaction Survey (April 2016), 407 residents from across the local government area were surveyed and asked to rate their level of satisfaction with Environmental Services conducted by Council. The table below shows that residents are least satisfied with Councils' Weed Management Programs. This is an area for further investigation to gain a greater understanding of community expectation in this area. In the Lithgow LGA, management of roadside weeds and noxious weed control on private property is predominately undertaken by Upper Macquarie County Council. Council's weed management program includes:

- Weed and willow control in Farmers Creek.
- Revegetation and weed removal as part of the Reserve Management Program.

Environmental Services



The Councillor Visioning Workshop (Nov2016) identified the following projects to support/address strengths and challenges. The community was asked the questions “can you think of any priorities that should be considered in terms of ‘Enhancing our Natural Environment?’” in the Community Strategic Plan Survey undertaken in December 2016 (see Community Priorities Table).

Protection

- Identify vulnerable natural areas within Lithgow and ensure its protection.
- Protect the natural environment from any adverse effects from development within the area.

Promotion

- Complete and utilise the outcomes for the Hassans Walls Reserve Plan of Management.
- Use Lithgow’s beautiful environment as a marketing tool for attracting tourists.

Important note:

When reading the Community Strategic Plan it is important to remember that while Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

Community Priorities

	N = 405
Preservation/Maintenance of the environment	14%
Promoting Lithgow for tourism	6%
Plant more trees	5%
More walking/bike tracks	3%
More waste control	3%
More natural parks	2%
Upkeep the more rural areas of the community	2%
Keep the road network maintained	2%
Preservation and maintenance of historical and heritage buildings.	2%
Nothing/don't know	58%

Source: Community Strategic Plan Research Report - Micromex Research 2017:p24. Responses of fewer than 20% are detailed in Appendix A of this report which is available online at council.lithgow.com

Our Place...Our Future

NE1 - We use our resources wisely

Ref	Outcome	Benefits	Measure
NE1.1	Reduce, reuse and recycle our resources.	<ul style="list-style-type: none"> • Reduced waste to landfill. • Reduction in costs and extended life for existing resources. 	<ul style="list-style-type: none"> • Reduction per capita of tonnes of waste to landfill. • Number of waste reduction education programs undertaken. • Number of items deposited at the Recycling Centre for the E-Waste Recycling program.
NE1.2	Implement total water cycle management practices.	<ul style="list-style-type: none"> • Reduced water consumption per capita. • Stormwater Drainage Network upgraded. • Cost and resource use efficiencies. • Our waterways are protected. 	<ul style="list-style-type: none"> • Number of actions implemented from the Best Practice Management Plans. • Development of a Flood Strategy for the Vale of Clwydd Creek. • Channel improvement of the Vale of Clwydd Creek is undertaken in line with a long-term voluntary acquisition program. • Increased use of alternative water sources. • Improved standards of water quality in our waterways. • Reduce consumption of potable water by 10% per capita.
NE1.3	Provide environmental leadership through responsible natural resource management, legislative compliance and working cooperatively with the community, relevant environmental authorities and alliances.	<ul style="list-style-type: none"> • Reduced risk of disease • Our waterways are protected • Cost and resource use efficiencies. 	<ul style="list-style-type: none"> • Reduction in the number of failing on-site sewage management systems. • Compliance with Environment Protection licences.

NE2 - We understand the environment.

Ref	Outcome	Benefits	Measure
NE2.1	Our natural environment is improved and protected.	<ul style="list-style-type: none"> • Improved air quality. • Biodiversity is protected and enhanced. • Environmental and noxious weeds are managed responsibly. • Carbon emissions are reduced. • Community satisfaction. 	<ul style="list-style-type: none"> • Number of coal and wood heaters replaced with alternative heating. • Lobbying undertaken for the extension of natural gas to Portland. • Compliance with Air quality Standards. • Increased vegetation canopy and the quality of landscaping in the urban areas of the LGA. • Increased use of alternative energy sources. • Number of identified threatened plant and animal species. • Endangered Ecological Communities and National Endangered Ecologic Communities protected. • Compliance with environmental assessment requirements. • Lobbying for greater powers and increased funding for the Upper Macquarie County Council. • Number of businesses in the LGA with 'Green Credentials'. • Number of new 'alternative energy' businesses. • Council's status as a 'green employer' promoted.

Our Place...Our Future

NE2 - We understand the environment

New Ref:	Outcome	Benefits	Measure
NE2.1	Minimise negative impacts on the environment.	<ul style="list-style-type: none">• The community is satisfied with our environmental management.• Retention of our natural environment.• The community is satisfied with our environmental management.	<ul style="list-style-type: none">• Compliance with environmental protection licences.• Fulfil Council's appropriate regulatory authority responsibilities under the Protection of the Environment Operations Act.• Degraded lands and abandoned or disused industrial sites are improved and made suitable for their intended use.• Number of identified natural heritage items.• Consultation undertaken with local indigenous groups on indigenous heritage matters.



What can you do?

There are many ways that individuals can get involved and help to Enhance our Natural Environment by

- Participating in planning for the future of the area.
- Using public transport, cycleways and walkways to get around.
- Reducing consumption of energy, fossil fuels and water and considering alternative resources.
- Educating each other (family, neighbours, colleagues etc) on environmentally sustainable living practices and reducing our environmental footprint.
- Rehabilitating contaminated sites for recreational use and development.
- Taking ownership of our natural environment and protecting its resources, including our waterways and bushland areas through responsible practices.
- Retaining vegetation and trees on private property.
- Volunteering with local environmental community groups to make a difference to environmental management.
- Participating in community planting days in your area.
- Reducing waste through reusing and recycling.
- Identifying and respecting indigenous and natural heritage sites.
- Installing rainwater tanks.

Links to State Priorities

- Protect our natural environment
- Increase opportunities for people to look after their own neighbourhoods and environments
- Make it easier for people to be involved in their communities
- enhance cultural, creative, sporting and recreation opportunities
- Ensure NSW is ready to deal with major emergencies and natural disasters.

Links to Premiers Priorities

- Tackling childhood obesity
- Building infrastructure
- Keeping our environment clean.

Links to Draft Central West and Orana Regional Plan

Direction 3.1 - Protect regionally important agricultural land.

Direction 3.2 - Protect the region's mineral and energy resources.

Direction 3.3 - Manage competing and conflicting interests in agricultural, mineral and energy resource areas to provide greater certainty for investment.

Direction 3.4 - Manage and conserve water resources across the region.

Direction 3.5 - Protect and manage the regions Environmental assets.

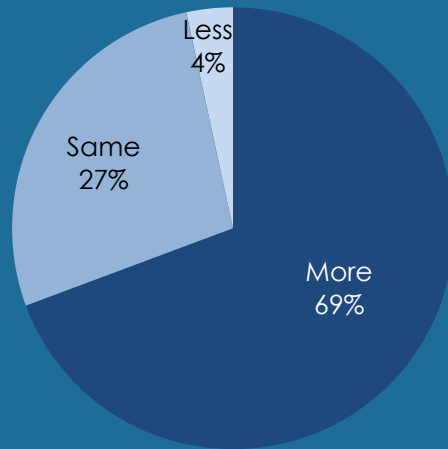
Direction 3.6 - Protect people, property and the environment from exposure to natural hazards and build resilient communities.

Our Place...Our Future

Responsible Governance & Civic Leadership

Should there be less, the same, or more focus in terms of Council investment, resourcing or advocacy in this area?

N=405



Source: Community Strategic Plan Research - Micromex Research - January 2017 p27



Planning our council

Ensuring integrated corporate plans that set the long term direction for the local government area and Council.

Our council programs

A Council that focuses on strong civic leadership, organisational development and effective governance with an engaged community actively participating in decision making processes affecting their future.

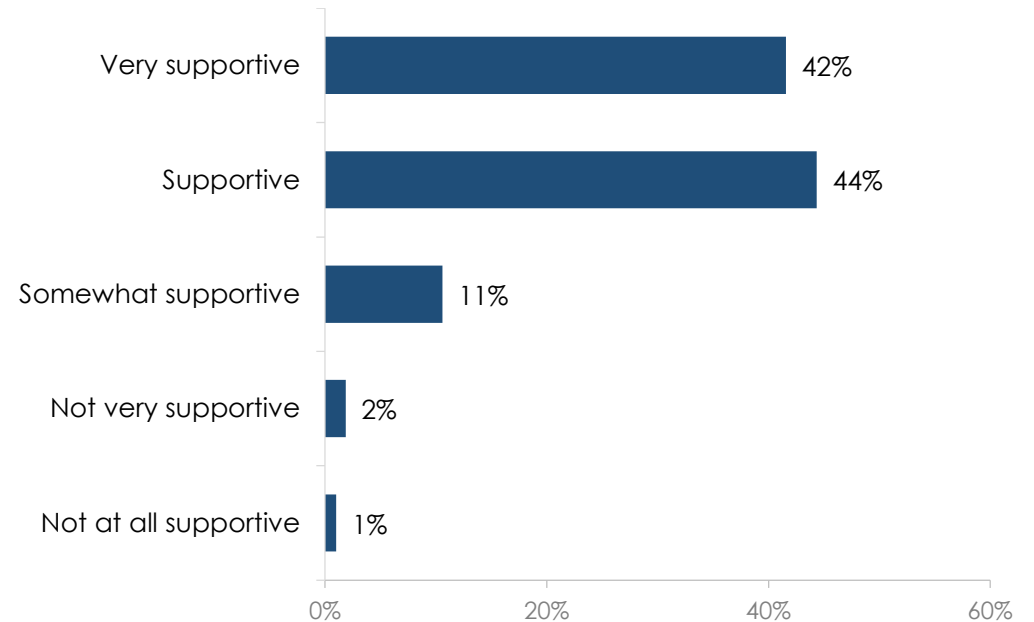
Leadership, in practice, must involve engagement and can involve making hard decisions, often balancing a number of different interests, including the role of the local government area in the wider regional and international communities. This theme is responsible for:

- Excellence in leadership;
- Governance;
- Community engagement; And
- Asset and resource management.

In offering optimistic united leadership, Council acknowledges the financial and legislative limitations within which it works.

Community Support

In 2016, Micromex Research surveyed 405 residents across the Lithgow LGA to ascertain support for the themes within the Community Strategic Plan. *“42% were ‘very supportive’ of the ‘Responsible Governance and Civic Leadership’ theme, with 69% advocating more focus in this area’*



Values, Strengths and Challenges

In 2016, Council engaged Micromex Research to undertake a visioning workshop with the new Council to identify the key values, strengths and challenges of the Lithgow Council area, establish how these fit within the Community Strategic Plan (CSP) and propose projects and ideas to support and address these issues.

Support for the key theme of 'Responsible Governance and Civic Leadership' was strong across all demographics. 24% of residents surveyed (n=405) feel 'there should be more 'consultation/interactions/transparency with the community'. (Micromex 2016:6).

The community was asked "Can you think of any priorities that should be considered in terms of Responsible Governance and Civic Leadership"? The top 7 responses are listed in the table below:

	N = 405
Consultation/interaction/transparency with the community	24%
Council needs to work as a team	17%
Councillor's skills should be appropriate for their role	8%
Appropriate Councillor behaviour towards community and co-workers.	7%
Better efficiency within the council	5%
Making council meetings more available to the public	2%
nothing/don't know	26%

In December 2016, Council received a Notice of intention to issue a performance improvement order to Lithgow City Council under section 438A of the Local Government Act 1993. In response, Council engaged Morrison Low to undertake a full review of Long-Term Financial Plan and develop an Improvement Plan to ensure Council is Fit for the Future. These documents form part of Council's Resourcing Strategy within the Integrated Planning and Reporting Framework. The Implementation Plan has been incorporated into the 2017/18 Operational Plan.

Both the Councillor Visioning Workshop and Morrison Low have identified the need for Council to undertake a review of Council's property portfolio with a view to selling surplus land/properties to enable funds to be used for identified projects.

Community Opportunity 5

Assess Council assets to see whether development opportunities could be created by selling unused land within the centre of Lithgow. The sale of surplus land/properties would also create a reserve of funds for the LGA that could be used to support the projects and plans highlighted within this report. .

Important note:

When reading the Community Strategic Plan it is important to remember that while Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

The Councillor Visioning Workshop (Nov2016) identified the following projects to support/address strengths and challenges. The community was asked the questions “can you think of any priorities that should be considered in terms of ‘Responsible Governance and Civic Leadership?’” in the Community Strategic Plan Survey undertaken in December 2016 (see Community Priorities Table).

Advocacy

- Advocate on behalf of Lithgow to the Federal Government for improved transport and health services.
- Continue to present at the Regional Living Expo.

Employment

- Make Lithgow Council one of the major employers of the area.
- Create internal employment opportunities, such as traineeships and apprenticeships.

Communication

- Ensure communication to the community is open and accessible, e.g. pop-up stores, online.

Community Priorities

	N = 405
Consultation/interaction/transparency with the community	24%
Council needs to work as a team	17%
Councillors’ skills should be appropriate for their role	8%
Appropriate Councillor behaviour toward community and coworkers	7%
Better efficiency within the Council	5%
Making council meetings more available to the public	2%
Nothing/don’t know	46%

Source: Community Strategic Plan Research Report - Micromex Research 2017;p28. Responses of fewer than 20% are detailed in Appendix A of this report which is available online at council.lithgow.com

Our Place...Our Future

GL1 - Our council works with the community

New Ref:	Outcome	Benefits	Measure
GL1.1	Our community is involved in the planning and decision making processes of Council.	<ul style="list-style-type: none"> • Growth and development is managed sustainably. • Plans that set the long term direction for the LGA and Council are integrated. • Council processes are open and transparent. • More people in the community are pro-active participating in Council engagement activities. 	<ul style="list-style-type: none"> • Current plans are reviewed and monitored. • New plans and strategies are developed in line with the community's needs. • Identified targets are implemented and achieved through the Delivery Program and Operational Plan. • Compliance with Best Practice Management of Water Supply and Sewerage Guidelines. • The business of Council is conducted in an open and democratic manner.

GL2 - Moving towards a sustainable council

GL2.1	Revenue opportunities, costs savings and/or efficiencies are achieved.	<ul style="list-style-type: none"> • More financially viable Council resulting in improved asset management. • Council has a reputation for sound financial management. • A Council that is Fit for the Future. • A sustainable and progressive Council. 	<ul style="list-style-type: none"> • Annual review of fees and charges to ensure commercial competitiveness. • Internal auditing programs implemented. • Councils statutory responsibilities are managed. • Adequate levels of stock for internal supply to operational programs is maintained. • Financial and other alliances are developed with other local Councils and CENTROC. • Legislative reporting requirements are completed within the required time frames. • Council properties and assets are managed to maximise economic benefit. • Funding from other levels of government. • Development contributions are responsibly managed.
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GL2 - Moving towards a sustainable council

New Ref:	Outcome	Benefits	Measure
GL2.2	Use modern operating systems and apply contemporary practices.	<ul style="list-style-type: none"> • Increased efficiencies and higher staff satisfaction. • A Council that is Fit for the Future. • A sustainable and progressive Council. 	<ul style="list-style-type: none"> • Work together to interweave and optimise the sharing and coordination of Council resources and information. • The integrity and security of Council's records is maintained. • Access to Council's records is provided. • Information which Council collects is used lawfully and for the purpose it was collected. • Information systems are secure and well managed. • Development applications processes are efficient • Council's fleet of plant and equipment is maintained.
GL2.3	Provide effective risk and safety practices.	<ul style="list-style-type: none"> • Reduced incidents. • Lower insurance premiums and related costs. 	<ul style="list-style-type: none"> • Insurance coverage of Council's activities and assets is current. • Council's risk is managed.

Our Place...Our Future

GL3 - We are all valued citizens

New Ref:	Outcome	Benefits	Measure
GL3.1	We provide prompt, knowledgeable, friendly and helpful advice.	<ul style="list-style-type: none"> Councillors are supported in their role. There are more people in the community who consider Council staff friendly and helpful. 	<ul style="list-style-type: none"> Councillors are supported in their role. Communication between Council and the community is open and effective. Ensure efficient customer service standards.
GL3.2	Responsive and efficient services.	<ul style="list-style-type: none"> Increased community satisfaction with Council's customer service. 	<ul style="list-style-type: none"> An efficient and effective 'One-Stop-Shop' for the processing of customer enquiries, complaints and business transactions. Efficient and timely responses to customer correspondence. The level of service provided to internal and external customers is continually monitored and reviewed. Development assessment information is readily available.
GL3.3	Encourage a motivated and adaptive workforce.	<ul style="list-style-type: none"> Council is regarded as an employer of choice within the community. High staff retention with a proactive workforce. 	<ul style="list-style-type: none"> Number of actions from the Workforce Plan implemented.



What can you do?

There are many ways that individuals can get involved and ensure Responsible Governance and Civic Leadership by:

- Participating in planning for the future of the area.
- Talking to your local councillors about your ideas and suggestions for improving the local government area.
- Attending Council meetings.
- Participating on a Council Advisory Committee as a community representative.
- Participating in community forums, information sessions and surveys to provide feedback on policies, processes and to develop strategies for the future growth and development of the local government area.
- Regularly visiting Council's websites and social media pages, reading local media and joining our Council Connections e-mail list to keep up to date with Council's activities.
- Providing input into Council's financial planning as part of the development of the four-year Delivery Program and annual Operational Plan process.
- Promoting the benefits of working at Council as an employee.
- Utilising information systems and processes to engage with Council effectively.

Links to State Priorities

- Restore confidence and integrity in the planning system.
- Restore trust in State and Local Government as a service provide.
- Improve government transparency by increasing access to government information.
- Involve the community in decision making on government policy, services and projects. .

Links to Premiers Priorities

- Driving public sector diversity.
- Improving government services.

Links to Draft Central West and Orana Regional Plan

Working together to interweave and optimise the sharing and coordination of Council resources and information will ensure that the development of new plans and strategies not only benefit the Lithgow LGA but that they are linked to the four goals identified in the Draft Central West and Orana Regional Plan 2016.

Goal 1 - A growing and diverse regional economy.

Goal 2 - A region with strong freight transport and utility infrastructure networks that support economic growth.

Goal 3 - A region that protects and enhances its productive agricultural land, natural resources and environmental assets.

Goal 4 - Strong communities and liveable places that cater for the region's changing population.

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Twitter: [@LithgowCouncil](https://twitter.com/LithgowCouncil)

