

A YEAR IN REVIEW



Lithgow
CITY COUNCIL

2017-2018
annual report

OUR PLACE, OUR FUTURE

Message from the Mayor

Councillor Ray Thompson



It gives me great pleasure to present the 2017/18 Annual Report. This report shows the commitment of the Council and its employees to ensuring the long-term sustainability of the Lithgow LGA.

At the end of 2016, we were pronounced 'not fit for the future'. Since then, Council has adopted a strategy for ensuring the future of Lithgow Council and 25 of the 37 Fit for the Future Actions have been implemented. This is a significant achievement and shows the dedication of Council's Management Team to ensuring that Lithgow Council is a viable and safe place for its employees and the community it represents.

Having been a Councillor for 10 years now, I know that plans developed by Council for progressing the future of Lithgow often take a number of years to come to fruition and it can appear as if Council is stalling or getting nowhere.

So, it's exciting to see major projects such as the Portland Sewerage Treatment Plant completed. This plant not only meets environmental standards but allows for the future growth of Portland; a town which is changing its image and becoming the cultural and arts centre of the Lithgow area.

Expressions of Interest have been called for the detailed design of the Cullen Bullen Sewerage Scheme. This project will see significant environmental and health benefits for the community of Cullen Bullen where a high proportion of the on-site wastewater systems are failing. In addition, once complete, the scheme will allow for in-fill growth within the village boundaries.

In 2014, following extensive community consultation, Council resolved to allocate funding for the development of a concept design for an Adventure Playground at Endeavour Park, Lithgow. This exciting project, is now coming to fruition with construction scheduled for completion in December 2018. The Playground incorporates design features which highlight Lithgow's proud mining heritage and the beauty of the local environment. Universal design principles have been incorporated to ensure that people of all ages and abilities are able to enjoy this innovative play space and parkland.

This annual report is not just a progress report on Council's annual works program. It shows the diversity of projects and programs Council provides to ensure the health and wellbeing of its community and future growth of the local government area.

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Annual Financial Statements 2017/18 are available under separate cover on www.council.lithgow.com/ipr

LITHGOW

AT A GLANCE

AREA: 4,567KM²
POPULATION: 21,524 ERP 2016
POPULATION DENSITY:
 0.5 PERSONS PER HECTARE



45 is our Median Age



9% of residents were born overseas



5.7% of residents are Aboriginal and Torres Strait Islander decent



20% of the population are older couples without children



23% of the population are couples with children

3% of residents speak a language other than english at home

\$1.24 billion
 GROSS REGIONAL PRODUCT



1,329 local businesses
9,038 local jobs
9,097 employed residents

13
 Schools

10 Primary Schools
2 High Schools
1 Central School

Plus **1** TAFE &
2 Universities



2% of residents attend University



8.41%
 Unemployment

Mining is our largest industry



Median weekly household income is **\$987**



27% Households have a mortgage & the median weekly mortgage repayment is **\$324**



10% of housing is Medium and high density housing



23% of households are renting & the Median weekly rent is **\$231**

YOUR council



Employs **185.2** FTE which equals **8.5** FTE per 1,000 residents. Total employee costs per 1,000 residents is **A\$749k**

Source: <http://council.lithgow.com/community-profile/> and Local Government Performance Excellence Program FY17 Report (Dec 2017).

Who are we?

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 4,567 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.

Lithgow was previously 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 as well.

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.

Recognising Aboriginal Custodians

Lithgow City Council recognises that the Indigenous people and communities have a special connection with the land in ways that are often not fully appreciated nor fully understood by the wider community. Lithgow City Council will use consultative and participatory processes that are appropriate and relevant to Indigenous people in order that the views of Indigenous people are heard in relation to matters that may have an impact on their culture and heritage.

Lithgow City Council recognises the contribution that Indigenous people may make and of the damage that may be caused to Indigenous culture and heritage from planning decisions and resultant actions.

The objectives of Policy 4.8 - Consultation with Indigenous People aim to:

- Establish a policy for Council's consultation process in relation to matters that affect the Indigenous communities and groups, Indigenous heritage values and places of Indigenous significance.
- Have documented policies and procedures for managing strategic planning and development assessment processes and other community engagement processes in relation to Indigenous cultural heritage values.
- Improve the protection and management of identified Indigenous sites and cultural values within Lithgow LGA so that the relationship between the Indigenous people and those values is maintained.
- Improve the recording of Indigenous cultural heritage values within Lithgow LGA.
- Engage Indigenous people in relation to Council planning processes that have an impact on Indigenous cultural heritage values.
- Ensure communication and coordination between the Indigenous community, Council and others involved in matters that affect the Indigenous community and Indigenous cultural values.
- Improve awareness within Council of the Indigenous community and their cultural heritage and to improve awareness within the Indigenous community of Council processes and the planning process in general.
- High standards of Indigenous cultural heritage assessment are established within Council.

Introduction

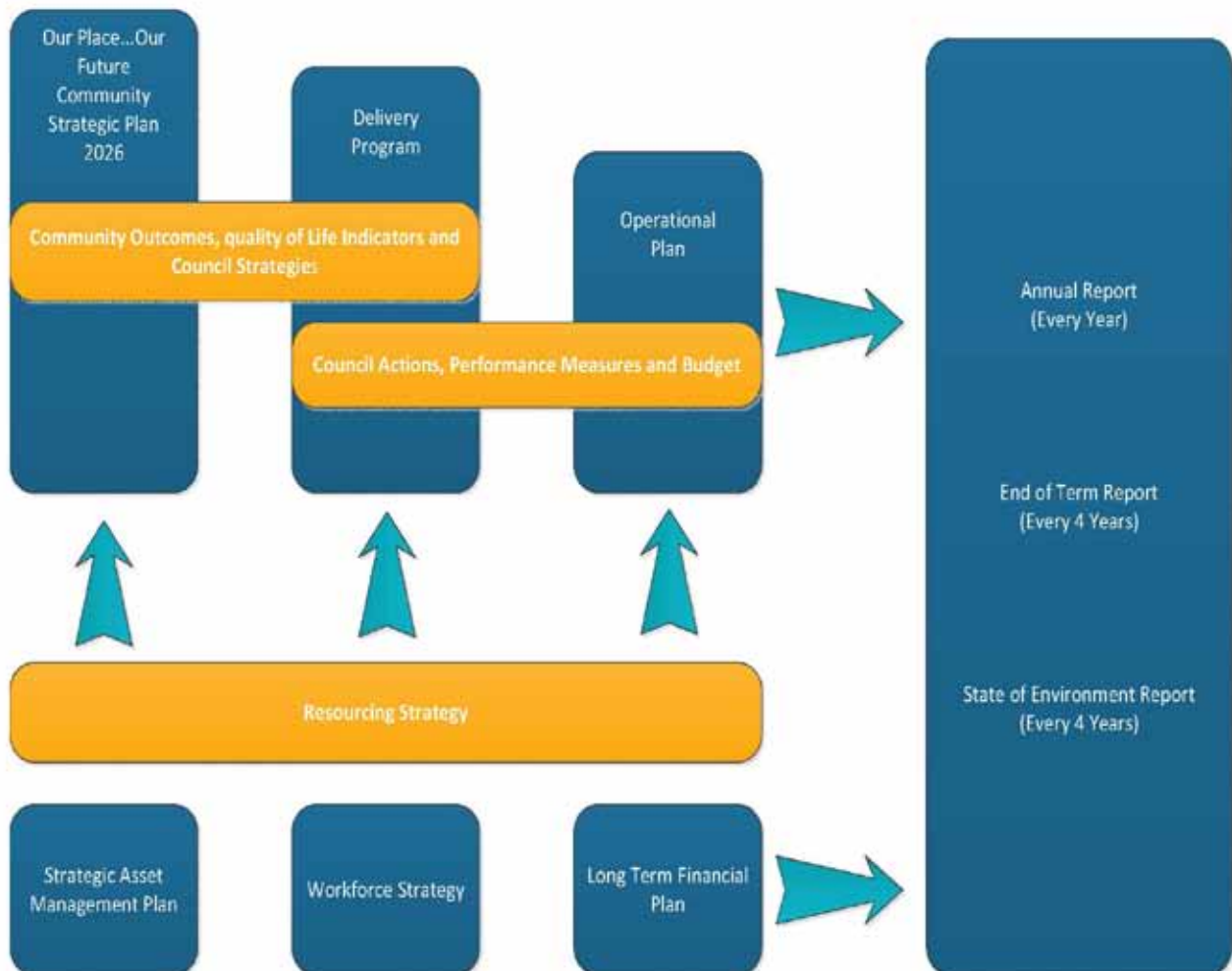
Lithgow City Council is pleased to present its Annual Report for 2017-18. This report has been developed for our community, to share our progress over the past financial year. It provides a summary of the achievements we have made in working towards the Community Strategic Plan.

This report summarises our activities under each of our key themes:

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

It provides an overview of Council's financial position, operations and progress, and is prepared in accordance with the *Local Government Act, 1993*.

Audited financial statements are provided under separate cover and available for downloading from Council's website www.council.lithgow.com/ipr.



Strategic Direction

The Community Strategic Plan identifies the following shared community vision statement that the Lithgow local government area is

“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

- To plan and provide quality community and recreational facilities and services for a healthy, vibrant and harmonious community.
- Working together to support, celebrate and expand the social and cultural diversity of our community, whilst promoting healthy, active lifestyles in a safe environment.

STRENGTHENING OUR ECONOMY

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

DEVELOPING 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 LGA.
- 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.

ENHANCING OUR NATURAL ENVIRONMENT

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

RESPONSIBLE GOVERNANCE AND CIVIC LEADERSHIP

- 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.

Engaging our Community

Council meetings

During the reporting period, Lithgow Council resolved to meet on the fourth Monday of each month. Min117-235 (14/8/17), in the Council Chambers, 180 Mort Street, Lithgow to consider matters requiring a decision by Council.

Council meetings were open to the public except on occasion when there was a discussion of confidential items such as sensitive legal or commercial matters.

Business Papers were made available on the Friday before each Council meeting at Council's Customer Service Centre and on the website at www.council.lithgow.com.

Participation in Decisions

Residents have the opportunity to address the Council at each council meeting as part of the Public Forum. This may include any matter listed for discussion at the meeting, or any other matter with appropriate notice.

Council's decisions are implemented by Council's staff under the leadership and direction of the General Manager.

Section 355 Committees

Council has a number of committees made up of Councillors, Council Officers and members of the community who act in an official capacity on behalf of Council within the confines of the charter of the committee. Advisory committees provide advice to Council on specific subjects such as environmental or youth issues.

In addition to this Council appoints or convenes temporary working parties or task forces that assist in the development of short term projects, providing professional advice and community input. During the reporting period Council had two Taskforces, the Mining Taskforce and the Mayors Mental Health Taskforce.

Community Engagement

During 2017/18, Council changed the way we engaged with the community. We implemented the Have Your Say website; www.haveyoursay.lithgow.com. This website was developed as a portal to drive community input into the development of Council plans and strategies.

2018/19 Draft Operational Plan

Utilising the Have Your Say website and social media platforms enabled Council to reach a larger section of the community during the exhibition period for the 2018/19 Draft Operational Plan. Videos of the Mayor and Divisional Managers providing information on the proposed Capital Works Programs, projects and initiatives to be undertaken in 2018/19, along with information on Council's proposal to apply for a Special Rate Variation to commence in 2019/20 were published on the website. Fact sheets were developed on key works programs and Council was also able to develop fact sheets during the exhibition period in response to community interest.

In previous years Council had undertaken a ‘village roadshow approach’ to consultation and held community meetings in villages throughout the LGA. In 2017/18, in conjunction with a concerted online campaign, media campaign and radio advertising Council conducted one ‘drop in’ session in Cook Street Plaza for members of the community to talk to Senior staff and Councillors about the Draft Operational Plan and other matters of interest or concern.

This format proved highly successful with Council reaching a broader audience and receiving informed submissions against the Draft Operational Plan for consideration.

Volunteer Working Parties

Council convened three (short-term) Volunteer Working Parties to assist the Economic Development Committee in researching and developing policy and strategies on a range of economic development initiatives including:

- Tourism and Events - investigating issues for exploration including the identification of a relevant and effective model for a Lithgow tourism entity and the research and development of an events framework to complement existing events in the Lithgow tourism Calendar; And
- Decline in Retail – National, International & Local - investigating the global trend in the decline of the Retail Sector. The Lithgow Local Government Area has not been immune to this. In order to implement strategies to assist retail businesses, Council needs to understand why the retail sector at International, National and Regional levels has been subject to change over the last few years. the working party assisted Council in identifying the causes through research and reporting back in the context of a large amount of commentary already existing on this subject.

Council’s role

To clarify the role and relationship with government and other bodies in providing infrastructure, facilities and services, the following descriptors apply:

Leader	Providing direction through planning policy.
Provider	Providing services and infrastructure.
Regulator	Of development, community health and safety and the environment.
Partner	With the community, government and private organisations.
Facilitator	To Bring together Local, State and Federal Governments, private and community objectives to achieve the best outcomes.
Advocator	on behalf of the local community.
Purchaser	or buyer of services or products.
Broker	Sourcing public or private funds to provide services or infrastructure.

Community Financial Report

Fit for the Future

On 6 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' from the, then Minister for Local Government, the Hon. Paul Toole, MP.

The Minister identified the following reasons for issuing the Notice:

1. The reassessment of Council's *Fit for the Future* (FFTF) proposal by the Office of Local Government identified a failure by Council to follow the principles of sound financial management with respect to ensuring that Council's forecast spending is responsible, sustainable, aligning general revenue and expenses.
2. Council had reported annual deficits in its financial statements over the past five financial years, and consistently forecasted deficits in its Long Term Financial Plan (LTFP) for the next ten years until 2024-2025.
3. Council's FFTF reassessment proposal forecast to meet the financial sustainability criteria relied heavily on two proposed Special Rate Variations (SRV's). Council did not have a documented strategy to meet its forecast operating performance ratio to ensure its long term financial sustainability which did not include a SRV.
4. Following IPART's determination that Council is 'not fit', Council did not provide substantive evidence of strategies implemented since the IPART review to move Council towards long term financial sustainability.
5. Following re-assessment by the Office of Local Government against the IPART Criteria, it was identified that financial sustainability ratios forecast in Council's FFTF reassessment submission (General Fund) did not align with the ratios forecast in Council's LTFP (Consolidated Fund).

Moving Forward

In response, Council engaged the services of specialist consultants, Morrison Low to develop a Performance Improvement Plan that would position Council for a sustainable future by:

- Reviewing and developing Council's Long Term Financial Plan (LTFP) to incorporate a Fit for the Future improvement plan and strategies.
- Reviewing Council's Asset Management Plan and Special Schedule 7.
- Preparing a Financial Management Maturity Assessment to understand Council's Financial Management Maturity Status and developing an Improvement Plan with specific priority actions.

This work was completed as part of Council's Integrated Planning and Reporting Framework (IPR). Following community consultation of the draft Integrated Planning and Reporting Framework suite of documents process during the exhibition period of all document in May/June 2016, documents were reported to Council and the Office of Local Government within the required timeframe of 30 June 2016.

The work undertaken by Morrison Low to position Council for a sustainable future provides a range of long term benefits and value for Council and the community in the form of:

1. A robust financial plan with improvement options for longer term sustainability.
2. An opportunity for Council to provide improved services to the community.
3. Good practice financial management governance, procedures and process.
4. It satisfies the additional Integrated Planning and Reporting requirement for the Asset Management Plan and asset service levels.
5. Building confidence in the community that Council is financially sustainable to deliver on the Community Strategic Plan outcomes, key programs and projects.
6. Meeting all statutory obligations and being in a position to maintain stewardship of the community's resources.
7. Ensuring transparent annual planning and quarterly reporting processes through the IPR Framework which shows the implementation of the Performance Improvement Plan.

Morrison Low identified 37 recommendations as part of the Financial Management Maturity Assessment for Council to investigate and implement. An Internal Finance Committee made up of representation from across Council met weekly to review the Business Improvement processes identified. Progress was reported monthly to the Office of Local Government.

During 2017/18, Council undertook asset renewal expenditure across all asset classes as part of the Financial Management Improvement plan and Financial Management Maturity Assessment. Implementation of the Financial Improvement plan is ongoing, with Council completing 25 of the 37 actions.

INFRASTRUCTURE IMPROVEMENTS

Year	Project	Grants \$
2016/17	Portland Sewerage Treatment Plant Upgrade	7,147,259
	Landfill Consolidation Grant - NSW Environmental Trust (EPA)	6,493
	Community Recycling Centre (CRC) - NSW Environmental Trust	133,706
	Community Building Partnership - All Abilities Round About	16,000
	Roads to Recovery Program	1,585,252
	NSW War Memorial Grant Program	8,595
2017/18	CBD Revitalisation	652,275
	BlackSpot - Hartley Valley Road	362,643
	CCTV Tony Luchetti Showground	10,000
	Blast Furnace	1,298,050
	Adventure Playground	343,962
	Lithgow Tennis Courts	36,006
	Lithgow Basketball Courts	74,315
	Portland Sewerage Treatment Plant	652,714

Rates and charges written off

During the year, in accordance with Section 428 of the Local Government Act 1993 & Clause 132 of (General) Regulation 2005 Council abandoned \$3,235.92 in rates and charges.

- Pensioner rebate \$863,743.85
- Postponed rates - Nil
- Other rates & charges \$73,164.65

Financial ratios

Council's financial position can be measured by the results of the Industry Key Financial Ratios. The Key Ratios concerning Council's financial position are listed below.

Operating Performance Ratio	Benchmark	2014/15	2015/16	2016/17	2017/18
Measures Council's achievement of containing operating expenditure within operating revenue.	0%	-3.73%	-7.75%	4.18%	-1.99%
Unrestricted Current Ratio	Benchmark	2014/15	2015/16	2016/17	2017/18
Measures the adequacy of working capital and its ability to satisfy obligations in the short term as they fall due	1.5%	3.01	4.08	2.72	1.81
Own Source Operating Revenue Ratio	Benchmark	2014/15	2015/16	2016/17	2017/18
Measures Council's degree of reliance on external funding sources such as operating grants and contributions.	60%	55.84%	67.23%	64.90%	73.97%
Debt Service Ratio	Benchmark	2014/15	2015/16	2016/17	2017/18
Measures availability of operating cash to service debt including interest, principal and lease payments.	2	3.53	2.91	5.45	4.49

Note: Ratios for 2017/18 are preliminary ratios and not audited ratios.

25 of 37 Fit for the Future Improvement Actions completed.

CARING FOR OUR COMMUNITY

Community Vision

- **To plan and provide quality community and recreational facilities and services for a healthy, vibrant and harmonious community.**
- **Working together to support, celebrate and expand the social and cultural diversity of our community, whilst promoting healthy, active lifestyles in a safe environment.**

Community Strategic Plan and Delivery Program Actions

CC1 We feel connected and supported

- **CC1.1 - Local indigenous and Cultural and Linguistically Diverse (CALD) communities are supported**
- **CC1.2 - We are responsive to the needs of an ageing population**
- **CC1.3 - We are a family friendly community**
- **CC1.4 - Assistance is provided to community groups and organisations.**
- **CC1.5 - Celebrate and grow volunteering**
- **CC1.6 - Improved quality of life for our youth**

CC2 There are services and facilities that suit our needs

- **CC2.1 - Increased awareness of local services and facilities**
- **CC2.2 - We provide a range of health services which meet the needs of the community**
- **CC2.3 - We provide learning opportunities which meet the needs of the community.**

CC3 - We feel safe

- **CC3.1 - Community safety and compliance is monitored**
- **CC3.2 - Crime prevention and safety strategies are actively promoted.**

CC1.1 Local Indigenous and Cultural and Linguistically Diverse communities are supported

Lithgow Declared Refugee Welcome Zone

On 23 October 2017, Council resolved to declare the Lithgow LGA a Refugee Welcome Zone. In his speech at the signing of the declaration, Mayor Lesslie said *"The declaration reflects a recognition that there are many people across the world, including in our own neighborhood, who through no fault of their own, are in desperate need of asylum and new opportunities for themselves and their families"*

The Refugee Welcome Zone Declaration is a commitment to:

- Welcoming refugees into our community,
- Upholding the Human Rights of refugees,
- Demonstrating Compassion for refugees and
- Enhancing cultural and religious Diversity in our community.

As per Council's Community Strategic Plan (CSP) CC1 – "We feel connected and supported", Council supports refugees and new arrivals in the following ways:

- Council hosts multiple citizenship ceremonies throughout the year, including on Australia Day.
- Council organises events and festivals to celebrate Harmony Day, Refugee Week and Social Inclusion each year.
- Council provides funding to community organisations through its Financial Assistance Scheme to support refugees and emerging communities.
- Works in partnership with community organisations to deliver local services that support the multicultural community in Lithgow.

Refugee Week @ Lithgow Library

Refugee Week 2018 from 17-23 June is a time when Australia celebrates the contribution of those who have come to Australia as refugees and people seeking asylum.

Throughout Refugee Week, in the community space at Lithgow Library, the following activities were held:

- A screening of a series of rolling film clips from the Red Cross and Amnesty International highlighting issues refugees face. This film was played on a loop throughout the week so that it could be viewed at anytime.
- An information session presented by the Red Cross called "What's the real situation faced by people seeking asylum?" was held on World Refugee Day. Topics covered included: who are people seeking asylum; what situations do they face; and what does Australia have to do with it? Come, join the conversation and participate in an engaging workshop.
- An art exhibition, organised by the Lithgow Asylum Seeker and Refugee Support Group was held throughout June.

Know your community organisations – Ahmadiyya Muslim Community

In June 2018, the Library promoted a display to provide residents with more information on the Ahmadiyya Muslim Community and the work that they do. As part of the exhibition a model of the Baitul Huda Mosque (House of Guidance) in Sydney was displayed in the foyer cabinet.

The Ahmadiyya Muslim Community is a dynamic, fast growing international revival movement within Islam. Founded in 1889, it spans over 200 countries with membership exceeding tens of millions.

Ahmadi Muslims all over the world are engaged in efforts to distribute millions of 'Peace' leaflets to Muslims and non-Muslims alike, host interfaith dialogue and peace symposiums, and present exhibitions of The Holy Qur'an, to present its true and noble message. These campaigns have received worldwide media coverage and demonstrate that Islam advocates peace, loyalty to one's country of residence and service to

CC1.1.1 Assistance provided to support the activities of local aboriginal and Cultural and Linguistically Diverse Organisations			
Performance Measure	Target	Achieved	Comment
NAIDOC Day held each year with participation of Council and other organisations.	100% complete	100%	See pages 15 and 26
Community Development Officer to provide assistance to Mingaan Aboriginal Corporation as required.	100% complete	100%	The Community Development Officer attended Mingaan Aboriginal Corporation meetings as required.
Harmony Day held each year with participation of council and other organisations.	100% complete	100%	See below Members of the CALD community also participate in the Lithgow-leles - a ukulele group hosted at the Libraries (see pages 26, 33-34)
CC1.1.2 Conduct and celebrate Naturalisation Ceremonies as required			
Naturalisation Ceremonies conducted	100% complete	100%	2 Naturalisation Ceremonies were held during 2017/18 at Eskbank House Museum; 16 August and 26 January.

Harmony Day 2018

Celebrating and supporting our cultural diversity

The Focus

To support the growing cultural diversity, Lithgow City Council works closely with the Multicultural community to organise a special event for Harmony Day each year.

The Response

This year, Harmony Day was celebrated on 19 March 2018 at the Lithgow Library and Learning Centre. The day included cultural performances, such as Chinese fan dancing and songs, speeches by Amnesty Australia and the Lithgow Asylum Seekers and Refugee Group, performances by the local Ukulele group, as well as French and Russian classical pieces played on the piano by students from the Mitchell Conservatorium of music.

The Impact

The English Second Language students from Lithgow Tafe attended the event, which provided them with the opportunity to get involved in the festivities and forge new friendships. Approximately 80 people attended the event. The shared lunch that everybody enjoyed at the end of the celebrations was provided by the local Vietnamese restaurant, Pho 68, which included an array of curries and rice paper rolls, as well as fruit platters, cheeses and sweet treats from Italy. This is a successful event, bringing people together and supporting the local business network.

Learnings

Harmony day provides an opportunity to raise awareness about Lithgow's growing cultural diversity and to connect multicultural groups with the broader community. The event also provides an opportunity for the multicultural groups at the neighbourhood centre and Tafe to take part in the planning as well as the delivery of Harmony Day celebrations. Participants at this year's event indicated that they would like to organise a festival for Harmony Day in 2019 and launch it in the newly revitalised Cook Street Plaza to engage a broader range of the community.

Key Facts:

- Harmony Day is celebrated annually in March, which coincides with the UN's International Day for the Elimination of Racial Discrimination.
- Approximately 80 people attended the event, which included the English Second Language students from Lithgow Tafe.
- The local multicultural group help organise the event and some members also took part in the performances.

NAIDOC Week 2017

Supporting the activities of our local Aboriginal and Torres Strait Islander People

The Focus

The Lithgow local government area lies almost wholly within the Wiradjuri Aboriginal nation, with the Gundungurra nation situated to the south and the Darug nation to the east. Lithgow City Council is committed to supporting the activities of the local Aboriginal and Torres Strait Islander people.

The Response

Lithgow City Council supported the Mingaan Wiradjuri Aboriginal Corporation to provide an exciting program for NAIDOC Week 2017 – a cultural exchange and camp-over. The theme for the 2017 NAIDOC Week celebration was, 'Our Language Matters'. The Lithgow NAIDOC Week event officially opened on 21 October 2017 with a Welcome to Country by Dianne Riley, followed by a Smoking Ceremony by Sharon Riley and a performance by the traditional Wiradjuri dancers – 'Yalmambirra Boogijoon Doolin'. The event was based 'on country' in the scenic Capertee National Park and included a range of cultural activities, such as Wiradjuri language workshops, basket weaving, bush tucker lunch, Taronga reptile show, stone tool-making, ochre painting, discovery spot light tour and live entertainment. The evening session included a bush dinner, camp fire yarn up, as well as an outdoor cinema screening of The Sapphires and Tent Boxers. Camping facilities were also available on site.

The Impact

The cultural exchange camp-over brought Aboriginal culture into the mainstream and bridged the gap between Aboriginal and non-Aboriginal people on a cultural knowledge level. As a result, this instilled a greater sense of belonging and empowerment in the local Aboriginal people and forged stronger connections with the broader community. There were approximately 130 people in attendance. Council awarded the Mingaan Wiradjuri Aboriginal Corporation with \$3,000 in funding from its Financial Assistance Scheme in support of NAIDOC Week 2017 celebrations.

Learnings

This event was open to all Indigenous and non-Indigenous people in and outside the Lithgow area. This ensured that the event was well attended and provided a great platform to raise awareness about the local Aboriginal in the Lithgow region. The hands-on workshops provided on the day were most useful for teaching and sharing cultural knowledge, which were especially enjoyed by the younger generations present at the event.

Key Facts

- NAIDOC Week celebrations were held 'on country' in the scenic Capertee National Park on 21 October 2017.
- The theme for the 2017 NAIDOC Week celebrations was 'Our Language Matters'.
- Over 130 people attended the event, both Indigenous and non-Indigenous, and took part in various cultural activities.
- The event provided a platform for teaching and learning about the local Aboriginal culture in Lithgow – the Wiradjuri nation.

CC1.2 We are responsive to the needs of an ageing population

Supporting Positive Ageing

Lithgow City Council runs a number of programs to support positive ageing in the community including:

- Lithgow Leles - a Ukulele group at the Library which regularly performs at Library events and local nursing homes (see pages 33-34)
- Tech Savvy Seniors in collaboration with NSW State Libraries and Telstra is conducted annually at Lithgow, Wallerawang and Portland Branches to provide seniors with basic skills to navigate and explore the internet and electronic devices (see page 33).
- Wallerawang Library weekly sewing group (see page 34)
- The Home Library Service is provided to housebound residents and nursing homes (see page 36)
- Grandparents Day storytime at the Library (see pages 26-27)
- The JM Robson Aquatic Centre provides Gentle Aqua Aerobics Classes and reduced fees for Concession Card Holders and for Seniors over the age of 75.

CC1.2.1 Celebrate the contribution to the community by our senior residents

Performance Measure	Target	Achieved	Comment
Coordinate activities to celebrate Seniors Week.	100% complete	100%	See below
Gifts sourced and distributed to residents at the Nursing Homes.	100% complete	100%	Gifts were sourced from community donations and distributed by the Mayor to the Nursing Homes during December 2017.

Seniors Festival 2018

Celebrating and responding to the needs of seniors in our community

The Focus

To recognise the contributions of older people in our community, Lithgow City Council celebrates the Seniors Festival on an annual basis. The Seniors Festival is an opportunity to enhance community connections and intergenerational relationships.

The Response

This year, the Seniors Festival was celebrated on 5 April 2018 at the Lithgow Library Learning Centre. The day included a 'Lunch and a Show' with a special performance by dynamic duo, The Talespinners, followed by a light lunch in the community space of the library.

The Impact

The Talespinners took their audience back in time and featured a number of "I remember when" stories, songs and poems. After the performance, seniors completed a 'Lithgow Listens' survey to feedback ideas for next year's Seniors Festival and enjoyed a light lunch together in the community space of the library. Approximately 80 seniors attended the event, which also included residents from the Portland Tabulam Health Centre. The budget expenditure for the Seniors Festival was \$800 during the 2017/18 financial year.

Learnings

With the theme 'Let's do more together', this year's Seniors Festival promoted inclusive communities and provided an opportunity for seniors to connect and remain active and engaged in their community. The Talespinners proved that story-telling, poetry, music and song is a powerful tool for bringing people together.

During the Seniors Festival a survey titled 'Lithgow Listens' was also distributed as a way to gain insight into future events and activities for seniors. The survey highlighted that seniors welcomed musical and creative endeavours with inter-generational links. As a result, a poetry slam and art exhibition is planned for the 2019 Seniors Festival.

CC1.3 We are a Family Friendly community

CC1.3.1 Implement the Family Friendly Strategy

Performance Measure	Target	Achieved	Comment
Priority actions from the Family Friendly Strategy implemented as resources allow.	3 priority actions implemented	0%	The draft Family Friendly Strategy has not yet been endorsed by Council.

CC1.3.2 Regular attendance by the Community Development Officer at meetings of the Lithgow Cares Partnership and participation in community events.

Assistance provided to conduct Community Fun Days.	100% complete	100%	The Community Development Officer regularly attends the meetings of the Lithgow Cares Partnership with a focus on child protection and domestic violence initiatives. 3 meetings were attended during 2017/18. Support was provided to the committee with ongoing information, advice and participation at events.
Community Development Officer to attend meetings of the Lithgow Cares Partnership.	100% of meetings attended.	100%	

CC1.4 Assistance is provided to community groups and organisations

CC1.4.1 Promote and administer the Financial Assistance Program to community organisations

Performance Measure	Target	Achieved	Comment
Program advertised and submissions received in April and November.	100% processed	100%	Two rounds of the Non-Recurrent Financial Assistance program were approved during the year. Recurrent financial assistance and fee waivers were also approved during the year. Council undertook a review of financial assistance during the year. The result of the review was the deletion of the Recurrent Financial Assistance category with previous recipients now required to apply each year for Non-Recurrent Financial. Policies 4.3 Interest Free Loans and 4.4 Waiving of Fees were also deleted. A full list of donations to community organisations is on pages 129-130.

CC1.4.2 Provide support for Men's Shed organisations in the promotion and development of activities. .

Community Development Officer to attend meetings of the Lithgow, Wallerawang and Portland Men's Sheds as required.	100% complete	100% of meetings attended.	The Community Development Officer met with the Lithgow, Portland and Wallerawang Men's Sheds during 2017/18. Support was also provided to the emerging Lithgow Area Women's Shed with regards to finding a dedicated space to set up a workshop.
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CC1.5 Celebrate and grow volunteering

CC1.5.1 Assistance provided to support the activities of the Lithgow volunteering Network

Performance Measure	Target	Achieved	Comment
Community Development Officer to attend meetings of the Lithgow Volunteering Network.	100% of meetings attended	0%	The Lithgow Volunteering Network has disbanded, however, the Community Development Officer continues to support local volunteers and organisations through celebrating National Volunteer Week on an annual basis and promoting volunteering opportunities in the local community.

CC1.5.2 Implement a recognition program for volunteering in association with National Volunteers Week (see below)

CC1.5.3 Identify and promote volunteering opportunities to local youth.

Recognition and promotion of volunteering undertaken through: <ul style="list-style-type: none"> • Youth Council • Youth Networks • Media • Social Media • Website. 	100% complete	100%	Youth volunteering opportunities were identified for participation in Youth Council and Halloween. Recruitment for both is conducted via Council's website, school assemblies, and interagency meetings.
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Recognising and celebrating the contribution of our local volunteers

The Focus

To recognise and thank the local volunteers for all the good that they do in our community, Lithgow City Council celebrates National Volunteer Week each year.

The Response

As part of National Volunteer Week 2018 Council organised a special event in the Tuscan Room of the Lithgow Workies Club. There were live performances by the students of the Mitchell Conservatorium as well as the local ukulele group, and the Mayor also delivered a 'thank you' speech to all the volunteers. Aunty Helen Riley, a known and hard-working volunteer in the community, said a Welcome to Country and also spoke about the highlights of volunteering in her community. The event was well attended and volunteers enjoyed a range of canapes and finger food after the entertainment.

The Impact

Approximately 80 people attended the National Volunteer Week celebration at Lithgow Workies on 25 May 2018. The event was well received by volunteers who reported they had a great night.

Learnings

The theme for this year's National Volunteer Week was 'Give a Little. Change a Lot', which rings true for the Lithgow community. The social value of volunteering cannot be denied. Volunteering is a form of civic participation that creates bridging networks and generates positive social practices that strengthen our community. There are approximately 3,500 volunteers in Lithgow, which, according to the ABS it is estimated that they save our local economy more than \$8 million per year – and much more



CC1.6 Improved quality of life for our youth

CC1.6.1 Meetings of the Youth Council to be conducted in accordance with the committee Terms of Reference

CC1.6.2 Implement priority actions from the Youth Strategy

During 2017/18, the following actions were implemented from the Youth Strategy.

1. A Youth Opportunities grant has been rolled out under the program of Future Finders throughout 2018. Business and entrepreneur workshops have been conducted across multiple sites to 105 young people.
2. Youth Council has been restructured with an emphasis on youth led project work.
3. Youth recreation opportunities have been supported with the planning of the Wallerawang and Portland Skateparks. Council also supported a skate park competition run by YMCA.
4. Youth week, outdoor cinema was relocated to the Civic Ballroom. Approximately 160 people attended. Donations went to Youth Homelessness (Lithgow Community Projects).
5. Co-ordinated the delivery of Mental Health First Aid to 240 students at Lithgow High School.
6. Headspace service was attracted to Lithgow through the work of the Mental Health Task Force.
7. Secured funding for a Local Drug Action Team to deliver Alcohol and Other Drug education.
8. Youth Scholarships 2018
9. Young Adult Programs held at the Library (see page 35).

Future Finders

Supporting young people's leadership and career development

The Focus

Council recognises the importance of nurturing the development of our local young people through the provision of leadership and career development opportunities.

The Response

In late 2017 Council was successful in obtaining a Youth Opportunities grant provided by the Department of Families and Communities. The grant was awarded to rollout Council's proposed Future Finders program which recognised the changing landscape of education and employment for our young people. The Future Finders program aims to build skills that support, inspire and encourage young people to consider building a career in the Lithgow Local Government Area; through small business start-ups, existing industry and employment opportunities or local education and training.

Council has rolled out a number of entrepreneurship and business workshops for young people aged 14-25 years. The workshops have not only focused on traditional business skills but also freelancing and start-ups; to expose young people to the shifting nature of the global workforce; highlighting that there are opportunities to work anywhere, without having to leave town. More workshops are scheduled for the remainder of the year as well as a Youth Leadership Forum, leadership challenges, work experience, education and employment tasters.



The Impact

Future Finders was a project approved to deliver skills and knowledge regarding business, entrepreneurship and leadership.

- From February to June 2018 seven workshops have been delivered to 105 young people
- All participants have been awarded with a certificate outlining their learnings; and achievements have been highlighted through local media outlets
- Participants have reported a sense of increased employability skills and a new confidence to apply for jobs

Learnings

Through the implementation of the Future Finders program it has become evident that many young people have felt a lack of employability skills. This is where the program has been successful as it has provided skills such as customer service, business development, teamwork, and marketing – that can be implemented in the workplace; but also highlighted in a resume and portfolio. The funding for the program ends in December 2018, however Council hopes to continue aspects of the Future Finders program to support skills, leadership and career development opportunities for local young people.

Youth Strategy and Action Plan 2015-2020

Priority Area 1: Education and Employment

Priority Area 6: Participation and Engagement

Key Facts:

- February to June 2018 seven workshops have been delivered to 105 young people.
- Workshops have focused on business, entrepreneurship and leadership skills.
- Grant award of \$48,000. Expenditure \$9,945 with balance to be spent in 2018/19.

*“creating tomorrow's leaders!
7 workshops delivered to 105
young people for \$9,945”*

Photos left to right:

1. Participants awarded certificates highlighting what they learnt during the Young Entrepreneurs Business Skills day delivered by the Frank Team for Council's Future Finders program.
2. Participants of the Future Finders program developing a business idea during a Small Business workshop delivered by Creative+Business
3. Young people pitching their business idea during a Young Entrepreneur Business workshop delivered by the Frank Team FOR THE Future Finders program



CC1.6.3 My Tutor (Studiosity) maintained and available on the website

The issue

In previous years the library ran Homework Zone – a group for school aged children run by a qualified teacher to help students with any homework problems or just to provide a space to do some school work. Attendance dwindled over time, presumably due to family after school commitments. Families are time poor with multiple activities and commitments. With working parents we found that physical attendance at Homework Zone was increasingly difficult for most. The fact remained though that outside of school hours, many local children do not have access to any sort of homework help service.

The Solution

The Library subscribed to a service called Studiosity, a free, online study help service with the assistance of funding from Energy Australia. Students log in using their library card number and are connected with a tutor who specialises in the subject they need help with – be it Maths, English, Science, or any other subject. All the tutors are tertiary students, teachers or experts and are highly trained. Students are able to log in between 3-10pm Sunday –Friday and the average wait time to be connected to a tutor is under 5 minutes.

This provides immediate help to students at home, or at the library, when they need it. Studiosity also offers 24 hour, 7 day writing help for students. Students can submit their writing homework for appraisal any time and it will be returned with feedback within 24 hours. This service is provided free by the Library. We have conducted an extensive marketing campaign to make the community aware of this great service – we have disseminated flyers, media releases, social media posts as well as school visits to all the local schools and updates for their newsletters, we advertised a parent information evening and we have sent all media through our extensive contact networks.

The Impact

By ensuring free and equal access to educational resources we are creating a motivated, educated, literate and supportive community. Studiosity is offered by most major educational institutions in the state and by offering it ourselves we are on par with leading educational institutions, enabling members of our community to have access to the same opportunities as those in other communities.

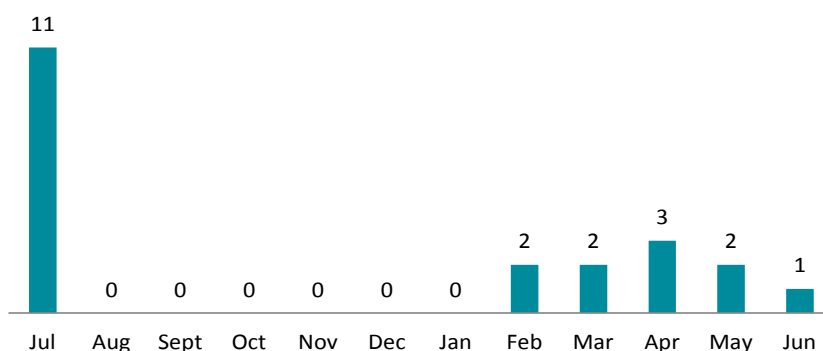
We have conducted a strong, targeted marketing campaign. School visits were the cornerstone of our campaign; we visited every local primary and high school, some multiple times. We also secured a spokesperson from Studiosity early in 2018 to do extra visits with the local high schools. We have prepared posters, media releases and social media posts, we have disseminated all this information through our extensive networks and we have hosted a parent information evening.

Part of the Children's Library Officer role is to liaise with the local schools to promote library programs so the time spent visiting schools and communicating with them has been a valuable exercise.

Learnings

With any new service the take up is slow. We must be patient and continue to develop and present a solid media campaign. Utilising the resources provided by Studiosity has been very worthwhile. Building relationships with the local schools is important to ensure our information is being circulated. We are continually evaluating and assessing our programs and endeavouring to present as many quality options as we can within our limitations.

My Tutor /Studiosity Student Registrations





CC1.6.4 Provide Youth Scholarships (sports & cultural) for youth from low income/disadvantaged families

Promote and administer Youth Scholarships.	20 Scholarships offered per annum.	1	The Youth Scholarship program was launched in early 2018 to provide further educational opportunities to youth from low income/disadvantaged families. 1 young person has applied for the scholarship since it has been launched. The scholarship will be further promoted to encourage more young people to apply.
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CC 2.1 Increased awareness of local services and facilities

CC2.1.1 Information placed on community noticeboards weekly.

Performance Measure	Target	Achieved	Comment
Community noticeboards updated and maintained weekly at: <ul style="list-style-type: none"> • Council Administration Centre • Cook Street Plaza • All branch Libraries 	100% complete	100%	The Community Development Officer has regularly been displaying information and events on the notice boards in the Library and Council Administration Centre to promote events and keep the community informed. As part of the CBD Revitalisation Project the notice board in Cook Street Plaza was removed during construction.

CC2.1.2 Maintain the online directory of Children’s Services on Council’s website

Directory maintained on Council’s website and updated annually.	100% complete	100%	Ownership of the Children’s Services Directory has been transferred to the Lithgow Cares Partnership. The local group of early childhood workers and practitioners has recently updated the document and will launch it during Child Protection 2018 in September.
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CC 2.2 We provide a range of health services which meet the needs of the community

CC2.2.1 Participate in the Community Services interagency.

Performance Measure	Target	Achieved	Comment
Regular attendance by the Community Development Officer at Community Services Inter-agency meetings and participation in events.	100% of meetings attended.	100%	The Community Development Officer attended all the Community Services Interagency meetings during 2017/18.

CC2.2.2 Facilitate the Mayors Mental Health Taskforce

The Issue

The Mayor's Mental Health Taskforce was established by Council in early 2017 to develop practical and effective initiatives, both short and long term to improve mental health and well-being in Lithgow.

The Solution

The Mayor's Mental Health Taskforce which aims to bring together the expertise and experience of people in the mental health sphere, with the backing of Council, met regularly throughout the year. Taskforce activities have included:

- A Mental Health Forum at Notre Dame University on 12 February 2018
- The Meet Your Neighbour event held at Lithgow Workies on 31 May 2018
- The distribution of a community-wide mental health survey via Survey Monkey on 31 August 2017
- An 'Out of the Shadows and Into the Light' - suicide awareness walk on 10 September 2017
- The inaugural Mental Health Expo at Lithgow Library on 9 October 2017
- A submission to the Parliament of NSW, Committee on Children and Young People, looking into current approaches at preventing youth suicide in NSW on 25 August 2017
- Provided support to the Centre for Rural and Remote Mental Health in the development of a community mental health plan for Lithgow.

The Impact

The Mayor's Mental Health Taskforce has contributed to developing a better understanding of mental health and well-being in Lithgow and to building the capacity of the local service network to respond in a coordinated way. The taskforce has also successfully lobbied for the establishment of a Headspace Youth Mental Health Service in Lithgow.

Learnings

The Mayor's Mental Health Taskforce has served as a platform for positive change in the area of mental health. By leading and collaborating with the broader community, the Taskforce has been able to provide some clarity around the local service network, identify barriers to accessing services and improve resources.

Key Facts

- Meets bi-monthly
- Facilitated a Mental Health Forum at Notre Dame University on 12 February 2018
- Facilitated the Meet Your Neighbour event held at Lithgow Workies on 31 May 2018
- Provided support to the Centre for Rural and Remote Mental Health in the development of a community mental health plan for Lithgow.
- Successfully lobbied for a Headspace Youth Mental health Service in Lithgow

CC 2.3 there are services and facilities that suit our needs

CC2.3.1 Provide relevant and engaging Library services and resources that meet community need.

Changing how we do things

While books and borrowing will always remain a key focus for Lithgow Library, in response to our local community needs, and the findings of current library research, the library welcomes change to enhance our services.

Recent changes have included a refurbishment of Lithgow library with the emphasis on ensuring the library spaces are welcoming, comfortable, accessible, and support community use. Portland and Wallerawang libraries have each received new 'spinners' to enhance the display of their lending resources.

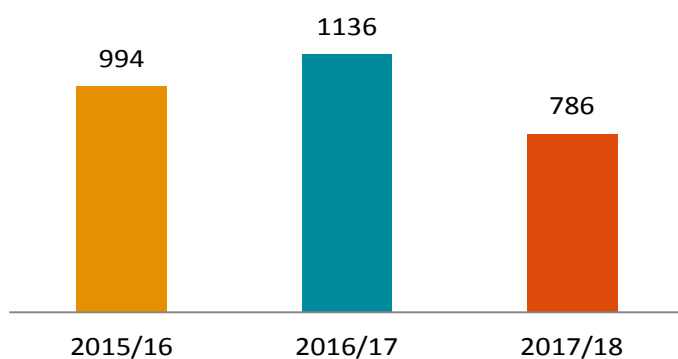
Through engagement with the community, new programs have been developed and popular programs have continued, such as the very successful Ukulele Groups (now meeting at both Lithgow and Portland Branches), the revamped Preschool Storytime, Tech Savvy Seniors, Big Bang Discovery Club, and the Thursday Knitting Group.

The Library's digital presence continues to grow, with our enhanced library catalogue, our collection of quality databases, and our e-book and e-audiobook collections, available through the library website.

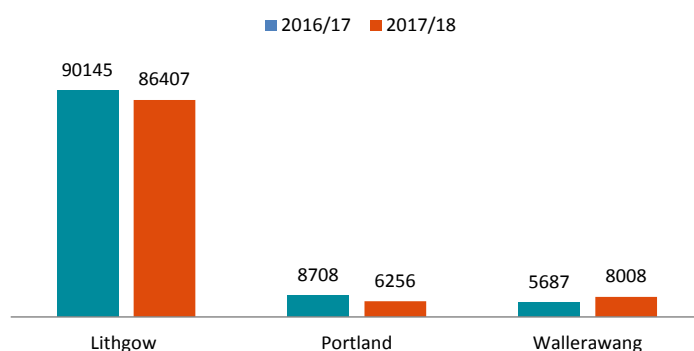
The library also shares a dedicated Facebook page with Eskbank House Museum <https://www.facebook.com/LithgowLibraryandMuseum/> which is updated with news about events and activities at both the Libraries and the Museum.

Embracing change, and adapting it to suit our local community, ensures Lithgow Library Learning Centre provides quality up-to-date resources and services.

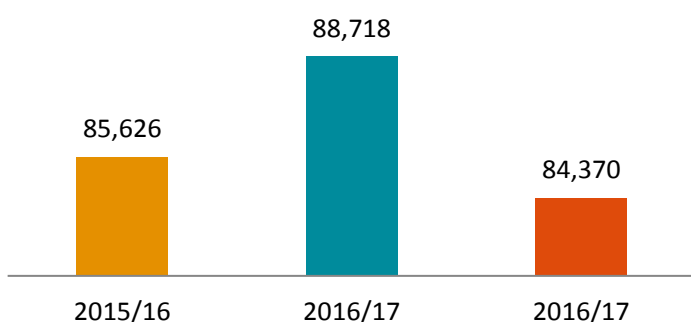
New Members



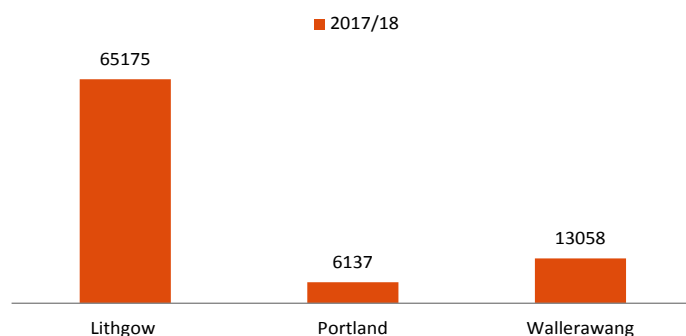
Library Patrons



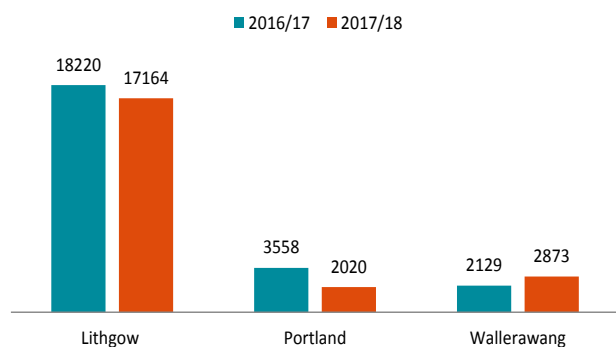
Library Loans



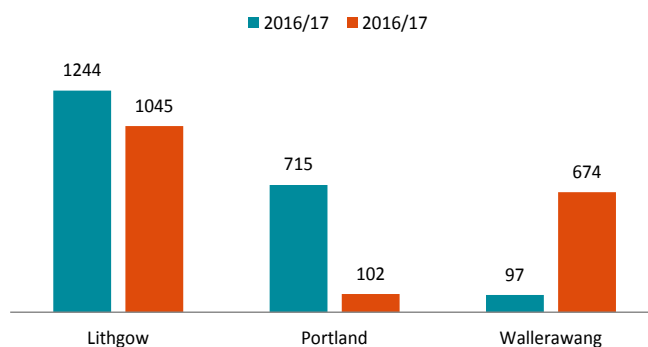
Library Loans



Computer Bookings



WIFI Bookings



CC2.3.1 Provide relevant and engaging Library services and resources that meet community need

Performance Measure	Target	Achieved	Comment
Number of eBook loans 	5% increase per annum	See graph	Lithgow Library's eBook service Axis 360 has a small number of regular users accessing a small collection of approximately 900 items. From 2018/19 the library is moving to a consortia to provide an extended service with more resources including magazines and a large collection of eAudio.
Children's storytime activities held twice weekly during school term.	20 sessions per term	100%	144 sessions were conducted during 2017/18.
Children's Vacation Activity Program held 2 days per week during school holidays	100% complete	100%	29 sessions were conducted during the school holiday periods for 2017/18.

Children's Storytime

The Focus

Early literacy development is vital for young children. Multiple studies have shown that children who are read to, who are engaged with reading from a young age and who are encouraged to interact with books are much more likely to be successful readers in later life. This can have an impact in all facets of adulthood – those who are better readers tend to do better at school and university, they tend to be more successful in their careers and they tend to have children who follow the same path.

The Response

Storytime is the Library's preschool literacy session. Each session is planned and designed to foster early literacy skills in 3-5 year olds, while being entertaining and fun. Children who love books are more engaged when it comes to learning to read. Each Storytime session is deliberately planned around a theme (examples include weather, counting, colours etc). We include 4 songs related to the theme, 3 books, puppets and a felt board story or game. Each session is followed by a craft centred around the theme. Each story is selected by design and is appropriate for the age group, as well as being interactive where possible. The songs all have actions which we encourage the children to do with us. The puppets or felt board encourage creative play, imagination and problem solving. Early literacy is not about teaching children to read, it's about encouraging literacy skills: skills which include knowing how to read a book (left to right, top to bottom); phonological awareness including recognising animal sounds and rhymes; letter knowledge; and widening their vocabulary. The craft activity which follows is always designed to develop fine motor skills such as holding a pencil, cutting with scissors and using different materials.

The Impact

Storytime attendance has been steadily increasing with approximately 20 children per session. The children are engaged with the session, sitting and listening intently for the stories and playing along with the music. The sessions are always interactive and the children love this element each week. By developing these skills early on we are doing our best to ensure the next generation has the skills necessary to become successful adults and contributing members of society. Our Storytime sessions are always free ensuring equal access for all in the community. All sessions are inclusive and we often have children from a diverse range of backgrounds, ethnicity and ability. Overwhelmingly the feedback we receive from Storytime is positive. A recent survey showed that over 90% of respondents found Storytime to be excellent with age appropriate materials used, and 100% found the presenters to be excellent. We ran 50 Storytime sessions in the year 2017-18 with a total of 911 children attending these sessions.

Learnings

The calibre of resources selected for our children's programs is vital to a successful program. The routine and familiarity of the sessions and the presenters is also important for building rapport with the toddlers and crucial to their feeling confident at the session. Developing their love of reading will contribute to their success as future readers, so ensuring they enjoy the sessions is important. We are not trying to teach them to read but to foster early literacy skills that will stay with them and help them to become great readers and learners in the future.

Children's programs at Lithgow Library

The Focus

Nationally recognised days highlight topical issues of our modern society. Harmony Day, IDAHOT, NAIDOC Week, International Day of People with a Disability (IDPWD) are just a few that we celebrate at the Library. Celebrating a multicultural society is vital, as is inclusive communities where people of all abilities are celebrated and welcomed. Celebrating national days also highlights the fact that we are a small community which is part of a wider, national community.

The Response

In 2018 Lithgow Library hosted a series of special event Storytimes to highlight national days of significance. National Simultaneous Storytime is a nationally recognised day celebrating early literacy where we read a specifically selected Australian picture book, simultaneously with other libraries and schools around Australia.

To celebrate IDAHOT (International day against homophobia, transphobia and biphobia) we invited a Drag Queen to read our story and perform a song. The children came dressed up in their favourite costumes, and staff dressed up too. The morning was a huge success.

Harmony Day is a great way to celebrate diversity and multiculturalism, and by hosting a Harmony Day Storytime we are celebrating the diversity in our own community and teaching our kids about other nationalities.

NAIDOC Week Storytime is always very popular and we are grateful for our local elders and musicians who read and play for the kids. We always host a morning tea and create a unique indigenous craft.

International Day of people with a disability, The Reading Hour, Book Week, Social Inclusion Week and Grandparent's Day are just a few more of the national days we celebrate with our young library patrons. We are able to showcase the diverse, inclusive, vibrant nature of our community in a fun and gentle way appropriate for the age group.



In 2018 Lithgow Library also hosted acclaimed author and illustrator Mark Wilson who was also part of an exhibition at Eskbank House. Mark visited two local schools (Coerwull and Zig Zag), facilitated by the Library, and ran two sessions focusing on illustrating, and encouraging the children to experiment and practice drawing.

The Impact

Our special event Storytimes are always very popular and are a great way to encourage new participants to our regular program. They also provide an opportunity for the kids to get more involved by dressing up or singing, or participating in a themed craft activity. The parents are always supportive of the special Storytimes, and engage with the special guest readers where possible.

The extraordinary spirit of our local community is always showcased in these events and we are overwhelmed with the generosity of time freely given, and it is important for us to highlight this.

In 2017 the Children's and Young Adult Library Officer visited, or welcomed to the Library, over 500 local primary school children for Book Week which is an opportunity to reach out to children who do not often have the opportunity to visit the library or hear about the great programs we have on offer.

Our IDPWD and Grandparents Day Storytimes were attended by over 20 kids with their carers and our regular weekly Storytimes often have this number or more. In 2017-18 we offered 12 special event Storytimes, with great attendance at all.

Mark Wilson was very warmly welcomed by two of our local schools, with the visits engaging with over 200 local students.

By providing these special Storytime sessions we are increasing the learning opportunities within the community and increasing the awareness of local services and facilities. The cost savings to Council are provided by the generosity of the special guests who freely give their time and the events are open to all families and community members.

Learnings

By offering special events for kids that reflect and highlight nationally recognised days we are ensuring we create a community that is inclusive, diverse, accepting and multifaceted. Making these events fun and gentle ensure the content is age appropriate and effective in delivering the messages. Our community is always interested and eager to celebrate national days with their children which highlights just how welcoming and inclusive our community is. Given the location of the Library there are schools which find it hard to attend events held at the Library, getting large groups anywhere usually involves a bus which can be cost prohibitive. By hosting Mark Wilson, and taking him to the schools we are ensuring the resources and benefits of the library are reaching all members of the community, and are ensuring equal access for all.

Key Council Plans & Strategies

Disability Access Inclusion Plan

Focus Area 1 Building Liveable Communities

Aim 1.7: Increase access and inclusion to the library, Eskbank House & Museum.

Action: Host events and develop programs that celebrate and recognise inclusion and diversity in our community at the library and/or Eskbank House and Museum.

Baby Bounce and Rhyme Time

The Focus

As our Storytime program is aimed at 3-5 year olds, we wanted to create a program that would capture younger children so that we can better meet their early literacy needs. Babies are developing early literacy skills from birth – so it is important that they be read to, spoken to, sang to and played with in order to develop the skills necessary to become great readers and learners. A Storytime session is specifically aimed at preschool aged children and so is not suitable for babies and younger toddlers, and their attention spans.

The Response

The Library created a new program specifically designed for babies and young toddlers. Incorporating elements to appeal to young children while also focusing on early literacy development, we sing, play instruments, read one age appropriate story and move as the music requires. Puppets and finger play encourage the carers to get involved and interact with their young charge, as well as continue the music, singing, reading and playing at home. Simple rhymes and finger play can greatly improve a young child's early literacy development. Using one story book we encourage the development of print awareness – the development of knowing how to read, left to right top to bottom etc. We also encourage phonological awareness with sounds and words that children can easily recognise and add to their vocabulary building.

The Impact

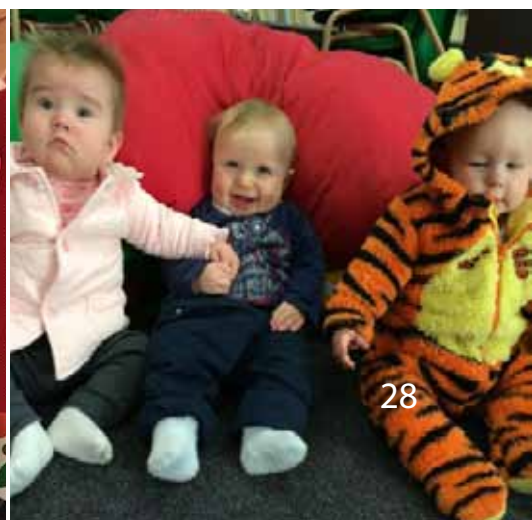
By striving to ensure young people in our community become the best they can be we are ensuring our community's future. As a library and in line with Council's Community Strategic Plan have a duty to make sure we are offering our young people the best opportunities to grow and learn and develop. Programs offered by the Library are free and inclusive ensuring equal access for all. In a recent survey more than 90% of respondents found Baby Bounce & Rhyme Time to be of an excellent quality, and enjoyed by the children. The numbers of attendees has been steadily growing and we now have a group of regular attendees. In the year 2017-18 we hosted 45 Baby Bounce & Rhyme Time sessions with 215 babies and toddlers attending these sessions.

Learnings

There was a distinct lack of literacy programs for babies and young toddlers available in the community before this one. Studies show the early literacy needs of babies and toddlers are important and we are now addressing these needs. The literacy needs of babies and young toddlers is very different to that of preschoolers hence the need for a separate program. As a community there is a need to ensure all of our young people are growing up with the right tools and preparation so that they become successful adult members of the community.

Key Facts

- Early literacy is key in childhood development
- By addressing the early literacy needs of our young people we are helping to create successful adults.
- Storytime is a great early literacy program
- Free and inclusive programs at the Library mean equal access for all
- Overwhelmingly children's programs are seen positively at the Library.
- Baby Bounce and Rhyme Time is positively regarded by attendees and has grown steadily over the last two years.
- These programs are fostering relationships with local schools and other services



CC2.3.2 Enhance the physical space of the Library to meet changing need

Performance Measure	Target	Achieved	Comment
Replace furnishing, fittings and shelving at all branch Libraries as required.	100% complete	100%	New DVD and Music CD spinners were purchased for Portland and Wallerawang Libraries to enhance the collections for customer selection.
Purchase and replace chairs	100% complete	100%	See below
Provide new technology: <ul style="list-style-type: none"> • CD & DVD Disc Repair and Maintenance Machine • Photo Scanner • Home Theatre DVD 	100% complete	100%	New technology has been purchased, providing the library with the opportunity to host movie sessions, repair scratched discs, and to reproduce local history photographs.

New meeting room chairs improve event set up

The library meeting room chairs, purchased in 2004 were showing their age after years of use. There were also not enough chairs for larger library events. After investigation and trial of a range of different types of chairs, the Library purchased 3 chair trollies and 60 stackable chairs in red and lime green to match the library décor.

The impact on library staff and users was immediate with reduced set up time and improved manual handling thereby reducing the potential for injury. The trollies allow the staff to move the chairs quickly into the event space and set up for large events in a few minutes. The chairs are comfortable to sit on, easy to clean and take up less space when not in use.

The eye catching colour scheme alerts visitors that an event is about to take place.

Key Facts

- Reduced potential for workplace injury
- Equipment more suited to task
- Easy to clean and maintain

CC2.3.3 Maintain membership of the Australian Learning Community Network

Membership paid	100% complete	100%	Complete
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CC2.3.4 Enhance the adult, children, DVD, talking book, large print, language and teenage sections of the Library collection and provide kits for the Books for Babies Program.

Purchase additional book and other reading resources to ensure a balanced and relevant collection.	Number of books and other resources purchased by category.	Purchasing has continued to provide the community with quality, current reading materials in a range of accessible formats. Purchasing is guided by Best Seller Lists; quality Award nominees, both local and international; Book Review services; and engagement with the local community through purchase suggestion processes. 360 books were purchased for the Books for Babies Kits.
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CC2.3.5 Share Library resources with other communities

The number of reciprocal borrowers	100% processed	100%	Lithgow Library is active in sharing library resources with other communities. Our reciprocal borrowers have increased compared to this time last year, and our inter-library loans provide our borrowers with access to resources from across Australia. During 2017/18, there were <ul style="list-style-type: none"> • 5,358 reciprocal borrowers • 305 inter-library loans.
The number of inter-library loans	100% processed	100%	

Provide the community with reading resources

"Books for all"

The Focus

Council strives to provide a quality and relevant library service to residents in three locations at Lithgow, Portland and Wallerawang as well as in online formats. Purchasing recently published resources in various formats, means that we can offer popular and requested fiction and non-fiction items that promote learning opportunities for the community.

Printed books are still the mainstay of the collection with a large collection of books on a wide range of subjects including many in accessible formats. The library also provides e-books and e-audio books via the Axis 360 platform, allowing us to enhance our readers' experience.

The Response

By liaising with publishers and industry suppliers, using various selection aids and by analysing borrowing patterns and statistics, we were able to purchase a wide-ranging selection of items for the library collection.

The Impact

The social benefits of providing the community with quality and current reading resources is immeasurable. We provide resources from birth to old age; we are inclusive and provide materials for our LGBTIQ community; our indigenous community; and our housebound residents. For our newer residents from overseas we offered language materials to help them learn English, enabling them to transition more easily into work, school and life in the Lithgow area.

The library chooses its resources carefully to ensure that we are getting value for money while still meeting the community's needs. Most items are sourced from our main supplier Australian Library Supplies who provide us with a 25% discount which further increases our purchasing ability.

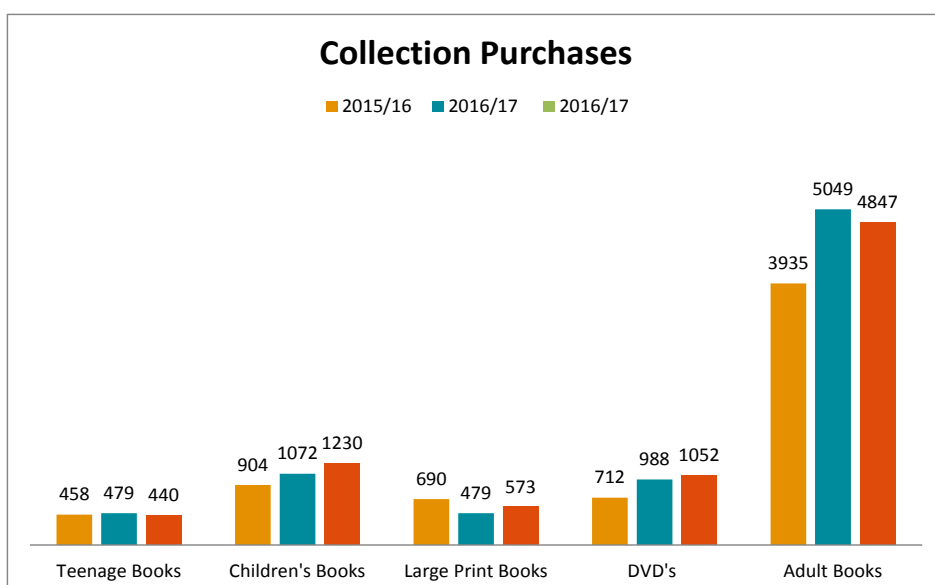
Learnings

Patron feedback assists us to better understand changing reader tastes. We learned that to achieve optimum borrowing statistics and patron satisfaction, we need to maintain a fresh, vibrant, quality and current collection of resources.

In the 2017/18 financial year, the library added a total of 6,404 new items to the catalogue, including 182 e-resources.

Allocated a total budget of \$68,250, expenditure was broken down as follows:

- Adult resources \$32,350 which includes talking books on CD;
- Young adult materials \$7,000;
- Children's resources \$11,275;
- Language collection resources \$1,275;
- Literacy materials \$2350;
- Large print books \$7,000
- and e-resources \$7,000.



Key Council Plans & Strategies

Disability Access Inclusion Plan

Focus Area 1 Building Liveable Communities

Aim 1.7: Increase access and inclusion to the library, Eskbank House & Museum.

Action: Provide a range of resources to meet diversity needs such as, large print books and audio books both in the library and online.

CC2.3.6 Conduct exhibitions and displays

The Focus

With extensive wall space, Lithgow library is in demand from outside groups and individuals wishing to exhibit. A recent initiative has seen Lithgow Library actively inviting local artists and other organisations to display information and artworks in the library on a monthly basis.

The Response

This has resulted in a constantly changing display and ensures that the library walls and cabinets always have something interesting for visitors. Local artists who have displayed work in the library include; Zavozoa, Samantha Ellis, Rick Slaven, Amanda Spargo, Bethany Flynn, Linda Hine, Ana Carter and Will Hazzard. Organisations who have displayed in the library include The National Trust with the John Welling's award and an information display by the Ahmadiyya Muslim Community.

History displays are also popular with the Local Studies section hosting 3 interesting history displays. During History Week the theme of pop culture featured a display on cycling; a popular pastime which included an interesting display of cycling memorabilia belonging to Clive and Geri Laing and some very unusual bicycles belonging to Ian Rufus. In May 2018 the theme for the Heritage Festival was My Culture, My Story. Displays for this theme related to the heritage event of Brass (Lithgow City Band), Beer (Zig Zag Brewery), Methodism and Mining and the walls were adorned with band photos relating back to the early years of bands in Lithgow and numerous mining photographs. Both these displays also included very well attended talks and the Lithgow City Band performed in the library.

The Impact

The various displays throughout the year have drawn people into the library who might otherwise not visit and has resulted in some lovely comments from visitors including one from a New York visitor in April 2018. *"This is a beautiful space to display art – genius! There is enough room to view the work properly. It must be good to work in an ever changing environment. Well done Lithgow Library."* K. New York.

The impact of the Library and library services is evident. The libraries are valuable community spaces which should be utilised by the wider community.

All exhibitions are community focussed and highlight the local artistic talent, local organisations and the general history of the Lithgow area. The library has been able to hold the exhibitions and displays due to the help of local people and organisations which fosters a sense of community.

During 2017/18 the Library conducted 13 exhibitions and 24 displays.

CC2.3.7 Develop the Local History Collection

Performance Measure	Target	Achieved	Comment
Indexing of the Lithgow Mercury	100% complete	100%	The Local Studies Collection continues to be developed through improved access and storage. Cataloguing and indexing of local material, including new books, donated books and the Lithgow Mercury's Births, Deaths and Marriages, continues. Digitised photographs are being added to the library catalogue to increase access to these valuable resources



CC2.3.7 Develop the Local History Collection			
Performance Measure	Target	Achieved	Comment
Catalogue and store donated items	100% processed	100%	Donated items involve original cataloguing, a highly skilled task. 35 donated items have been catalogued in this period.
Incorporate digitised photographs in the Library collections.	100% processed	100%	Digitised photographs have now been added to the library catalogue, improving access to these valuable resources
Improved storage and access to the Local Studies Collection	100% complete	100%	Improved storage and access has been planned for through research and submission of a budget bid for replacement of the broken compactus and replacing with static shelving.
CC2.3.8 Provide a community and education information service through events, displays and the Learning Shop			
Community and education information areas updated.	100% complete	100%	The library noticeboards, display information and education information are monitored for currency to ensure out-of-date materials are replaced or removed.
CC2.3.9 Community programs developed to promote the facilities and services offered by the Library (see pages 33-35)			
CC2.3.10 Collaborate with the community and other partners in building connections and improved access to Library services			
Participate in Local Schools Network	100% of meetings attended	100%	The library attending network meetings and also participated via e-networks.
CC2.3.11 Provide outreach programs for housebound and isolated residents within the LGA (see page 36)			
CC2.3.12 Continue to liaise with tertiary education providers and employment agencies to facilitate delivery of training courses that target business needs			
Identify gaps in response to economic conditions and advice provided by business stakeholder groups.	100% complete	100%	The Lithgow Regional Economic Development Strategy (2018-2022) completed in the 2017/2018 Financial Year has a strategic element of: "Creating Labour Force Capacity in Line With Future Business Needs". Priority actions aligned to this strategy will be instigated in the 2018/2019 Financial Year inclusive of liaison with tertiary education providers and employment agencies.



CC2.3.9 Community programs developed to promote the facilities and services offered by the

Library

Tech Savvy Seniors

The Focus

One of the many issues emerging in our region with our aging population is the increasing digital divide. Many people are intimidated by rapidly changing technology and have been unable to keep up with the many advances which make us dependent on the internet for all sorts of daily activities.

The Response

The Tech Savvy Seniors program is a collaboration between the NSW State Library and Telstra who provide the funding and resources to run the program. A series of small group interactive lessons in various aspects of technology have been provided including using email, using social media, cyber safety, navigating the internet and sharing photos.

The Impact

Classes were extremely well attended and highly beneficial. Participants started by learning some very basic skills and by the end of each session were much more comfortable and confident to navigate and explore the internet and their devices without trepidation.

As well as the practical skills learned the classes also contributed to increased social interaction between participants and a demystifying of the technology which can be very intimidating for all of us.

As the program is funded through the State Library and Telstra there is no financial impact on Council.

Learnings

No one is too old to learn all it takes is someone with time to explain things clearly and empower people with confidence to pursue their own path.

Lithgow-leles

Formally the Lithgow Library Community Ukulele Group.

The Focus

The Lithgow Library Community ukulele group, which started in November 2016, has continued to grow and multiply. It started as just a way of engaging the community-to bring them in to the library space as social isolation and loneliness are some of the biggest issues facing the residents of Lithgow. We are always looking for ways to engage people and build community in the dynamic space of the library.

The Response

The group meets every Tuesday and break away groups have also popped up that meet in different places at different times during the week.

The Impact

The biggest impact the ukulele group has on the community is social inclusion. It has fostered friendships between people who may not otherwise have met and they are giving back to the community by volunteering to play at various community events.

The group has grown to over 50 members with at least 30 meeting every week at the library. Not only do they have room to play, but they get to share the joy of singing with other members of the library and community - on a Tuesday morning it is quite common for an audience to gather. A diverse cross section of the wider community come and joins in with singing, dancing or sometimes just tapping their feet.

The group have been very active in the community, playing regularly at nursing homes and community events such as the Hoskins Garden Party, The View Club, the Community Christmas Carols and the Portland Easter Festival.

As well as our regular Tuesday group we have a smaller group of volunteers who visit Three Trees Lodge to teach ukulele to some of the residents every month. These volunteers report the joyful engagement of the residents and the satisfaction that comes to them from volunteering.

We also have a small group that meet monthly at the Portland Library.

There is a local band that has been established through the group who have gone on to play at community events such as Volunteer Week and The Quota Annual conference.

Learnings

Music has the capacity to bring communities together and to aid in the building of relationships. This contributes to improved mental health and wellbeing for participants.

Music is inclusive. There is no barrier, be it age or ability to inhibit participation. The group has members across all ages-the youngest member is 2 (she doesn't play a lot) and the oldest is 93. There are participants from CALD communities and various diverse sectors of the community.

Wallerawang Library Weekly Sewing Group

The Issue

Wallerawang Library is a key community asset for the residents of Wallerawang. The Library has a separate meeting room which is well equipped to provide community groups with a comfortable facility. Over a period of time it has been identified that this facility needs to be promoted in the community to attract more potential user groups.

The Solution

An approach to the library was made by a group of local retired ladies who asked to book the meeting room for their regular sewing activities. The room was set up for their purposes and they are now meeting weekly and growing in number. Through this regular activity the availability of the meeting room has become more widely known in the community. The sewing group has the potential to not only grow bigger but to encourage other users for this facility.

The Impact

This development has had a twofold benefit. Council is receiving revenue from the hiring of the meeting room and secondly this room provides an ideal space for community groups, which is safe and comfortable and has reasonable hire rates. It also brings people into the library building who may not otherwise visit thereby increasing community awareness of library services.

Learnings

This regular booking has confirmed that there is a need for community spaces in Wallerawang and shows that the library meeting room is currently under-utilised. It has the potential for other community groups to hold their activities there and to expand library programs at the Wallerawang Library to utilise this space. The Wallerawang Library is a valued and needed facility for the Wallerawang Community.

Key Facts

- Over 200 participants in 12 Tech Savvy Seniors workshops across the LGA.
- Improved access to and understanding of the internet.
- Inter-generational engagement.
- Lithgow-leles Meets weekly
- Builds community and meets community need
- Fosters friendships
- Gives back to the community through volunteering
- Inclusive
- Libraries provide a safe and suitable meeting place



Young Adult Programs

Teen Journaling group, STEAM Club, School Holiday Programs

The issue

It is a common issue in public libraries that we see a drop in attendance at library programs, and even borrowing, from the tween and teen age groups. We are told constantly how busy teens are today – school and study, part time jobs, after school commitments, sport and family time, are just a few of the demands on them. Libraries are also competing with the online and gaming world. Screen time is a big factor in most tween and teen lives. Compared to engaging, interactive, popular games the library seems old fashioned, dull, boring, and even irrelevant.

The Solution

We have tried to create a group of teen programs that will appeal to parents and kids alike, programs that are fun and engaging, and relevant to today's teens. Our teen journaling group has been popular with this age group. Teens are invited each Tuesday to an art/journaling group with local artist Mishy Rowan. The group is a great way for teens to express themselves without fear or ridicule, a safe space for them to speak out and be heard. This is a highly significant outcome given the distressing rates of self-harm, and even suicide in our small community. The Library invested in some fun technology to use with our holiday and after school programming. Ozobots – small robots used in the development of coding and programming skills; LEGO Mindstorm – a LEGO robotic set which can be built as four different models then programmed to move in certain ways; and laptops for the development of coding skills using Scratch and other block coding programs. We run a regular STEAM Club utilising these technologies, and also different school holiday activities in order to ensure these programs are accessible for all. All of our clubs and programs are inclusive and free.

The Impact

Offering free and inclusive programs at the Library ensures equal access to all members of our community. We are encouraging use of the library resources by community members who may not have access to such equipment and technologies at home. By ensuring equal access to programs and technologies we are creating the best opportunities for our young people, providing them with skills to develop into successful and contributing adults and members of the community. Programs aimed at 'tweens' and teens need to attract the attention of this age group. The library needs to make connections and offer a safe learning space.

The journaling group has particularly flourished as a group that works well together, encouraging and supporting each other. By making teens aware of the Library and our resources, we are highlighting the benefits of the library as a community hub and increasing awareness of the value of public libraries and our contribution to the community.

STEAM activities are conducted with equipment purchased through the sponsorship by Endeavour Energy.

Learnings

Teens are by far the most difficult group to attract to the library and this is experienced by libraries everywhere. By offering a variety of different programs aimed at this age group we are more likely to attract a range of users. Technology and STEAM based activities are increasingly popular however more traditional programs such as art and journaling are proving to be popular too. Once we entice a teen into the Library we can showcase our value to them – as a space, our resources, our technology and our inclusivity.



CC2.3.11 Provide outreach programs for housebound and isolated residents within the LGA Home Library Service

The issue

Lithgow has an aging population with one quarter of our population aged 60 years and over. This statistic, along with the fact that many residents living in outlying regions have limited access to transport means that the Home Library Service is increasingly important to ensure all residents of our community have access to library resources.

The Solution

The Home Library Service, which commenced in 2013, has continued to grow. Every week residents of Lithgow, Wallerawang and Portland receive a delivery of books, talking books, dvd's, cd's and magazines. Along with these vital resources, residents also get to interact with someone outside of their home, which for many, is the only contact they may have.

The Impact

The need to provide better home care and aged care facilities and to make information easier to access and understand for older people form part of the Community Strategic Plan.

The Home Library Service helps Council to meet these needs by providing

- Relief from isolation.
- Access to literature for entertainment, enjoyment and lifelong learning.
- Contributes to social links between the community and vulnerable members of our community.
- Housebound Members of our community have access to materials in their first language, through the State Library's multicultural bulk loans program and is increasingly important as ageing residents often revert to their first language.

Learnings

Our learning from this project is ongoing. Each month as clients give feedback about the service and the impact it has on their daily lives, their mental health and their enjoyment, the value of the service we provide becomes clearer.

Key Facts

- 116 registered HLS clients
- Over 7000 items have been issued to Home Library Service Clients this year.
- HLS morning tea held annually.

Key Council Plans & Strategies

Disability Access Inclusion Plan

Focus Area 1 Building Liveable Communities

Aim 1.7: Increase access and inclusion to the library, Eskbank House & Museum.

Action: Host events and develop programs that celebrate and recognise inclusion and diversity in our community at the library and/or Eskbank House and Museum.



CC 3.1 Community safety and compliance is monitored

Changing how we do things

In 2017/18, Lithgow Council completed the second year of investment into the Lithgow Animal Shelter providing improved facilities and service. The shelter was expanded to provide additional kennels, floors were repainted and improvements made to heating and cooling. New fencing was installed to provide additional exercise areas for the animals and a shade sail was installed to provide shade in the heat of the day. New insulated animal drop boxes were also installed to keep stray animals safe till they can be re-united with their owners or found new homes.

Local Primary schools students who participated in the Responsible Pet Ownership Program provided drawings of their pets which were made into the centre piece of new decorative signs at the front of the shelter as a testament to the 'significant role animals play in our lives'.

All the above changes have been complemented with improved administration and public notification about lost animals through the Lithgow Animal Shelter Facebook Page @LithgowAnimalShelter. Over 280 animals made their way to the Lithgow Animal Shelter in 2016/17 with over 90% of these animals returned to owners or re-homed.

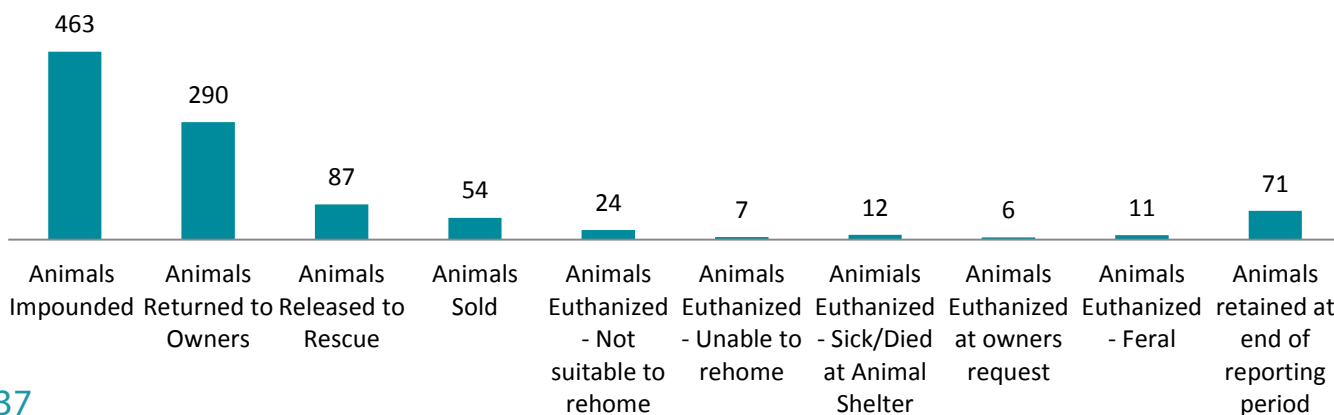
Despite all this work the number of animals presenting at the Animal Shelter continues to increase. With the help of rescue organisations and volunteers Council will continue to work to provide homes for animals and undertake activities such as the annual free microchipping days to assist in the identification and of animals.

CC3.1.1 Responsible Care of Animal welfare and maintenance of the Lithgow Animal Shelter

Performance Measure	Target	Achieved	Comment
Undertake improvements at the Lithgow Animal Shelter: <ul style="list-style-type: none"> • Purchase and construct shade sail. • Isolation area to prevent parvo 	100% complete	100%	Council ensures community safety and compliance in animal control in accordance with the provisions of the Companion Animals Act 1998 and the Companion Animals Regulation 1999. Over 400 animals were received at the Lithgow Animal Shelter in the 2017-18 Financial Year. Programs such as the Responsible Pet Ownership and Operation Cat provided education opportunities to the community about responsible companion animal ownership. This was supported by school education program and community open days at the Lithgow Animal Shelter and free microchipping for animals.
Responsible Companion Animals Ownership education activities undertaken.	100% complete	100%	

Lithgow Animal Shelter

■ 2017/18



CC3.1.1 Investigate non-compliance with the Protection of the Environment Operations Act

Performance Measure	Target	Achieved	Comment
Number of environmental protection actions taken.	100% of actions processed	100%	Incidences of non-compliance identified by external authorities, Council Officers or members of the community in relation Protection of the Environment Operations (POEO) Act 1997, are actioned. Throughout the 2017-18 reporting period, 15 actions in relation to the POEO Act have been investigated by Council Officers to ensure the safety of the community and the environment.

CC 3.2 Crime prevention and safety strategies are actively promoted

CC3.2.1 Remove graffiti from public places and liaise with Police

Performance Measure	Target	Achieved	Comment
All graffiti removed within 5 working days. .	100% complete	100%	Graffiti is removed within 5 working days of notification.

CC3.2.2 Participate in the Local Liquor Accord

Manager Community & culture to attend meetings of the Local Liquor Accord.	100% of meetings attended	0%	The Liquor Accord is established and run by licensees. Discussions are underway with the Police to reconvene the Accord in 2018/19.
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CC3.2.3 CCTV System managed to ensure monitoring of the CBD

Request from Police for CCTV Footage processed.	100% processed	100%	All requests were processed and footage provided when available.
CCTV System services maintained.	100% maintained	100%	Council has maintained the CCTV network allowing for monitoring by Lithgow Police.

CC3.2.4 Impound abandoned articles from public places in accordance with the Impounding Act

Number of abandoned articles impounded.	100% processed	100%	Council continues to facilitate a safe community in public places through the removal and impounding of abandoned articles including vehicles in accordance with the Impounding Act 1993. During 2017/18, 51 abandoned articles were impounded.
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CC3.2.5 Implement the Crime Prevention Plan

Meetings of the Crime Prevention Committee to be conducted in accordance with the Terms of Reference.	100% of meetings attended	100%	The Crime Prevention Committee met four times during the year. The Committee reviewed local crime data and made recommendations to Council on crime prevention issues.
Priority crime prevention actions implemented in accordance with available funding.	100% complete		New playground equipment, funded by a Social Housing Improvement Fund grant, was installed in Emora Park Lithgow to assist with building community cohesion Lithgow Library incorporated financial and cyber security matters in its regular Tech Savvy Seniors Program A review was undertaken of CCTV cameras around the Lithgow Railway/Bus Interchange.

CC3.2.6 Continue participation and support the Lithgow Cares Partnership

Performance Measure	Target	Achieved	Comment
Assistance provided to conduct: <ul style="list-style-type: none"> • White Ribbon Day • International Women's Day • Domestic Violence Awareness Programs 	100% complete	100%	The Community Development Officer has provided support to the Lithgow Cares Partnership through attending regular meetings and assisting with event organisation for Child Protection Week and White Ribbon Day.
Community Development Officer to attend meetings of the Lithgow Partnerships Against Domestic Violence and Family Abuse Committee (LPADVFA).	100% of meetings attended.		

CC3.2.7 Participate in emergency services committees including the Bush Fire Advisory Committee and Local Emergency Management Committee in accordance with their Terms of Reference.

Director Infrastructure Services to attend meetings of: <ul style="list-style-type: none"> • The Local Emergency Management Committee • Bush Fire Advisory Committee 	100% of meetings attended	100%	Council's Director Infrastructure Services and their delegate attended all meetings of the Local Emergency Management Committee and Bush Fire Advisory Committee in 2017/18.
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CC3.2.8 Ensure available parking for residents and visitors

On-street parking enforcement in the Central Business District of Lithgow conducted.	200 parking patrols per annum	200	On street parking patrols completed in a timely manner. Patrol targets were met with positive outcomes; with 200 parking patrols completed over this reporting period. Patrol targets were met with positive outcomes and all targets exceeded. School zone safety and educational patrols were conducted on a regular basis with 50 patrols completed over the reporting period.
On-Street parking enforcement in school zones conducted.	24 parking patrols per annum	50	

CC3.2.9 Enforce legislative requirements

Traffic Advisory Local Committee meetings conducted in accordance with the terms of reference.	Every 4 weeks	100%	As a result of many traffic-related issues being able to be solved internally, only 4 meetings of the Traffic Advisors Local Committee were required in the 2017/18 financial year. These four meetings were held and related actions completed accordingly.
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STRENGTHENING OUR ECONOMY

Community Vision

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



Community Strategic Plan and Delivery Program Actions

SE1 We attract new business and investment

- SE1.1 - Our areas in an attractive place to invest and visit
- SE1.2 - Facilitate and provide infrastructure and land to support residential, rural and economic growth

SE2 We encourage economic growth and diversity

- SE2.1 - Promote, develop and utilise the creative talents of the Lithgow LGA
- SE2.2 - A strong tourism industry that maximises benefits from visitors to the Lithgow LGA
- SE2.3 - The cultural diversity and rich heritage of the Lithgow LGA is celebrated

SE1.1 Our area is an attractive place to invest and visit

Changing how we do things

Lithgow's greatest long-term economic challenge is to grow and attract businesses and visitors, with increasing job opportunities for our resident workforce, which will grow the local economy (and population) as more dollars are retained locally.

Council realises it cannot be the only player in local economic development, with economic development in the Lithgow region needing partnerships between all levels of government, the business community and residents. The way forward will see the implementation of programs and projects that are strongly underpinned by local and regional collaboration.

Establishment of the Economic Development, Tourism and Events Division

The issue

Council realised it needed to take a leadership position in the local economic development and tourism/events space. Council needed to ensure management of local economic development, tourism and events in the Lithgow region was structured to enable partnerships between all levels of government, the business community and residents, to ensure the implementation of programs and projects were strongly underpinned by local and regional collaboration.

The Solution

Council has established a new Economic Development, Tourism and Events Department and appointed a Department Manager who will take ownership of the delivery of Lithgow's future economic development and tourism/events initiatives. The new structure incorporates a Department Manager supported by a Tourism Manager, an Events Coordinator and a team at the Lithgow Visitor Information Centre.

The Impact

The new structure (implemented in February 2018) now provides strategic direction to enable business capacity building and inward investment, tourism and branding programmes and events delivery and attraction.

The first key outcome generated by the new Division was the development, in conjunction with State Government, of the Lithgow Regional Economic Development Strategy 2018-2022 (endorsed by Council in June 2018).

Learnings

The implementation of a department within Council to undertake initiatives in the Economic Development and Tourism arena has created specialist roles in a specific department that allows Council to contribute in a dedicated way in areas very important to the community.

Community Strategic Plan Reference

- Under the Economy theme the vision is to providing for sustainable and planned growth through the diversification of the economic base, development of diverse job opportunities and the provision of a broad range of formal and non-formal educational services.
- The Community Strategic Plan identifies to support a changing and growing community, Council and the community must work together to build a sustainable, diverse and competitive economy.
- The Community Strategic Plan notes the need to develop and implement a plan to encourage a wide diversity of businesses to the area acknowledging the need for increased availability of employment generating lands.

Key Facts

- New department incorporating; Economic Development, Tourism and Events.
- Specialist roles within Council's organisational structure.
- New structure now provides strategic direction to deliver projects and programs.
- Lithgow Regional Economic Development Strategy 2018-2022 completed and endorsed by Council.

SE1.1.1 Implement the Lithgow Marketing and Branding Strategy

Performance Measure	Target	Achieved	Comment
Priority actions implemented in accordance with available funding.	100% complete	100%	The placement of new Billboards to tie in with the new Place Branding strategy being developed. Traditional Marketing was completed with advertisements placed in local media, media releases and advertising for major festivals and events in both traditional and digital media.

SE1.1.2 Install additional town entry and tourism signage throughout the LGA

Welcome banners replaced annually	100% complete	0%	Welcome banners will be replaced when the flag poles have been re-rope and serviced which will take place in the first 1/4 of 2018-19. During 2017-18 additional brown and white tourism signage was erected at Wallerawang - directional signage to the old Wallerawang Station.
Upgrade and install brown and white tourism signs in accordance with the Interpretive Signage Program.	100% complete	100%	

SE1.1.3 Develop promotional material to attract investors and residents and participate in relevant exhibitions

Continue to monitor, maintain and update the Revitalising Lithgow, and Lithgow: our Place, Our Future Facebook Pages.	100% complete	100%	The Economic Development Facebook pages and website were maintained and updated during 2017/18.
Continue to update the Economic Development Website	100% complete	100%	The Lithgow; Our Place, Our Future Facebook page was discontinued in order to provide a focus on the Revitalising Lithgow Facebook page.

SE1.1.4 Attend local and regional economic and tourism forums to promote and advocate for development and business opportunities within the Lithgow LGA

Appropriate conferences attended to encourage investment.	100% complete	100%	The following conferences and forums were attended: <ul style="list-style-type: none"> • Quarterly Central West Sydney Regional Economic Development forums • Tourism Managers Conference in Parkes, • Bi-monthly Central West Tourism Managers.
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SE1.1.5 Encourage expansion and attraction of business

Respond to enquiries and coordinate with other departments as required in accordance with Policy 4.6.	100% of enquiries responded to	100%	New business and business growth approaches/enquiries responded to and advice, information and referrals provided.
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SE1.1.6 Encourage the increase of business activities in the CBD's of Lithgow, Wallerawang and Portland

Performance Measure	Target	Achieved	Comment
Promote the Main Street Facade Program	100% processed	100%	Main Street Facade Program promoted – one business took up.
Coordinate Business Training and Development Activities for local businesses.	3 sessions per year	1	One business workshop conducted on "Employee Engagement".

SE1.1.7 Ensure sound communications across the community and with Council to assist with encouraging growth

Conduct meetings of the Economic Development Advisory Committee in accordance with the Terms of Reference.	4 meetings per annum	100%	Economic Development Committee meetings conducted and approaches made to attend Chamber of Commerce meetings/forums
Economic Development Officer to attend meetings of the Lithgow Chamber of Commerce.	100% of meetings attended	0%	

Lithgow Regional Economic Development Strategy 2018-2022

The issue

In order for residents and businesses to enjoy a sustained level of growth and prosperity, the Lithgow region must become a preferred location for living, working and business investment.

Our greatest long-term economic challenge is to grow businesses while increasing job opportunities for our resident workforce, which will grow the local economy as more dollars are retained locally.

Council recognises the valuable role local businesses play in contributing to a sustainable location and has placed a high priority on proactive strategies, policies and actions to improve investment, employment and business performance across the Lithgow region.

The Solution

The NSW Government has assisted local councils and their communities to develop Regional Economic Development Strategies across Regional NSW, and Council and the Department of Premier and Cabinet jointly worked on developing the Lithgow Regional Economic Development Strategy 2018-2022.

The development of the Lithgow Strategy was undertaken to identify new opportunities for employment and economic growth in the Lithgow region.

The Impact

Going forward, the Lithgow Regional Economic Development Strategy 2018-2022 will:

1. Provide context and directions for local economic development across the Lithgow Local Government Area,
2. Be an important part of Council's decision making framework and will have regard to other key policy documents,
3. Establish a whole of Council approach to the delivery of services which advance local economic development, and
4. Establish a clear and measurable implementation plan to monitor Council's efforts and progress towards future economic vitality and prosperous communities.

Learnings

Lithgow is a regional economy that is currently transitioning away from historic coal-mining industry leadership. The Lithgow Regional Economic Development Strategy will enable Lithgow to significantly advance the future diversification and growth of its industry and business base, which is forecast to be strong as Lithgow has a high number of regional strengths and endowments that this project will be underpinned by:

1. Proximity – the Gateway to Sydney and the Central West
2. Natural Environment & Recreational Amenity
3. Climate & Rainfall
4. Aboriginal & Industrial heritage
5. Mineral resources
6. Affordable Land
7. Rail & Energy Infrastructure
8. Private & Public Institutions

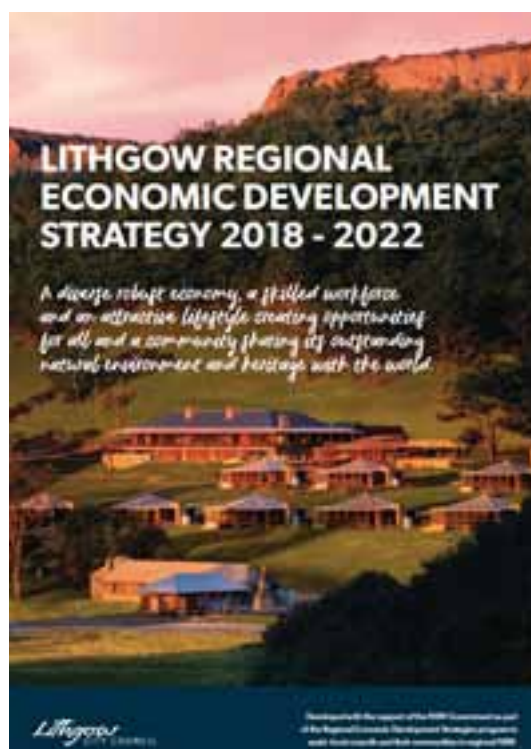
Community Strategic Plan Reference

- The Lithgow Community Strategic Plan 2030 (the Plan) 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 one of the 5 themes is: `Strengthening our Economy`.
- Under the Economy theme the vision is to 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.
- The Community Strategic Plan identifies to support a changing and growing community, Council and the community must work together to build a sustainable, diverse and competitive economy.
- The Community Strategic Plan notes the need to develop and implement a plan to encourage a wide diversity of businesses to the area acknowledging the need for an increased availability of employment generating lands.

Key Facts

Six strategic elements underpin the Lithgow Regional Economic Development Strategy 2018-2022:

1. Activate and cultivate a community of economic development leadership.
2. Create labour force capability in line with future business needs.
3. Prioritise lifestyle infrastructure and local place-making.
4. Foster a collaborative and vibrant community led by a diverse and inclusive culture.
5. Develop tourism and marketing opportunities.
6. Drive local business capability and inward business investment.



SE1.1.8 Promotion and marketing of the LGA in a range of media and within budget

Performance Measure	Target	Achieved	Comment
Monthly advertisements Discover Blue in Mountains	12 per annum	100%	Lithgow was promoted in a range of media including Caravaning Australia, Central West Lifestyle, BM Imag, Discover Central West NSW, Discover BM, Daily Telegraph, Lithgow Mercury, Village Voice, Western Weekender, BM Record, and BM Tourist Newspaper.
Bi-monthly advertisements in other promotion media	6 per annum		
Monthly advertisements in Discover Central West	12 per annum		
Quarterly advertisements in the Blue Mountains Tourist Newspaper	4 per annum		
Monthly media releases/advertisements in local print media	12 per annum		
Monthly advertisements in Blue Mountains IMag	12 per annum		

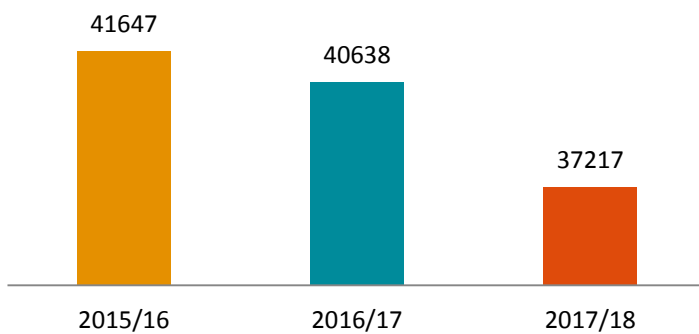
SE1.1.9 Develop and update Recreational Activity Guides to increase greater visitation of areas listed

Develop guide/s to promote bushwalking, mountain biking and camping in the LGA.	100% complete	0%	No new recreational activity guides have been produced in 2017-2018. Council is developing a Place Branding strategy and new activity brochures produced in 2018/19.
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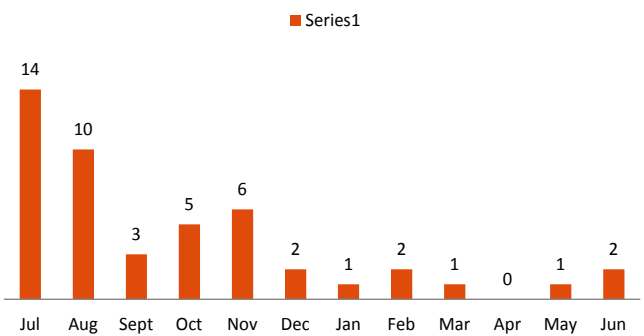
SE1.1.10 Support filming opportunities in the LGA

Filming enquiries processed	100% processed	100%	6 Filming applications were approved and completed during 2017-18 including Audi, Kia, Escape to the Country, Patricia Moore TV series, Adidas and Subaru.
Maintain a web presence	100% complete	100%	The film permit application is now available for downloading on the website.

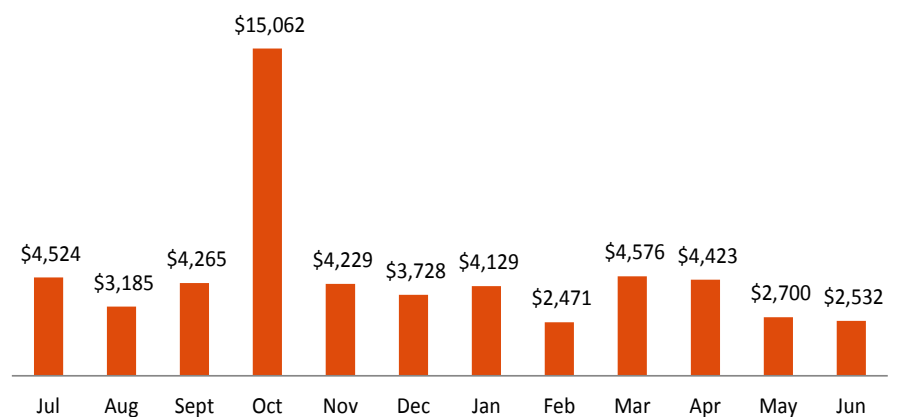
Tourism Visitation



New Members



Souvenir Sales



SE1.2 Facilitate and provide infrastructure and land to support residential, rural and economic growth

SE1.2.1 Prepare and implement the Rural Lands Study

Plan prepared, consulted upon and adopted by Council	100% complete	85%	This plan has been deferred pending the finalisation of the Lithgow Agricultural Land Mapping and Report project being undertaken in collaboration with NSW Department of Planning and Department of Primary Industries. This supporting project has progressed to the draft report stage and has involved consultation with agricultural stakeholders in a series of workshops.
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SE1.2.2 Ensure the long-term sustainability of infrastructure and land that underpins and supports the growth of the Local Government Area

Process and issue building and planning certificates in accordance with regulatory requirements: <ul style="list-style-type: none"> • Section 149 Certificates • Building Certificates • Subdivision Certificates 	90% processed within 7 working days	100%	Complete
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SE1.2.3 Support the Bells Line and M2 Extension

Attend meetings of the Bells Line Expressway Group as required.	100% of meetings attended	0%	No meetings were attended.
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SE2.1 Promote, develop and utilise the creative talents of the Lithgow LGA

SE2.1.1 participate in local and regional cultural networking groups

Participate in Lithgow Museums Network	100% complete	100%	Throughout 2017/18, the Cultural Development Officer was a member of the Blue Mountains Association of Cultural Heritage Organisations Committee, liaised with Arts OutWest, and provided support to the Lithgow Museums Network.
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SE2.1.2 Maintain and improve the Lithgow Creative's website

Website maintained and updated	100% complete	100%	The Lithgow Creatives website has been maintained. A new registration form needs to be designed and a marketing strategy developed to enhance promotion of artists and creatives listed on the online directory.
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SE2.1.3 Host exhibitions at Eskbank House Museum for cultural industries

Two exhibitions hosted at Eskbank House Museum per annum	100% complete	100%	Throughout 2017/18, eight exhibitions were hosted in the Courtyard Gallery at Eskbank House Museum, including two touring exhibitions - Stories of Recovery from University of Western Sydney and ANZAC Illustrated from Book Illustrated that presented original drawings and artists materials from iconic children's books that explored the complex themes about war
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SE2.2 A strong tourism industry that maximised benefits from visitors to the Lithgow LGA.

SE2.2.1 Priority actions from the Tourism Strategy/Destination Management Plan are identified by the Tourism Advisory Committee.

Priority actions implemented in accordance with available funding.	100% complete	100%	Priority projects that were a carry over from the Tourism Advisory Committee were completed in 2017-18 including Billboards (see over page) and Lake Wallace Info Bay signage.
Seek opportunities to increase funding for tourism activities.	100% complete	100%	Regional Flagship funding was sought for Halloween but was unsuccessful.
6 meetings of the Tourism Advisory Committee held per year in accordance with the Terms of Reference.	100% of meetings held	10%	Only 1 meeting of the Tourism Advisory Committee was held in July before it was disbanded and a Tourism Working Party convened.
Provide input into community tourism development initiatives.	100% complete	100%	Input into community tourism development initiatives took the form of meetings with LithGlow Stakeholders, Wallerawang Lidsdale Progress Association, Hartley Progress Association, Great West Walk committee, Portland Development Association and Halloween Businesses.

SE2.2.2 Organise and stage LithGlow (see page 51)

SE2.2.3 Organise and stage Halloween (see page 52)

SE2.2.4 Identify and support the delivery of a diverse range of quality festivals and events

Promotional displays developed in VIC to promote major events to visitors for example: <ul style="list-style-type: none"> • Ironfest • Halloween • LithGlow • Daffodils @ Rydal 	4 displays per annum	100%	With the high traffic through the Visitor Information Centre it is the ideal location to promote local event throughout the region. Not only promoting the large events such as Ironfest, Lithgow Halloween and LithGlow the smaller community events receive great exposure for no cost.
Support provided to local tourism events.	100% of enquiries assisted	100%	Local events were promoted through print and electronic platforms including regional tourism magazines, street posters, Destination NSW and Lithgow Tourism websites, Lithgow Tourism Facebook page
Develop a program of temporary programs and events to be held in the Cultural Precinct.	2 per annum		8 exhibitions were hosted at Eskbank House Museum. The Cultural Development Officer also participated in LithGlow Heritage Festival, presenting lighting and projections at Eskbank House Museum, whilst supporting local cultural organisations to deliver heritage events as part of the Festival.
Develop a plan for regular cultural activities to be undertaken on completion of the upgrade to Blast Furnace Park inclusive of an Outdoor Sculpture Competition.	100% complete		Blast Furnace Park was not reopened to the public officially until 12th May. Whilst the launch for LithGlow Heritage Festival coincided with the reopening of the Blast Furnace site, no further programming was developed for 2017/18 due to no budget to support other activations.

Billboards

New Billboard artwork makes a big impression

The issue

Lithgow Tourism/Lithgow City Council have had a long standing arrangement with Ooh Media who provide 2 Billboards on the approaches to Lithgow. The images that are on the current Billboards have been in-situ for the last 5 years. It was considered that the photos were not a true reflection of the things to see and do in the Lithgow Tourism area and did nothing to drive people to the Visitor Information Centre, where they would be encouraged by the staff to stay and see more of the area.

The Solution

New concept artwork was developed that included a directional call to action to call into the Visitor Information Centre. The Mt Lambie billboard was also deemed to be too far away from Lithgow and without a follow up billboard closer to Lithgow it was decided to invest in a new billboard at Marrangaroo.

The Impact

- Original budget - \$10,000.00
- actual spend - \$3.000

This project will drive visitation to the Lithgow Visitor Information Centre providing a greater penetration of the place branding material. The billboards will be a first point of contact for many people passing through the region and getting them to stop at Lithgow Visitor Information Centre is extremely important in showcasing all the different activities available to them that they may have otherwise missed. The billboards will also encourage people passing through to stop for coffee or the toilets and they too may be motivated to return to Lithgow at a later date.

Learnings

The project shows the critical importance of placing key marketing and branding infrastructure in high traffic areas. It also shows that the construct that marketing and branding needs to be visible, discernible and a call to action.



Hartley Billboard



Marrangaroo Billboard

LithGlow

The issue

Planning for LithGlow 2018 began in July 2017 when the decision was taken to reposition Lithglo from what it had become, a Market in Queen Elizabeth Park with a small amount of lighting and entertainment. The regression of Lithglo from a heritage lighting festival in its first year, to a market in the park had been gradual over the years but had resulted in the original focus of LithGlo being lost.

The Solution

Lithgow Tourism made the decision after careful consultation to align Lithglo with the Australian Heritage Festival and to involve stakeholders to produce a multi-site, multi-activity event at a more family friendly time of the year, after the end of daylight savings. Stakeholders were consulted and an action plan agreed upon. Lithglo was also rebranded to LithGlow to give the festival an air of being new and getting away from preconceptions about the last year and that Lithglo was a misspelling.

The Impact

- Original budget - \$35,000.00
- Actual spend - \$54,862.00
- Funding/sponsorship \$5,788.00

LithGlow had a very evident community impact and resulted in most stakeholders seeing the largest visitation numbers in recent memory. Lithgow Blast Furnace saw approximately 5,000 people visiting and taking advantage of the food trucks and live entertainment. Lithgow Small Arms Factory Museum reported having to put on extra tours to accommodate the interest, tours of Wallerawang Power Station were full, Gang Gang Gallery, Blue Mountains Mystery Tours, National Trust Scottish Heritage Talk and State Mine Heritage Park all reported being fully booked or close to capacity.

Many visitors to local motels were prompted to visit LithGlow and reported they would return next year and attend other Lithgow events.

Learnings

Community feedback was overwhelmingly positive with the only negative comments coming about the cold (this event was held in May), the car parking at Blast Furnace, something that can be alleviated by greater use of the free shuttle service, and local participation in the food markets.

The positives far outweighed the negatives of holding LithGlow in May and the logistics of holding it at another time that still falls within the Australian Heritage Festival window and not clashing or landing too close to other events is almost insurmountable.

Key Facts:

- Community wide participation
- First year of current format
- Reach from outside of LGA
- 5000 approximate participation



Lithgow Halloween 17

The issue

Lithgow Halloween 16 provided some discussion points around funding and the sustainability of the event and the challenge was set to bring Lithgow Halloween 17 in on budget with as much community engagement as possible.

Lithgow Local Government Area is known as a region that hosts a broad range of dynamic festivals and events, whilst supporting and developing local creative and cultural talent for maximum social and economic benefit for the community.

The Solution

To maintain our existing sponsors and increase overall sponsor numbers with innovative marketing and branding opportunities. One of the key objectives for marketing 'Lithgow Halloween 17' was to increase the exposure for major sponsors.

Creative and skills based opportunities are one of the key objectives of the event with engagement of creative talent and school age students from the region. Invitations were sent to schools, bands, theatre groups and dance schools to perform at Lithgow Halloween. Provided opportunities for local sole traders, businesses, cafes and market stall holders to participate in the event.

The Impact

- Original budget 132,819.00
- Actual spend \$131,491.00
- Funding/sponsorship - \$42,819.00 including \$10,000 in-kind.
- Volunteer contributions – 8 volunteers assisted with the event
- Environmental efficiencies – Waste and recycling program in conjunction with Envirocon.
- Cost savings realised through efficiencies – Wages costs through engagement of volunteers

Continuous communication with sponsors leading up to the event to keep them informed of the marketing program with a full sponsorship report following the event with statistics on the reach and branding exposure they received. New marketing areas included the Sydney Train network, print media advertisements in Sydney outer west through community newspapers, Sydney Daily Telegraph Newspaper and on social media with boosted Facebook ads. Media advertising included the uploading of the Halloween Artwork featuring the sponsor logos as well and uploading of the Television commercial. The TV commercial was boosted and reached 11,024 people.

Invitation to schools, bands, theatre groups and dance schools to performer at Lithgow Halloween was taken up with over 80 individual talented people performing and showcasing their skills at the event. Lithgow High School students were engaged to document and to produce a video that will be used in the television commercials for Lithgow Halloween 2018. Local businesses that traded on the night of the event reported good patronage with a general increase in trade over the weekend of the event.

Learnings

Direct communication with organisations and businesses has proven the most efficient approach with the resources available. Establishing a direct line of communication will be continued to be developed through Lithgow Halloween and will be carried through to other events and tourism initiatives.

Survey results and the implementation of the suggestions have already been used in the planning for future events.



SE2.2.5 Support Australia Day Festivities in Lithgow and provide support to other events and activities throughout the LGA

Each year events are held around the LGA that provide the opportunity for the community to come together to celebrate Australia Day.

Australia Day was celebrated across the region on Friday 26th January with free activities and entertainment for everyone. This year's ambassador was notable sports personality Bob Turner, renowned for his work with four NBL teams and the driving force in the resurrection of the Sydney Kings. Lithgow's Official Ceremony was hosted at Eskbank House Museum and included a Citizenship Ceremony, the NSW Local Citizenship Awards and Sports Awards, and the Ambassador's Address. Free entertainment was provided by the Lithgow City Band and Lithgow Highland Pipe Band. More than 200 people attended the ceremony at Eskbank House.

Lithgow City Council Mayor, Cllr Stephen Lesslie welcomed new Australian citizens and celebrated the achievements of local individuals. The following Australia Day Awards were presented:

- Young Volunteer of the Year Award was presented to Emma Martin.
- Volunteer of the Year Award in the Open category was jointly awarded to Donna White and Kerry Guerin.
- Young Citizen Achievement Award was presented to Hayden Way.
- Citizen Achievement Award in the Open Category was awarded to Beverley Coombs.
- Services to the Community (Organisation) Award was presented to the teaching staff of Lithgow Public School Special Education Unit.
- Outstanding Event Award was presented to Walk N Talk.

Celebrations continued throughout the day across the region with free entry at the JM Robson Aquatic Centre, children's rides, markets and music in Portland, wood-chopping and waterslides at Wallerawang, and the popular Billy Cart races in Rydal.

Budget \$8,847 Expenditure \$8,861

SE2.2.6 Attract events to the Lithgow region

Events Attraction Package

The issue

Events are big business and capturing an organisations interest in hosting their event in the Lithgow local government area is extremely important. Over the course of many years events have looked at Lithgow or held an event in Lithgow but been unable to commit to multiple years. A need for funding to help make Lithgow more attractive to these events was identified and one of the main issues for many of the events was funding in their formative years.

The Solution

The Event Attraction Package is a pool of \$20,000 available to event organisers up to a maximum of \$5000 per event. This has already seen an uptake in 2017-18 resulting in the Jet Black 24 hour Mountain Bike race at Rydal which will be an annual event as well as the Red Ass Downhill Mountain Bike event held at Hassan's Walls Reserve which is also a repeat event.

The Impact

- Original budget \$20,000.00
- Actual spend \$8000.00

These events provided a significant financial boost to the Lithgow economy. Both the Jet Black and Red Arse events bring in a sizable amount of people from outside the LGA who require accommodation, food and other staples. With a further uptake of the Events Attraction Package for new or relocating events in 2018-19 the long term impacts of the Events Attraction Package can't be understated.

Learnings

The event attraction package encouraged the continuation of a number of events in the Lithgow LGA and will continue to provide a financial boost to the local economy.

SE2.2.7 Provide quality visitor information services			
Performance Measure	Target	Achieved	Comment
Identify increased customer satisfaction through visitor comments and surveys.	1 survey per annum	100%	37 surveys were completed in 2017-18 which have provided mostly positive feedback on a wide variety of subjects which have been collated and an action plan formulated.
SE2.2.8 Increase local awareness of the role of the Visitor Information Centre in the Lithgow community			
Monitor and update social media	3 Facebook posts per week	100%	Social Media Posts averaged 1 per day during 2017-18 and engagement increased by over 20%.

SE2.3 The cultural diversity and rich heritage of the Lithgow LGA is celebrated

SE2.3.1 Eskbank house Museum is open and operational 5 days per week

Changing how we do things

"...this building which represents so much in the history of Lithgow."

Lithgow Historical Committee to Australian Iron & Steel, 28 September 1944

Following a successful Heritage Near Me grant, renewed research was undertaken over the past 12 months to consolidate the history of the Eskbank estate, accumulating in a publication, exhibition, and digital interpretation points across the site.

This process also resulted in a review of the existing interpretation and communication strategy. The outcomes from this review delivered the digital interpretation points which can be updated with new content as required and give visitors access to archive materials; the development of new printed information materials; and a reconfigured website to link online and onsite experiences and offer a flexible platform to make archive information available to the public. The next stage of development will deliver family trails and schools programs linked to the curriculum.

Key Council strategies

- Eskbank House Conservation Management
- Cultural Plan
- Cultural Precinct Plan

Key facts

- Built c.1841, Eskbank House was one of the first homes in the Lithgow Valley. It was owned by important industrialists Thomas Brown, James Rutherford, William Sandford and the Hoskins brothers.
- Eskbank House is a rare intact early Victorian town villa and outbuildings and has been nominated for State Heritage listing.
- Opened to the public in 1966, it is one of the earliest house museums in the country.
- As a regional museum, the collections reflect the industrial and social history of the Lithgow region including the important Black Roses, Sutton-Leake Quilt, Sir Joseph Cook Collection, and the Lithgow Pottery Collection.

SE2.3.1 Eskbank House Museum is open and operational 5 days per week

Performance Measure	Target	Achieved	Comment
Number of visitors to Eskbank House Museum	10% increase per annum	2015/16 to 2016/17 = -13% 2016/17 to 2017/18 = -11% See graph below	

SE2.3.2 Events and activities developed to promote Eskbank House Museum and its collections

Exhibitions and events held (including travelling exhibitions with major institutions)	4 per annum	10	8 exhibitions, 1 major public program, 1 event in association with LithGlow
Public program activities held annually	4 per annum	7	7 public programs were held throughout the year including children's art programs, 175th Anniversary open day, and LithGlow
Celebrate the 175th Anniversary of Eskbank House Museum	100% complete	100%	See below

Exhibitions and Events Program

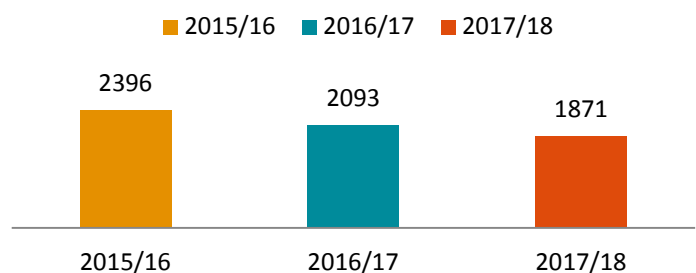
The issue

Eskbank House Museum, constructed for Thomas Brown in 1841/42 is the Lithgow district's regional museum. Set within a historic estate, the museum aims to collect, preserve and interpret the histories associated with the early settlement and development of the region.

Initially opened to the public on 21 November 1966, it is one of the earliest house museums in Australia, the collection quickly expanded to include objects of state and national significance, including the important Iron Black Roses, Sutton Family Crazy Patchwork Quilt, Sir Joseph Cook Collection, and the Lithgow Valley Colliery Company Collection (Lithgow Pottery).

Eskbank House Museum is opened 5 days per week for visitors and is also the venue for exhibitions, performances and events. However, visitation to the museum is low and declining.

Eskbank House & Museum Visitation



The Solution

Council, hosts a number of annual events and public programs to assist in attracting new audiences and visitation to the site.

Waste 2 Art

The Waste 2 Art competition returned to Eskbank House Museum for another year of art made from re-purposed materials, challenging people to think differently about waste. Waste 2 Art runs annually and is open to all residents of the Lithgow LGA. The competition gives professional artists and the entire creative community the opportunity to share their work, and the chance to be selected to represent Lithgow in the Regional Competition in Narromine.

The Waste 2 Art exhibition was held at Eskbank House Museum from 19 May until 10 June 2018. Winning artists selected to represent Lithgow in the Regional Competition in Narromine included Portland Central School, Dia MacNamara, Kayley Winks, Delaney Reinhardt, Clare McAdam, Gregory Wheeler, Gordon McCloud and Helen Munro. Winners at the Regional Competition included Claire McAdam, Helen Munro, Samantha Winks and Dia MacNamara.

EHM 175th anniversary

Voices of Eskbank, a new publication and exhibition were launched on Saturday 25 November to mark the 175th Anniversary of Eskbank House. The exhibition continued until 28 January 2018. Sixty guests at the celebration enjoyed a series of expert talks on local architecture, historical gardens, and capturing oral histories, as well as performances by Mitchell Conservatorium.

The exhibition and publication capture the reasons why this historic site remains an important cultural space. Eskbank Voices tells the stories of those who have helped shape this region through industry and also captures the everyday experience of life in the region through oral histories collected over many years.

This exhibition and publication were made possible by Heritage Near Me Grant funding from the New South Wales Government.

Budget \$5,000. Expenditure \$4,435

State Heritage Listing

During the year Council nominated Eskbank House and Museum and its collections for listing on the State Heritage Register.

The nomination was approved by the Minister for Heritage in August 2018 as Eskbank House, incorporating a principal dwelling, several outbuildings and garden, is of state heritage significance in demonstrating the manner in which Lithgow developed from an isolated, rural locality into a city influential in the social and economic development of NSW. It is also of state heritage significance for its strong association with the Eskbank Estate, a cradle of NSW industrial development and particularly that of iron and steel making.

State Heritage listing means that the museum and its collections are protected under the NSW Heritage Act and also enables Council to seek funding for capital and other improvements.

Learnings

Each year a program of capital works is undertaken to protect and preserve Eskbank House and Museum's buildings and collections. These works are as far as possible based on interpretation of the original building design and fabric.

SE2.3.3 Upgrade display and exhibition equipment at Eskbank House Museum

Performance Measure	Target	Achieved
Collection systematically catalogued and interpretive materials developed as part of the annual collection management program.	100% complete	Following research undertaken for the 175th Anniversary exhibition and publication produced in 2017, the next significant project to bring Eskbank House Museum in-line with best museum standards is a major collection reassessment project. This is a substantial project that requires a review of the museums objectives, current collection definitions, and supporting management policies. The outcomes will seek to make the collection available online, further significant assessments undertaken, renewed collection displays, and identification of gaps in the collection to focus the museums acquisition policy. Specifically designed object cases have been identified for the Black Roses and Thomas Brown's trowel.
Display and exhibition equipment upgraded within budget.	100% complete	

SE2.3.4 Develop marketing/communications for Eskbank House Museum

Brochures developed and updated as required.	100% complete	A marketing flyer for Eskbank House Museum has been developed and the redevelopment of the website was undertaken. The first stage of the interpretation project was completed with the installation of 1 digital interpretation panel that allows visitors to access photographs and historical information. This information can be updated as new research is undertaken. A Museum Guide for Eskbank House and a joint museums map is currently in development. Eskbank House Museum also participated in the BMACHO Heritage Trail, and LithGlow Heritage Festival.
Develop and implement the Eskbank House Outdoor Interpretation Project.	100% complete	
Promote Eskbank House and its connections with other heritage sites through participation in combined museum events and promotions.	100% participation	

SE2.3.4 Develop marketing/communications for Eskbank House Museum			
Performance Measure	Target	Achieved	Comment
Two school visits to Eskbank House Museum per annum	100% processed	100%	2 School visits were hosted at the museum.
SE2.3.5 Provide support for cultural organisations in the development and promotion of cultural activities			
Museums Advisor Program continuing to work with Eskbank House and other museums to preserve and promote local history collections.	100% complete	100%	The Museums Advisor, Michael Huxley, delivered a report to identify areas that Council and the Museums Advisor Program could best support key cultural organisations, and made recommendations for how the cultural and creative sector could be supported to contribute to the cultural tourism offer of the region.
SE2.3.6 Provide heritage advice to residents on development matters			
Number of residents utilising the Heritage Advisory Service	100% processed	100%	The Heritage Advisory Service was utilised by 85 residents and developers in 2017/18
SE2.3.7 Implement works at Blast Furnace Park and nearby precinct in relation to safety and interpretive signage (see below)			
SE2.3.8 Install new heritage and interpretive signage across the Local Government Area			
Install interpretive signage as required	100%	100%	New heritage signage was installed at Blast Furnace and damaged signage on Hassans Walls was replaced during the year.

Lithgow Blast Furnace Activation

The Focus

Lithgow Blast Furnace, first opened in 1907, is the birthplace of the Australian iron smelting industry which had a profound impact on the economy, social structure and the community of Lithgow.

It was the first modern blast furnace and part of the first integrated iron and steel works in Australia, well before Port Kembla and Newcastle iron and steel works. The blast furnace and associated iron and steel works were a core part of the drive to establish Lithgow as an industrial inland city.

The Blast Furnace ruins have been part of the Lithgow landscape for more than a century and are visited by many local and other visitors who enjoy its evocative industrial structures in an open parkland setting. The site has also been popular with photographers, filmmakers and for weddings.

In December 2012 Council held the first LithGlow light show event at Blast Furnace, a fantastic event that attracted thousands of people and showed that the community has a great fondness for the Blast Furnace as well as the potential for major events, performance, markets and general visitation. But this event also highlighted the safety risks - and that Council couldn't continue to activate Blast Furnace for events without first making it safe.

Council was faced with a stark choice – close the site off to the public or find a way to address the safety issues while preserving its heritage values.

The Response

In 2013/14 Council commissioned a heritage architect to undertake an assessment of the site and to develop a Masterplan design for the works. Works then commenced in 2014/15 to improve the visitor experience and to establish Blast Furnace as the anchor for cultural heritage tourism through incorporating the Blast Furnace into a heritage trail linking a number of key heritage sites including Historic Eskbank Station, Eskbank House and Museum, Lake Pillans Wetlands and State Mine. Works were completed in June 2018.

Works undertaken involved repair and remediation works to remaining brick ruins to make them safe for visitors and Stage 2 Masterplan works to provide safe and accessible visitor access, together with a new interpretive strategy, lighting and toilets.

The architect's design, and the quality of the build have brought an elegance and a beauty that harmonise very well with the industrial theme of Blast Furnace and have transformed it to be a safer, accessible and special place to visit.

The Impact

Budget Allocation \$2,204,023. Expenditure \$2,242,075

Works were funded through grant funds totalling \$1.6m from NSW Club Grants, NSW Office of Environment and Heritage, National Stronger Regions Fund and Tourism Demand Driver Infrastructure fund and Council funds of approximately \$1m.

The completion of works means that Blast Furnace can become a unique space for events and performance, markets and tours that will hopefully bring cultural and economic benefits to the town. Since completion of works, the LithGlow light show returned to Blast Furnace in May 2018 with a major event to coincide with the official opening of Blast Furnace. Thousands of people visited. We anticipate that Lithgow will be held annually at Blast Furnace.

We look forward to major events such as Lithgow's own Ironfest and Halloween being staged at the site. Together with film festivals, vintage car events, music festivals and art installations.

The level of visitation and positive community feedback has grown significantly since the site was re-opened.

Much of the site is now, for the first time, accessible to people with mobility difficulties with a number of accessible pathways, viewing platforms and gantries.

Lithgow is in transition from a town with a history of coal and dust to a city for the 21st Century. We are not forgetting our past, but rather using our history to create a new future for our community. This project is about maximising the opportunity for employment and addressing disadvantage.

Learnings

The Lithgow Blast Furnace upgrade works were based on sound planning and design work which enabled Council to seek grant funding. The project took longer than expected but in the end, a better outcome was achieved as further external and Council funds were progressively allocated to the project.

Key Facts

- Opened in 1907
- First integrated iron and steel works in Australia
- Part of the drive to establish Lithgow as an industrial inland city.
- Upgrade works commenced in 2015 and completed June 2018.
- Aims to promote cultural/heritage tourism.
- LithGlow 2018 festival held at Blast Furnace in May 2018



DEVELOPING OUR BUILT ENVIRONMENT

Community Vision

- **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 LGA.**
- **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.**



Community Strategic Plan and Delivery Program Actions

BE1 Our built environment blends with the natural and cultural environment

- **BE1.1 - We provide a respectful cemetery service**
- **BE1.2 - We provide cultural and recreational infrastructure that meets the needs of the community**
- **BE1.3 - Provide an Environmental Health Inspections program**
- **BE1.4 - Match infrastructure with development**

BE1.1 - We provide a respectful cemetery service

Council's cemeteries team provides the following service:

- Coordinating the management, maintenance and development of the LGA's cemeteries including contractor and project management.
- Liaising with funeral directors, monumental masons and grave diggers in the delivery of services within the cemeteries.
- Ensuring that contractors and members of the public adhere to related policies and procedures.
- Maintaining accurate cemetery records and mapping.
- Assisting members of the public in plot reservations.
- Assisting members of the public with design and purchase of memorial plaques.
- Assisting members of the public with finding plots of family members.
- Processing and approving applications for burials and permits to erect monuments.
- Administration of all cemetery related activities.

Lithgow City Council is responsible for managing and maintaining 15 cemeteries:

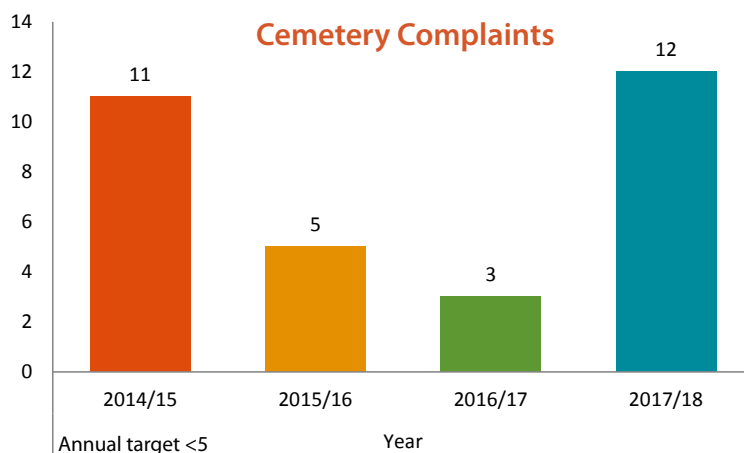
Capertee	Wallerawang (Pipers Flat)
Cullen Bullen	Lithgow
Dark Corner	South Bowenfels - GWH - Closed
Hartley	Hartley Vale
Meadow Flat	Glen Alice
Portland	Palmers Oakey
Rydal	Lowther
South Bowenfels – Old Bathurst Road – Private	

BE1.1.1 Monitor and report on the number of complaints received

Performance Measure	Target	Achieved	Comment
Number of complaints	< 5 received	12	Complaints about general cemetery maintenance and incidents were received and processed.

BE1.1.2 Undertake improvements at Lithgow cemetery

<ul style="list-style-type: none"> • Seal the access road • Footpath construction 	100% complete	50%	Half of the access road was completed. Footpath construction was not completed.
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BE1.2 - We provide cultural and recreational infrastructure that meets the needs of the community

BE1.2.1 Implement the CBD Revitalisation Action Plan

The issue

The Lithgow CBD Revitalisation Action Plan was developed to provide Council with strategic direction for the enhancement of public domain spaces and improve the economic life of the town centre.

The Solution

To allow Council to revitalise Lithgow's public domain spaces and to ensure the viability of Lithgow's Central Business District into the future. The Lithgow CBD Revitalisation Action Plan provides a pipeline of major civil projects which:

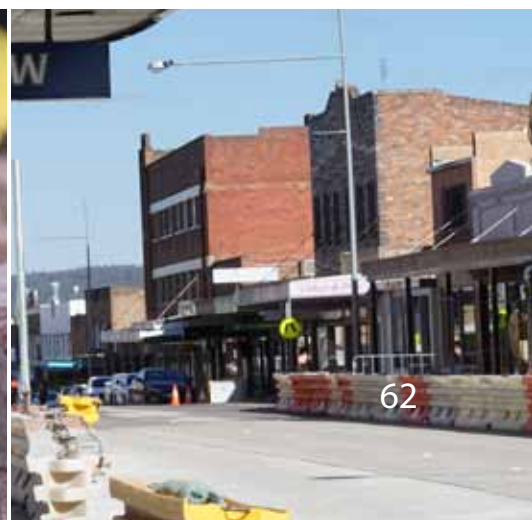
- Improve accessibility and car parking
- Enhance streetscape character
- Activate public domains
- Embrace community driven place making
- Upgrade and provide additional public amenities
- Increase community safety

To serve as a catalyst for the revitalisation of the CBD Cook Street Plaza and Eskbank Street Square were chosen as the first stage of the project.

Council received \$1,304,550 in grant funding through the National Stronger Regions Fund with Council committing a further \$1,594,450. As the project is reaching its conclusion Council's contribution to the project has risen to \$1,853,855.

The key objectives of the Stage 1 works at Cook St Plaza and Eskbank St Square were to:

- Improve the functionality of the public domain spaces for events of various scales
- Enhance streetscape character
- Improve pedestrian amenity and safety



The Impact

As a result of the works the capacity for Lithgow to hold community events of varying scales has been improved which will provide a long lasting social and economic benefit to the community. This has been achieved through the provision of power for events of all sizes at both Cook Street Plaza and Eskbank Street Square, catenary lighting in Cook Street Plaza which will allow for the installation of special event lighting displays and a simplification of ground level elements through Cook Street Plaza to provide greater space and flexibility for the holding of events. Improvements to pedestrian safety, amenity and accessibility have been achieved through improvements to the Main Street pedestrian crossing and upgrades to the Eskbank Street intersection providing an ongoing social and economic benefit to the community.

Learnings

The Lithgow regions consumer habits and general reliance on cars for transport means that temporary losses of on-street parking can have a greater than expected impact on adjacent businesses. The next stage of work will focus more on the footpath and areas where parking will not be affected however it is a key learning to be considered in future planning to ensure that the short term economic impact to businesses is minimised during major civil works.

Performance Measure	Target	Achieved	Comment
Redevelopment of cook Street Plaza and Eskbank Street Precinct.	100% complete	95%	The installation of a lighting catenary and custom movable seat/planters in Cook Street Plaza still to be completed in the first half of next year.
Main Street footpath upgrade in the vicinity of Cook Street Plaza and Eskbank Street Precinct.	100% complete	0%	Funding is currently being sought for the paver upgrade in the vicinity of Cook Street Plaza and Eskbank Street Precinct.

Key Council Plans & Strategies

Disability Access Inclusion Plan

Focus Area 1 Building Liveable Communities

Aim 1.4: Improve the number of accessible paths of travel to key destinations

Action: Progressively improve the continuous accessible paths of travel including parking, footpaths and kerb ramps in Lithgow, Wallerawang and Portland to key destinations such as recreation and community facilities.

\$1,304,550 funded from the National Stronger Regions Fund

\$3,158,405 total invested into Lithgow's key public domain assets

BE1.2.2 Undertake a program of capital improvements to Eskbank House Museum based on the 10 year program as identified through the Conservation Management Plan.

Each year a program of capital works is undertaken to protect and preserve Eskbank House and Museum's buildings and collections. These works are, as far as possible, based on interpretation of the original building design and fabric.

Significant outcomes for the year were:

- A new timber fence was installed around the moveable steam engines in the garden in the style of the perimeter fence.
- The carpark was upgraded to improve access.

Painting of external woodwork

Painting the exterior joinery work on the house and garden house following a painting analysis of historical use of colours. The colour scheme follows the possible colour range used by Thomas and Mary Brown (1841 - 1881) and the Mortlocks (1920s).

Analysis of the paint layers from external woodwork was carried out for Eskbank House Museum which confirmed an interpretation of the original colours for a refreshed colour scheme. External woodwork at Eskbank House was then repainted with traditional oils to protect woodwork at this significant heritage property.

Kitchen garden fencing and paths

Ahead of the development of a Victorian kitchen garden (Mary's Garden) at Eskbank House Museum, fencing and disability compliant pathways were installed behind the house. This work was funded by a Heritage Near Me grant from the NSW State Government. The garden, when completed will be used as an extension of the museum, telling the stories of the women who lived in the house.

The garden will provide a number of key outcomes which will enhance the visitor experience at the Museum:

- Enhancement of the enjoyment of Eskbank House through a greater variety of sensory experiences.
- Safe access to all of the facilities at Eskbank House for people with disabilities and the opportunity for them to engage with the stories and history of the site.
- An increase in the ambience and the significance of the grounds with the recreation of Mary's Garden.

Performance Measure	Target	Achieved	Comment
The following priority capital improvements undertaken within budget: <ul style="list-style-type: none"> • Gravel skirt to all buildings • External painting of Eskbank House • Exhibition Lighting in the Enclosed Courtyard. 	100% complete	0%	Due to the need for replacement fencing around external transport objects, exhibition lighting has been identified in the 18/19 financial year.

Key Council Plans & Strategies

Disability Access Inclusion Plan

Focus Area 1 Building Liveable Communities

Aim 1.4: Improve the number of accessible paths of travel to key destinations

Action: Progressively improve the continuous accessible paths of travel including parking, footpaths and kerb ramps in Lithgow, Wallerawang and Portland to key destinations such as recreation and community facilities.

Aim 1.7: Increase access and inclusion to the Library and Eskbank House Museum

Action: Host events and develop programs that celebrate and recognise inclusion and diversity in our community at the library and/or Eskbank House and Museum

Lithgow Council is responsible for...

*44 parks
and reserves*



*3 picnic
& bbq
areas*



4 skate parks



*1 Golf
Course*



*11 Sports
fields*



*Garden maintenance
and weekly mowing of 213
hectares (that's 213 soccer
fields)*

Quality recreational facilities

In recent years, Council has worked toward the development of quality open space and recreational facilities for the community.

- Council has been successful in obtaining funding under the State Government's Stronger Country Communities Fund for the construction of an Adventure Playground at Endeavour Park. Construction will commence in 2018/19.
- In 2017/18, Council allocated a total of \$200,000 funding for the upgrade of the Skate parks at Wallerawang and Portland. Following initial consultation with residents of Wallerawang and Portland and preliminary costings it was identified that additional funding would be needed for this project. A further \$200,000 (in total) has been allocated in 2018/19 to this fund project. Council has applied for additional grant funding to ensure that quality facilities are constructed in Wallerawang and Portland.
- The Golf Course and Club House are the subject of a Lease and Service Delivery Agreement between Council and the Lithgow Golf Club. As part of the Service Delivery Agreement, the Council conducts the majority of maintenance to the golf course.

BE1.2.3 Develop and maintain gardens, parks, reserves, street trees and other public spaces

Performance Measure	Target	Achieved	Comment
Install or replace the following to enhance public amenity: <ul style="list-style-type: none"> • Plant new street trees • Remove dangerous trees. 	100% complete	100%	Removal of dangerous trees and planting of new street trees is undertaken throughout the year as required.
Upgrade power at Lake Wallace	100% complete	0%	Project not commenced and has been deferred to 2018/19 subject to a feasibility study being completed.
Install or replace the following in Queen Elizabeth Park: <ul style="list-style-type: none"> • Shaded seating • Shade over playground equipment. 	100% complete	50%	Shade structure over playground equipment installed.
Install or replace the following in local parks as required: <ul style="list-style-type: none"> • Playground equipment • Shade structures • Park Furniture • Replace soft fall • Eskbank House Ground Improvements. 	100% complete	100%	<ul style="list-style-type: none"> • Soft fall was replaced in parks throughout the LGA. • Playground equipment was installed at Queen Elizabeth Park. • Replacement seating installed within parks throughout the LGA

BE1.2.4 Manage and prepare playing fields ensuring availability for use except in exceptional wet weather conditions.

Performance Measure	Target	Achieved	Comment
Complete the following works at Wallerawang Oval: <ul style="list-style-type: none"> • Floodlights 	100% complete	20%	Floodlights were ordered and will be installed in 2018/19.
Complete the following works at Kremer Park: <ul style="list-style-type: none"> • Floodlights • Retaining wall 	100% complete	100%	Completed
Complete the following works at Tony Luchetti Sports Ground: <ul style="list-style-type: none"> • Floodlights • Goalpost replacement 	100% complete	100%	Completed
Complete the following works at local sporting fields: <ul style="list-style-type: none"> • Water cannon replacement • Top dressing of ovals • Synthetic wicket replacement 	100% complete	100%	<ul style="list-style-type: none"> • 1 new water cannon installed at Tony Luchetti Show Ground • Top dressing completed in Lithgow, Wallerawang and Portland • Synthetic wicket replacement completed

BE1.2.3 Develop and maintain gardens, parks, reserves, street trees and other public spaces.

Adventure Playground, Endeavour Park, Lithgow

The Focus

With a large regional catchment that includes Bathurst, Oberon and the Blue Mountains, the Adventure Playground aims to improve the lives of local residents and play a key role in both retaining and attracting new residents and visitors.

Council considers that this project will contribute to Lithgow's transformation from a dependence on mining to a region with a strong and diverse economic base.

Endeavour Park is a very significant, highly visible and publicly accessible parkland but very under-utilised. The site provides excellent opportunities for development as an Adventure Playground due to its highly visible location adjacent to the Great Western Highway and proximity to the Lithgow township.

Council recognises that for many families, playgrounds provide a support network, a place for their children to learn new skills, build friendships, develop communication and language skills, and link to the wider community.

After considering a number of sites, Lithgow City Council resolved in October 2014 to consult with the community on a proposal to construct an adventure playground at Endeavour Park, Lithgow and to allocate funding for concept design.

Council selected Endeavour Park as its preferred option due to:

- Its prominent and central location.
- Proximity to child and youth populations and areas of potential population growth.
- Visibility for visitors and passing tourist traffic.
- Sufficient available land.
- Availability of existing facilities including toilets, parking and utilities.
- The park's sloping topography is conducive for developing an interesting playground design.

*99%
community
support*

A total of 463 responses were received with 99% supporting the development of an adventure playground and 94% supporting its location at Endeavour Park, Lithgow. This demonstrated strong community support for this project.

The Response

The playground has been designed for Council by award winning playground designer Ric Mcconaghy Playspaces and will have many features that will appeal to a range of children and interests. The centrepiece will be a 5.5m high climbing tower, much like a mine poppet-head with climbing ropes and tube slide. A 22m long dual flying fox will also get the adrenaline flowing. Many exciting and interesting features, not generally seen in typical playgrounds that will encourage children to explore and to develop a greater appreciation of the heritage and environment of Lithgow.

The playground design incorporates universal access principles including accessible pathways, facilities and amenities, contrasting colour and texture in materials to aid navigation, extension of seating areas to accommodate wheelchairs, strollers and walking frames.

Accessible harnesses on the swings and flying fox, the accessible carousel, cubby area and mouse wheel will ensure that these are available to all.

This regional level playground is great news for local people who want to spend family time together in an interesting setting, but Council hopes it will also attract visitors from outside Lithgow to come to the playground, and while they are here, to experience the other wonderful sites and opportunities that Lithgow has to offer.

The Impact

Council awarded the construction contract to Coordinated Landscapes Pty Ltd in June 2018 with works commencing in July 2018 and with a scheduled December 2018 completion date in time for the January school holidays.

Learnings

The community consultation undertaken in 2014 demonstrated to Council that there was strong community support for the playground in this location as well as for Council's broader aims of attracting new population and visitors.

*Total budget allocated
\$1,744,000 ex GST*

Portland & Wallerawang Skatepark Renewal

The Issue

Council recognises the importance of providing outdoor recreation facilities to our community to promote health, activity and connectivity. The barrier for many families and young people in Wallerawang and Portland is access to an appropriate facility, in the right location that provides a safe place for socialising and exercising.

The Solution

In response to community requests and consultation, Council is developing a skate park in both Wallerawang and Portland. This kind of infrastructure will help to improve the lives of our youth and play a key role in both retaining and attracting new residents in a way that makes a real and lasting positive difference.

Preliminary consultation has taken place during 2017/18 both online and face-to-face; and has focused on usability of existing facilities, the location of facilities, the need for new facilities and the functionality required. From these responses the draft designs for the skate parks have been developed by NSW based Oasis Skate Parks, an organisation consisting of current and former skateboard professionals. These designs will be put to further community consultation in the latter half of 2018.

Council has committed funds of \$100,000 per park; and has applied for further funding from additional funding streams. Should funding be successful construction is expected to commence 2019.

The Impact

The skate parks will offer recreational opportunities to the children and young people of the Lithgow LGA and their families; as well as visitors to the area. The provision of both parks will provide the following impacts:

- The opportunity to be able utilise different equipment/challenges at other locations will create a 'skate circuit' for locals as well as potentially attract out-of-town visitors to the park/s, who will likely spend money in the local government area.
- Skate parks provide a physical activity for young people; helps to eliminate boredom and promote health.
- Community skate parks provide a safe and challenging place for skaters, scooter and BMX riders of all levels to develop as athletes.
- This project comes at a time of great excitement as skate boarding has been included in the 2020 Tokyo Olympics. The Olympics will have an impact on the number of people who take up the sport.
- Be aesthetically pleasing, and a big improvement to the existing old steel modular facility.
- Provide a youth and family friendly place where they can socialise, exercise and have ownership of.
- Support active lifestyles by young people and attract new residents to the community

Learnings

Research and forward planning helps to ensure the sustained suitability of our communities for our young people.

Key Council Plans & Strategies

Youth Strategy and Action Plan 2015-2020

Priority Area: Recreation and Leisure

- Provide accessible and affordable recreational & leisure opportunities for young people.

BE1.2.6 Farmers Creek developed to encourage environmentally sustainable recreational and tourist use.

BE1.4 - Match infrastructure with development

BE1.4.3 Upgrade and maintain urban and rural roads to an acceptable standard in accordance with their level of traffic use.

The focus

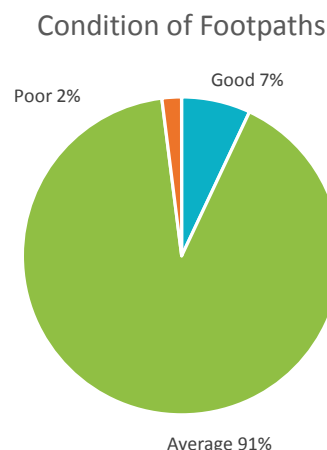
As a result of significant community feedback a master plan detailing the design requirements of a footpath along Farmers Creek was created to facilitate the provision of a range of community outcomes including promoting healthy lifestyles, improving quality of life for Lithgow residents and providing recreational infrastructure to meet the needs of the community.

While it is acknowledged that the construction of new assets assists Council to meet the needs of the community, it is also accepted that the condition of many concrete footpath assets require intervention from Council in order to satisfy the service requirements of the wider community. For this reason, Council inspects every segment of footpath in response to requests from the community. In some instances, simple maintenance is not enough and Council allocates the highest priority to this work – capital renewal. This work typically involves the identification of the underlying issue, removal of the issue and reconstruction of the footpath.

A snapshot of community asset condition & investment levels

Council currently owns and maintains 127km of footpaths across the LGA. We spend approximately \$37,000 per year on maintaining footpaths although this amount may vary from year to year.

The majority of our footpaths are in an average condition with only 2% in poor condition. Some footpaths currently in average or poor condition will need additional maintenance and/or renewal work to ensure that they do not deteriorate into a poor and unsafe condition.



Key Council Plans & Strategies

Disability Access Inclusion Plan

Focus Area 1 Building Liveable Communities

Aim 1.4: Improve the number of accessible paths of travel to key destinations

Action: Progressively improve the continuous accessible paths of travel including parking, footpaths and kerb ramps in Lithgow, Wallerawang and Portland to key destinations such as recreation and community facilities.

Aim 1.8: Increase recreational opportunities for young people with disability in our community

Action: Work with local community organisations and government to enhance meaningful recreational opportunities for young people with disability.

Ensure the planning and delivery of recreational assets takes account of the needs of people with disability

\$133,745 was spent on footpath construction & renewal

The Response

Implement the Farmers Creek Precinct Masterplan

- In line with the Farmers Creek Precinct Masterplan (www.council.lithgow.com/farmers-creek), Lithgow City Council is progressively constructing a shared footpath and cycleway along Farmers Creek, at a rate of approximately 70 – 80m per year. \$42,163.00 was spent on this project in 2017/18.
- Council submitted a application for round one of the Stronger Country Communities (SCC) grant although this was unsuccessful. An application for Round 2 was submitted in May 2018.
- Council has continued community engagement through planting days and maintenance of current plantings.
- Quotes for installation of a bridge from Glanmire Oval are being sort in anticipation of successful Round 2 SCC grants and a contractor has been engaged for the delivery of other creek rehabilitation.



Footpath Renewal

In addition to this new construction, Council is committed to the renewal of existing footpaths to ensure their longevity. Currently, this is including the removal of underlying issues such as tree roots and broken stormwater infrastructure that is contributing to the issue. \$91,582 was spent on footpath renewals at Rabaul Street, Lithgow, along the Great Western Highway, Lithgow and at Barton Avenue, Wallerawang.

The Impact

The impacts of this work are primarily social and economic in nature. By providing the community with the recreational infrastructure that meets its needs, Council is effectively encouraging its community to lead the healthiest and most enjoyable lifestyle they possibly can. In addition, these assets attract people to our area, whether they be tourists or permanent residents, thus providing economic benefits to our community through increased growth.

- Significant positive community feedback has been received regarding the construction of the Farmers Creek shared footpath.
- Staff assess every request for maintenance in relation to footpath assets in order to ensure the safety of pedestrians throughout Lithgow.

Learnings

Undertaking this project, Council learnt a great deal regarding the importance of street trees to the amenity of the local Lithgow area. The removal of such trees, even when their removal assists in the longevity of footpath assets, needs to be in consultation with relevant stakeholders.



BE1.2.7 Organise the Sports Advisory Committee meetings in accordance with the committee terms of reference.

Performance Measure	Target	Achieved	Comment
Meetings to be held monthly.	100% of meetings held	100%	Completed

BE1.2.8 Provide support to recreational activities and organisations in accordance with Council's Financial Assistance Policy.

Lithgow Croquet Club	\$500	National Sporting Representation
Hayden Berry	\$250	State Sporting Representation
Jorden Berry	\$250	State Sporting Representation
Blake Fittler	\$300	State Sporting Representation
Ryan Wells	\$300	State Sporting Representation
Emily Watts	\$300	State Sporting Representation
Angus Clues	\$300	State Sporting Representation
Adam Doonan	\$500	National Sporting Representation
Emily Thompson	\$300	State Sporting Representation
Maggie Thompson	\$300	State Sporting Representation



BE1.2.9 Improve the quality of life of rural village communities

Working in partnership with our rural communities to implement a shared direction for the future.

The Focus

As part of Council's Integrated Planning and Reporting Framework, a community information session was originally held in Capertee on 26 April 2012. At this meeting, residents discussed ways to improve the village of Capertee and identified a set of priorities for the future.

The Response

In response to this feedback, Council developed the Village Enhancement Program, which aims to address community priorities and strengthen partnerships with rural communities. Since the inception of the Village Enhancement Program, Council has consulted with a number of communities and developed the following Village Improvement Plans:

- Capertee
- Rydal
- Hartley
- Tarana and Sodwalls
- Cullen Bullen

The Impact

The Village Enhancement Program is funded from s94 contributions and has an annual budget of \$30,000 (expenditure for the 2017/18 financial year was \$3,500 for the installation of the signage at Rydal) to address the identified priorities of our rural communities. In addition, Council works with state and federal governments to progress community priorities in cases that exceed the annual Council budget.

Some of the recent achievements of the Village Enhancement Program for 2017/18 include:

- Installation of the Rydal Showgirl Sign at Pioneer Park
- Secured a state government grant for a reticulated sewerage system for Cullen Bullen
- Upgrade of the Waste Transfer Station at Tarana.

In addition, a number of ongoing operational priorities are being addressed across communities, such as installation of signs, upgrading of roads, and regular mowing. Council's continual communication with rural communities supports a positive working relationship and ensures the priorities being addressed are current and reflective of the communities' needs.

Learnings

The Village Enhancement Program has served as a platform to strengthen Council's partnership with rural communities and promote community cooperation and engagement in the design and delivery of a shared future. The program has also assisted with the creation of "place-making", which has increased community identity, spirit and sense of belonging for many of the people that reside in the villages of the Lithgow LGA.

As part of the development of Council's Operational Plan each year, projects are now identified and listed in the Operational Plan. This will ensure that communities are aware of projects being undertaken in their area and also to ensure that the annual budget is allocated in accordance with the Plans.

BE1.2.10 Develop and operate the JM Robson Aquatic Centre using Council resources and associated oncosts

The redevelopment of the former Lithgow War Memorial Olympic Pool site to the state of the art aquatic centre; the JM Robson Aquatic Centre ensures that Council is meeting the needs of the community now and into the future. The facility not only promotes health and wellbeing but also contributes to the economic growth and long-term sustainability of the Lithgow local government area.

The opening of the new indoor facility received a positive response from the community, with many residents benefiting from the state of the art aquatic facilities and new recreational programs. Council is now able to provide year round Learn to Swim Programs and Aqua Aerobics classes which cater to all ages and abilities.

Council has also been able to cater to large regional swimming carnivals for the Lithgow Swim Club bringing business not only to the centre but the town as well.

Working with the Lithgow Swim Club and Council's Learn to Swim Program the centre is able to feed children into squad classes to maintain a high level of swimming in the town.

Through the Learn to Swim Program we are encouraging parents and children to not only begin to safely use aquatic facilities but also to be aware at rivers, lakes and beaches.

Children's Parties

The commencement of hosting Children's Parties as a service at the Aquatic Centre in 2016 has proven to be extremely popular with a 95% increase in hire from 2016/17 to 2017/18. The JM Robson Aquatic Centre party package for kids birthday parties include a decorated party room and qualified instructor(s) that facilitate structured games for children to participate in.

Parties run for 2 hours, with the first hour and a half dedicated to pool time fun and the last half hour for food and cake. At the end of the party all children will leave with a lolly bag.

Sustainable Design

- A building envelope design and natural ventilation system to alleviate the requirement for a cost prohibitive and high energy consuming dehumidification system.
- Wall mounted thermal pool blankets to minimise overnight heat loss.
- Installation of two 30,000L rainwater tanks.
- The indoor pool, showers and in-slab hydronic floor heating is primarily solar powered (with gas backup).
- The outdoor pool is also predominantly solar heated.
- Thermal blankets have also been incorporated into the outdoor pool to minimise heat loss
- Rainwater tanks are used to fill the hydro play balance tank to minimise water usage

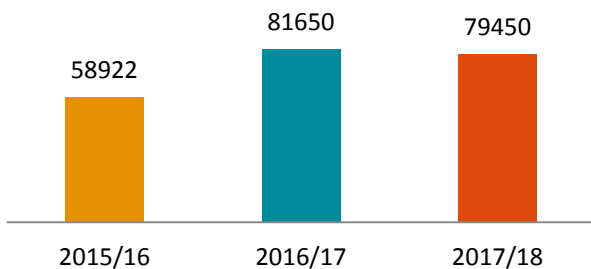
Key Council Plans & Strategies

- Strategic Asset Management Plan
- Disability Inclusion Action Plan

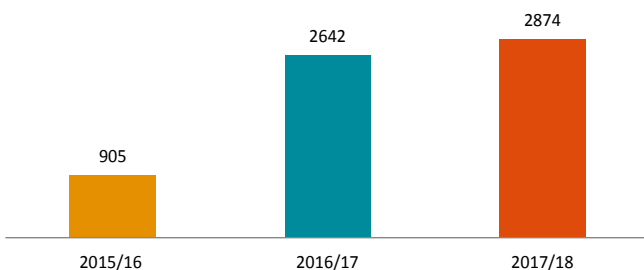


Number of patrons utilising the service public programs implemented

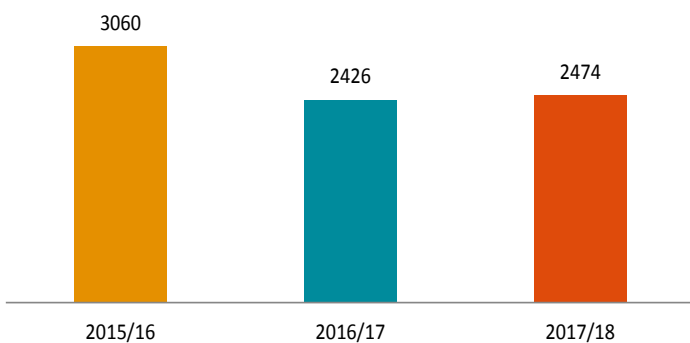
JM Robson Aquatic Centre Patronage



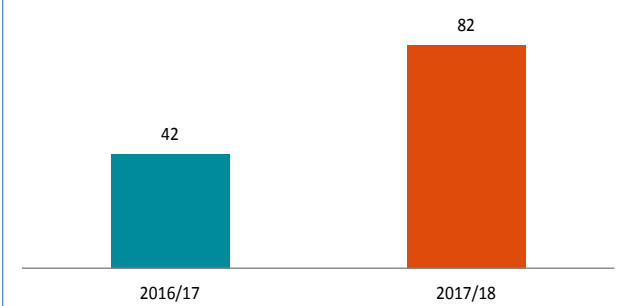
JM Robson Aquatic Centre Learn to Swim Classes



JM Robson Aquatic Centre Aqua Aerobics Patrons



JM Robson Aquatic Centre Children's Parties



*95% increase
in Children's
Party
Hire at the
Centre since
commencing
in July 2016*

NOTE: Council commenced hosting Children's Parties as part of its Public Programs offered at the Aquatic Centre on 1 July 2016.

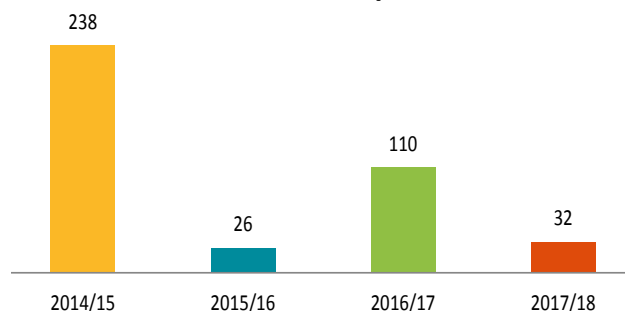
BE1.3 - Provide an Environmental Health Inspections Program

BE1.3.1 Undertake activities identified in the Trade Waste Policy

The Liquid Trade Waste Program ensures all trade waste discharges are in accordance with Council's Lithgow Trade Waste Policy, NSW Best Practice Management of Water Supply and Sewerage Guidelines and the Liquid Trade Waste regulation Guidelines.

Note: The significant reduction in inspections in the 2015/16 and 2017/18 financial year are due to staff changes.

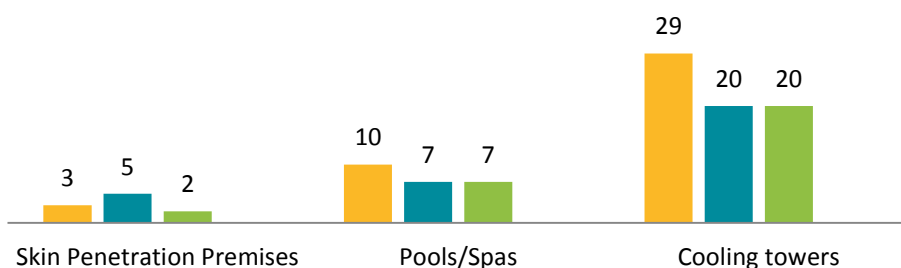
Trade Waste Inspections



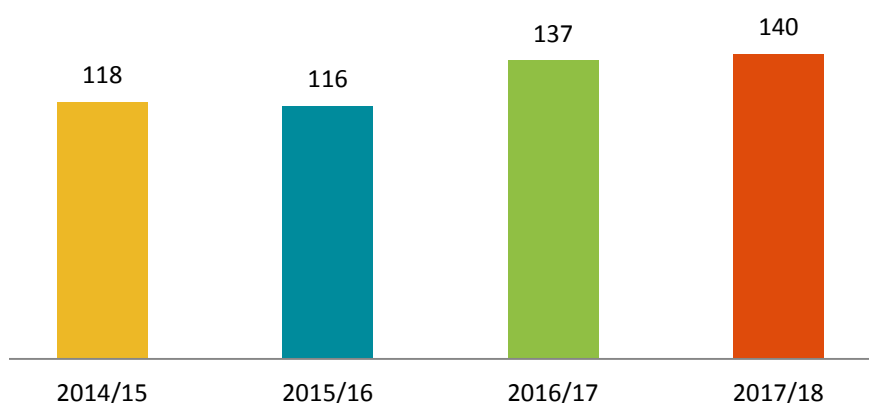
BE1.3.2 Conduct public health and food inspections

Environmental Health Inspections Program

2013/14 2014/15 2015/16 2017/18



Food Premises Inspections





BE1.3.2 Conduct public health and food inspections			
Performance Measure	Target	Achieved	Comment
All skin penetration premises inspected once per year.	100% complete	100%	1 skin penetration premises was inspected.
Conduct one inspection of each commercial swimming pool or spa per year and provide ongoing education.	100% complete	100%	7 commercial swimming pool and spas were inspected.
Conduct inspections of cooling towers and associated systems.	100% complete	100%	15 Cooling towers over 4 locations were inspected
Complaints made in relation to cooling towers investigated, actions resolved or determined within 24 hours.	100% investigated	100%	All complaints made in relation to cooling towers are investigated and actions resolved or determined within 24 hours
Maintain a register of water cooling and warm water systems to ensure compliance with the Public Health (Microbial Control) Regulation at all times.	100% complete	100%	The register was maintained and updated.
Undertake 2 inspection per Caravan Park annually.	100% complete	100%	Completed
All food premises inspected annually in accordance with the Food Regulatory Partnership.	100% inspected	100%	140 Food inspections were conducted on food premises within the Lithgow Local Government Area in accordance with the Food Regulation Partnership with the NSW Food Authority to ensure public safety and compliance with the Food Act 2003.
Complaints made in relation to food premises investigated, actions resolved or determined with 24 hours.	100% investigated	100%	All complaints made in relation to food premises are investigated and actions resolved or determined within 24 hours.

BE1.4 - Match infrastructure with development

BE1.4.1 Maintain and upgrade community buildings and structures to meet the needs of the community and ensure commercial viability.

Performance Measure	Target	Achieved	Comment
Implement the General Asset Building Maintenance Program (including the Special Rate Variation Program) to: <ul style="list-style-type: none"> • Centrelink building lighting • Mick Moore Pavilion Improvements, • LINC Grease Trap installation. 	100% complete	80%	<ul style="list-style-type: none"> • Upgrades to Centrelink lighting, and Mick Moore Pavilion were completed. • LINC Grease Trap installation has been deferred to 2018/19.
Upgrade toilet facilities at Kremer Park, Portland and Daintree Lane, Wallerawang.	100% complete	100%	Completed
Continue investigation into construction of a toilet facility in Rydal.	100% complete	10%	Council is continuing to investigate this matter. A site has been selected, however, contact with the owner of the site is proving difficult. This matter will be ongoing in 2018/19.
Install new bus shelters as required by the bus company.	2 per annum	50%	In conjunction with the bus company one bus shelter was installed at the hospital near the Scots School.
Maintain Council Depots: <ul style="list-style-type: none"> • Lithgow Stockpile Shed. • Implement a Bar Coding System at the Lithgow Depot. 	100% complete	21%	Repairs to the roof of the Lithgow Store was completed. Development Application process has commenced for the installation of the stockpile shed however has stalled due to staff shortages in Planning department. Works commenced on implementation of the Bar Coding System, however upon the termination of the storeman, this project has been temporarily delayed and will continue in 2018/19.
Maintain Council Depots: <ul style="list-style-type: none"> • Wallerawang Depot Seal 	100% complete	0%	Project was deferred to allow the urgent improvement of Council's urban stores compound. This project is scheduled for 2018/19

BE1.4.3 Manage community halls and theatres.

Number of bookings process for the following community halls: <ul style="list-style-type: none"> • Union Theatre • Crystal Theatre • Meadow Flat Hall • Civic Ballroom 	100% processed	100%	All bookings for community halls have been processed. See graphs on page 78.
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Key Council Plans & Strategies

Disability Access Inclusion Plan

Focus Area 1 Building Liveable Communities

Aim 1.2: Improve access to public toilets

Action: Continue to progressively implement public toilet improvement plan to ensure compliance of all Council public toilets.

Aim 1.5: Increase the number of accessible bus stops and shelters

Action: Progressively upgrade bus stops and shelters to make them accessible including a link to a continuous accessible path of travel.

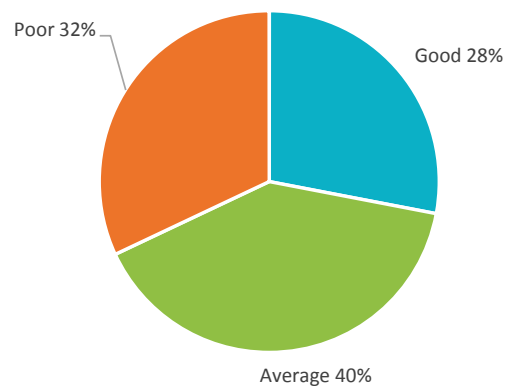
Lithgow City Council is responsible for:

- Administration Centre and 2 council depots
- 24 Community Buildings including public halls
- 3 Libraries and Visitors Information Centre
- Eskbank House and Lithgow Blast Furnace
- 14 commercial buildings
- 24 public toilets
- 81 Bus shelters
- In total Council has over 180 buildings which it is required to maintain.
- Council employs a carpenter, two electricians, painters and plumbers to carry out any necessary maintenance to its buildings.

A snapshot of community asset condition & investment levels

The majority of our buildings are currently in a good to average condition, although 32% are considered to be in a poor condition. Many of those buildings currently in average condition need additional maintenance and/or renewal of major components such as roofs, internal finishes or servicing in order to avoid them slipping into a poor condition. Council currently spends approximately \$450,000 per annum on maintaining buildings.

Condition of Buildings



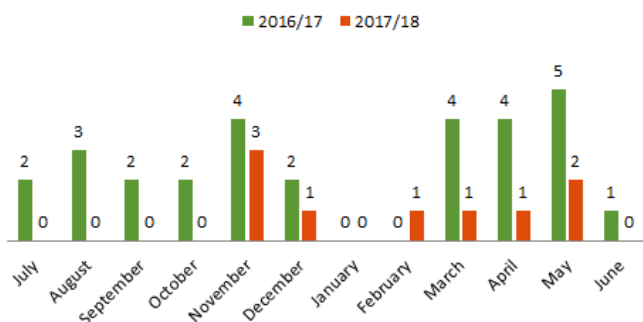
Changing how we do things

Council through its public toilet improvement program is replacing a number of aged non-compliant public toilets with modern Exeloo type facilities. These structures are self-cleansing and electronically controlled so that they can be opened and closed at pre-set times. Cost to the community is reduced through a reduction in call-outs for additional cleaning, less staff time on repairs resulting from vandalism and opening and closing the facility. It also provides a modern, clean toilet facility for use by ratepayers and visitors to Lithgow.

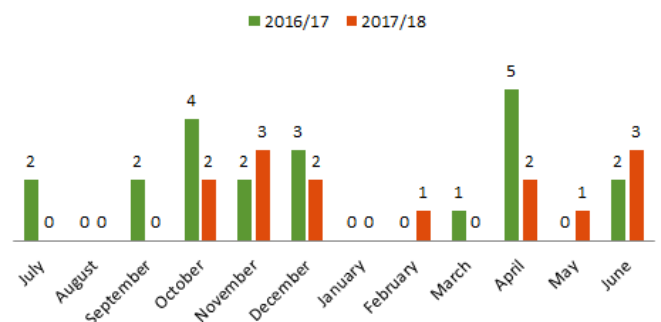
Improvements have already been completed to the Administration Centre and the Centrelink Office with the installation of computer controlled Building Management Systems for the operation of the heating and cooling systems in these buildings. This is aimed at reducing overall operating cost and overall energy consumption through reduction in gas and electricity usage in these buildings.

New LED lighting has been installed in the Administration Centre and Centrelink to also reduce the greenhouse footprint and overall operating costs.

Civic Ballroom Hire



Union Theatre



BE1.4.1 Maintain and upgrade community buildings and structures to meet the needs of the community and ensure commercial viability.

The Focus

Council introduced a program in 2012/13 to build new toilet facilities and upgrade existing toilet facilities within its area. Since then new facilities have been constructed in Lithgow at Queen Elizabeth Park, Union Theatre, Cook Plaza, Eskbank Street taxi rank, Clarence Pirie Park Capertee and Wallerawang Sportsground.

In 2017/18 Council allocated funds to continue the program by providing new toilet facilities at Blast Furnace Park Lithgow, Kremer Park Portland and in Daintree Lane Wallerawang.

The Response

Following extensive community consultation new Exeloo toilet facilities were constructed at the three locations. Each toilet is fully compliant for accessibility for persons with disabilities in accordance with the need identified through Councils Disability Inclusion Action Plan 2017-2021. There was previously no compliant facilities at either of these sites.

The Blast Furnace Park toilet is an Exeloo two unit fully automatic self cleansing model identical to the model previously installed in Cook Street Plaza. There were no toilet facilities previously on this site and the installation was carried out to compliment the recent improvements by Council to Blast Furnace Park. The building has been screen printed with images of the Lithgow Blast Furnace.

The building installed at Daintree Lane Wallerawang is a two unit Exeloo model that can be electronically locked to prevent after hours vandalism. It replaces an old non compliant toilet block that was constructed in the 1960s.

The facility installed at Kremer Park Portland is a single unisex electronically controlled unit that is fully accessible to supplement the existing male and female toilets that are not compliant for accessibility.

The Impact

The cost of the three new public toilet facilities was \$440,952 ex GST and the work was carried out within budget. The work was fully funded by Council through its budget.

It is anticipated based on the results from the Exeloo toilets previously installed by Council that there will be substantial cost saving through a reduction in operational costs, particularly vandalism. There are also cost savings and environmental benefits as water usage and staff time is reduced through the automatic control systems in the buildings.

There are social benefits to the community through the provision of functional fully compliant toilets for use by all users of the facilities.

Key Council Plans & Strategies

Disability Access Inclusion Plan

Focus Area 1 Building Liveable Communities

Aim 1.2: Improve access to public toilets

Action: Continue to progressively implement public toilet improvement plan to ensure compliance of all Council public toilets.



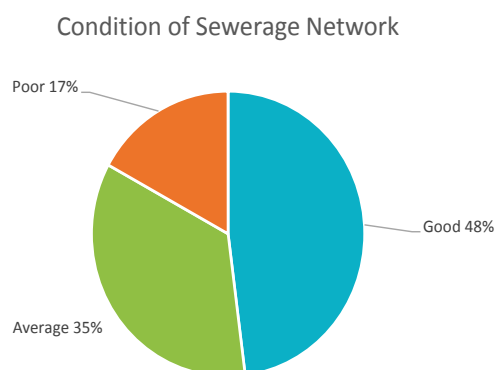
BE1.4.2 Provide a secure and reliable sewage reticulation system to residents of Lithgow, Lidsdale, Marrangaroo, Portland and Wallerawang

Lithgow City Council is responsible for:

- 3 Sewerage Treatment Plants
- 34 Sewerage pump stations
- 146,035m gravity sewer
- 30,514m sewer rising mains
- 14,965m sewer trunk mains
- 7,715 sewerage service connections, connecting houses and businesses to the sewer network .

A snapshot of community asset condition & investment levels

Council owns and maintains a vast sewer distribution network. Sewer assets are primarily in good to average condition, with 17% in the poor category. While our sewerage network is generally well maintained, population growth and service expansion requires the Council to plan significant investment in the network over the next 10 years. Sewerage treatment plant upgrades will result in corresponding increases in operation and maintenance costs. Council currently spends \$1.1 million per annum on maintaining the sewer network.



Changing how we do things

In recent years, Council has undertaken a major augmentation of its 3 sewerage treatment plants throughout the LGA. The augmentation has allowed the Lithgow, Wallerawang and Portland Sewerage Treatment Plants to treat sewerage to a tertiary level whilst also allowing for an increase in the amount of wastewater that can be treated which is ultimately better for the environment and the residents. Council has constructed these treatment plants with like for like systems and equipment to make the processes involved in treatment, operation and maintenance of the system more streamlined and efficient.

In the same way that Council is optimising its treatment systems, delivery of sewerage to the plants is improving with a number of projects throughout the LGA based on the renewal and construction of Sewerage Pumping Stations. Council is creating a more efficient model for delivering sewerage by removing a number of small pump stations that are deteriorating and directing them into new or refurbished larger, more advanced pump station/s that will allow future development and require less maintenance by utilising various new technologies.

Key Council Plans & Strategies

- Strategic Asset Management Plan
- Water and Sewer Strategic Business Plan
- Integrated Water Cycle Management Plan
- Developer Servicing Plans
- Best Practice Guidelines for Water & Sewer

BE1.4.2 Provide a secure and reliable sewage reticulation system to residents of Lithgow, Lidsdale, Marrangaroo, Portland and Wallerawang

Performance Measure	Target	Achieved	Comment
Undertake smoke testing a Sewerage Treatment Plants.	100% complete	90%	Smoke testing was undertaken and Council is awaiting final report to be delivered in 2018/19.
Conduct desludging at Sewerage Treatment Plants.	100% complete	100%	Completed
Undertake the following upgrades to sewer pumping stations: <ul style="list-style-type: none"> Replacement of pumps 	100% complete	50%	Major changes in the strategic direction as a result of increased urban release has seen the need to undertake major capital upgrades to pump stations rather than just replacement of the pump. Works will be continuing in 2018/19.
Undertake a replacement of sewer vents.	100% complete	0%	Project has been deferred to 2018/19.
Undertake CCTV inspections and condition assessments of sewer mains and record in Council's Asset Management System.	100% complete	0%	Project deferred due budgetary constraints.
Undertake a feasibility study for the West Bowenfels Release Area Sewer Upgrade.	100% complete	95%	Awaiting final report to be delivered during 2018/19.
Undertake a feasibility study and investigate options for Onsite Wastewater Management at Lake Lyell.	100% complete	12%	Flow testing and data collection was commenced to ascertain the scope of works for the design of the onsite wastewater management system.

Portland Sewerage Treatment Plant Augmentation

The Focus

Stage 1 construction of Portland Sewerage Treatment Plant (STP) Augmentation is was complete in 2016/17, which has seen the plant put into operation. Stage 2 works commenced which included the demolition of the old STP to make way for the remaining treatment units to be constructed with final works and commissioning to be complete November 2018.

The New STP will treat the sewerage to a much higher standard which will have a beneficial effect on the environment downstream by reducing the levels of potential pollutants released into the environment. The increased size of the new STP will also allow enough capacity in the system for the growth of the township of Portland.

The Response

The new STP uses an Intermittently Decanted Extended Aeration process which is the same design principle as Council's other STP's which also includes the use of UV Radiation disinfection system. This design being the same will reduce stores costs for council to have an inventory of critical spares for all three plants which are interchangeable. This also means that the Effluent quality will be of the same standards required for discharge into the Sydney Drinking Water Catchment, this represents a significant improvement on the previous discharge quality.

The Impact

This project is co-funded by the NSW governments Resources for Regions project through Infrastructure NSW and Lithgow City Council. The funding was received on a basis of 2/3 funded by Resources for Regions of \$10.05m and 1/3 by Lithgow City Council of \$4.950m. This significant investment in the Portland Community will allow for future urban Growth in all areas of the town.

Key Facts:

- Project cost \$15,000,000
- Increase from 2,000 equivalent persons to 3,000 equivalent persons allowing for future growth of Portland.
- Will reduce the levels of potential pollutants released into the environment.
- Cost savings for Council will be achieved through alignment of parts with Lithgow and Wallerawang STP.

Cullen Bullen Sewerage Scheme

The issue

Council has been concerned for some time that a high proportion of existing on-site wastewater systems in Cullen Bullen are failing to meet the required operational and performance objectives. Evidence of failure includes:

- Sewage from septic systems running onto neighbouring properties.
- Sewage on flat sites ponding, resulting in complaints of smell, mosquitoes and a public health and safety risk.
- The overflow from septic tank absorption trenches discharging into stormwater drainage systems resulting in contamination of watercourses.
- Discharge of grey water into stormwater drainage systems resulting in contamination of watercourses.

The Solution

In order to address these issues Council has opted to construct a gravity sewerage system and Sewerage Treatment Plant to service the residents of Cullen Bullen. An Expression of Interest (EOI) was called for suitably qualified consultants to undertake detailed design. At completion of the EOI process Council will determine the list of suitably qualified consultants to tender for the work.

The Impact

This project is co-funded by the NSW governments Resources for Regions project through Infrastructure NSW and Lithgow City Council with \$4,800,000 coming from Resources for Regions

Key Facts

- Will provide connection to over 90 residential premises
- Using a real discount rate of 7 per cent, the total project generates a net present value of over \$4.2 million with a benefit cost ratio of 1.45.
- 73% of the on-site wastewater management systems inspected are failing.

BE1.4.3 Upgrade and maintain urban and rural roads to an acceptable standard in accordance with their level of traffic use.

- 878.97km urban, rural sealed, regional & Rural unsealed roads.

Glen Davis & Glen Alice Roads:

- Unsealed = 12,530m
- Sealed = 68,120m

- 32 Concrete Bridges

- 10 Timber Bridges

Transport Infrastructure Changing how we do things

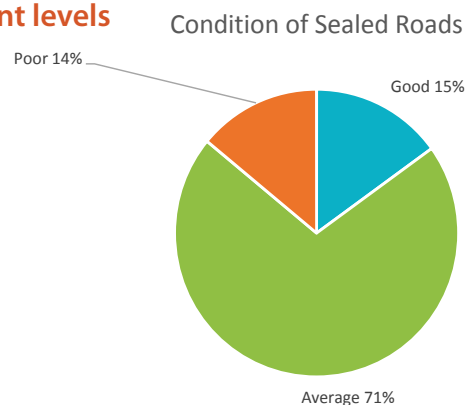
In 2016/17 Council undertook a review of its works program with the aim of reducing Council's ongoing asset depreciation costs. Percentages of maintenance funding were reallocated to renewals projects. The allocation is based on the expected percentages of renewal works required over a 12 month period based on analysis of the previous 5 years of maintenance expenditure data. Included in this analysis is a breakdown of salary, plant and materials expenses to more accurately break down the requirements.

The purpose of this renewal budgeting in addition to maintenance funding is to ensure allocation of recurrent maintenance funds to works that extend the life of an asset rather than simply maintain an asset to its expected end-of-life. Typically, these works would be conducted based on best practice intervention points, ensuring works are performed prior to capital reconstruction being required. This process comes with two main benefits, the first being a reduction in capital expenditure over time due to extended asset life spans and the second a reduction in ongoing asset depreciation rates if intervention points are followed.

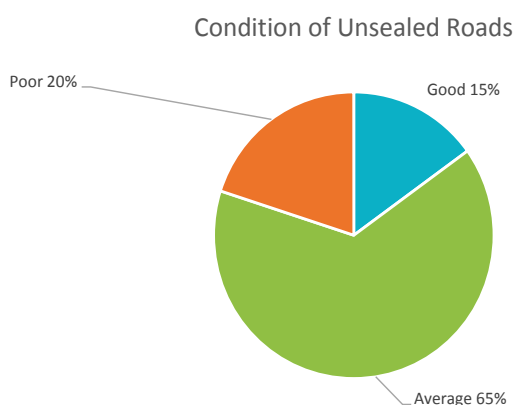
While in previous years, Council has determined renewals projects based on inspection then budgeted for them accordingly. In 2016/17, Council developed procedures for the identification of renewals projects and as such, it will be pro-actively determining renewals projects to ensure effective and efficient delivery of renewal services. This information will be incorporated into the Roads Asset Management Plan currently being developed in house and will be completed in 2019/20.

A snapshot of community asset condition & investment levels

Council is responsible for 525.25km of sealed roads which costs \$1.1 million per year to maintain and renew. Generally our sealed roads are in average condition, however, 14% are in poor condition. Roads in poor condition need additional maintenance or renewal works to prevent them from further degrading.



Council currently spends \$1.4 million each year to maintain 353.72km of unsealed roads in the LGA. Our road condition is assessed as road segments, e.g. from one intersection to another. Our unsealed roads are in generally average condition overall. 20% are considered to be in poor condition. Unsealed roads in poor condition need additional maintenance and/or renewal to prevent them from further degrading.



Roads (New Seals, Re-sealing and Gravel Resheeting)

As a result of community consultation prior to the commencement of the 2017/18 period, the following roads were sealed or resealed as follows:

New Seals	Re-Seals	Gravel Resheeting
<ul style="list-style-type: none"> • Curly Dick Road, Meadow Flat • Clarence Pirie Park Road, Capertee • Carlton Road, Portland * • Ivatt Street Lane, Lithgow * 	<ul style="list-style-type: none"> • Hartley Valley Road, Hartley Vale • Glen Alice Road, Glen Alice • Magpie Hollow Road, South Bowenfels • Donald Street, Lithgow • Cripps Avenue, Wallerawang* • Lyon Parade Wallerawang * • Cullenbenbong Road, Kanimbla * • Ellen Close, Portland * • Valley Drive, Lithgow * • Brays Lane, Wallerawang * • Tank / Union Lane, Lithgow * 	<ul style="list-style-type: none"> • Old Western Road, Mt Lambie • Martins Road, Rydal • Cullenbenbong Road, Kanimbla • Bonaventure Road, Pipers Flat • Old Western Road, Rydal
Budget: \$515,447	Budget: \$1,623,375	Budget: \$469,430
Spent: \$415,518	Spent: \$1,606,765	Spent: \$591,132
Saving: \$99,929	Saving: \$16,610	Over spend: \$121,902

* denotes Special Rate Variation Works Program

The above listed projects were a direct result of the assessment of condition ratings held by Council within its Asset Management System as well as community feedback received throughout the previous financial year. For each of the new seals completed, this has been in response to feedback regarding lack of heavy vehicle access (including school busses in wet weather), dust alleviation, amenity improvements as well as reduced maintenance cost over time.

For each of the re-seals, Council assessed each project based on engineering merit to determine the priority of each project and the relative impact and benefit such work would have on the wider community. Community feedback, geometric issues, surface condition ratings, traffic assessments and percentage of heavy vehicle and tourist traffic were all considered in these assessments.

For each of the unsealed road gravel resheeting projects completed, priority was given to those roads that required the most frequent maintenance, were subject to the most community feedback and upon assessment were determined to be deficient with regard to surface drainage and all-weather drive-ability.

The Response

For each of the new seals that needed to be laid, an assessment was made on their location and level of traffic to determine the surface and pavement treatments that needed to be applied. For urban areas with high levels of traffic that perform frequent abnormal manoeuvres (u-turns, driveway access etc.), hotmix asphalt was laid to ensure the longevity of the pavement and existing stormwater infrastructure was improved where required to ensure adequate stormwater runoff.

Prior to the resealing of each road, roadside vegetation was removed where required, stormwater drainage was re-constructed in rural areas and the pavement was rehabilitated and stabilised where significant deformation had occurred. Then, in urban areas a smooth 7mm running surface was applied over a 14mm base coat to ensure a smooth, quiet ride. In rural areas, a more robust 20mm base coat was applied prior to a 10mm running surface to cope better with higher percentages of heavy vehicle traffic.

For each of the unsealed road gravel resheeting projects, subsurface and roadside drainage was improved, roadside vegetation was removed where it posed a significant hazard and gravel was imported from local

organisations to blend with the existing material to create a smooth, all-weather road surface that better handles the harsher conditions of our more rural areas. Approximately 25,000 tonnes of recycled material was sourced this financial year from the Roads and Maritime Services as part of their Great Western Highway upgrade works. Usually, this material is taken to landfill however Lithgow Council roads engineers were able to facilitate its re-use on rural unsealed roads to reduce the environmental impact within the local area and increase the scope of these projects with minimal impact to the approved budget.

The table below lists progress with road works identified to be undertaken in 2017/18 that were not completed and will be ongoing in the 2018/19 financial year.

BE1.4.3 Upgrade and maintain urban and rural roads to an acceptable standard in accordance with their level of traffic use

Program (Performance Measure)	Road/Street	Target	Achieved	Comment
Implement the special rate variation works program in Portland	<ul style="list-style-type: none"> • Williwa Lane, • Jamison/High Lane, • Langbein Lane, • Bate/Piper Lane • Falnash/Ilford Lane 	100% complete	15% complete	Ellen Close, Portland was completed (see re-seals in table above). As a result of staff unavailability and equipment maintenance issues, remaining lanes in this program have been deferred and carried forward to the 2018/19 financial year
Implement the urban roads improvement program	<ul style="list-style-type: none"> • Bridge Street • Tank Street 	100% complete	65% complete	Tank Street works completed. However, awaiting water mains replacement to be undertaken in Bridge Street in the 1st quarter 2018/19 prior to completion of this project.
Implement the Rural Road Improvements Program	Gravel reconstruction of Palmers Oakey Road.	100% complete	10% complete	Tender process commenced. Works scheduled to commence in 2nd quarter 2018/19.

BE1.4.4 Continue to seek funding to upgrade and maintain state and regional roads within the LGA

Implement the Roads to Recovery Program	<ul style="list-style-type: none"> • Glen Alice Road • Magpie Hollow Road • Curly Dick Road • Donald Street • Clarence Pirie Park Access Road 	100% complete	85% complete	Completed <ul style="list-style-type: none"> • Magpie Hollow Rd, • Donald Street • Clarence Pirie Park Access Road. Curly Dick Road - Preparation works complete and seal half laid. Postponed due to wet weather. To be completed in 1st quarter. Glen Davis Road - Preparation works completed. Awaiting contractor availability to be completed during 1st quarter.
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The Impact

The impact of the works presented above are primarily social, economic and environmental.

Social benefits include increased tourist traffic from improved road asset conditions, particularly in Lithgow's more rural areas. Additionally there are social improvements that relate to the increased motorist safety as a result of these improved conditions.

Economic impacts are closely related to our local businesses and the improved efficiency of our local heavy vehicle network and transport routes as a result of an improved road network, both in terms of condition and characteristics (longevity, width, skid resistance).

Environmental impacts are a result of the significant use of recycled material sourced in conjunction with the Roads and Maritime Services improvement works on the Great Western Highway. This reuse has economic benefits in that the RMS were able to achieve a more cost-effective solution to the disposal of excavated material however, the impact this material has on local landfill is also of great importance. By reusing this material, Council is reducing the impact on these landfill assets.

Learnings

In some instances, Council staff accept that local residents may not have been provided with sufficient notice of works commencing. In light of this issue, more appropriate methods of community feedback will be utilised to ensure that not just local residents are notified directly, but the wider community is more aware of the works as Council's program progresses.

In addition, Council's aging stormwater infrastructure was not acknowledged during the scoping and budgeting phase of the capital works planning process. This partly resulted in the over spend on Council's resheeting program. Additional resources will be provided to stormwater (see page 95) locating during the project scoping phase into the future.

*\$2.6 million
was spent
on sealed &
unsealed road
renewal &
improvements*

- ▲ Improvement
- = No or little improvement
- ▼ No Improvement

State of Environment Report indicators - Biodiversity

Issue	Indicator	Comment	Trend
Habitat Loss	Roadside Vegetation Management Plans	Council's Standard Working Procedure 10.1 Maintenance Management of Roadsides in the Capertee Valley was developed and implemented in 2010. This includes a copy of The Guide to Rare Plants in the Capertee Valley .	=



Cox's River Road, before and after Gravel Re-sheeting.



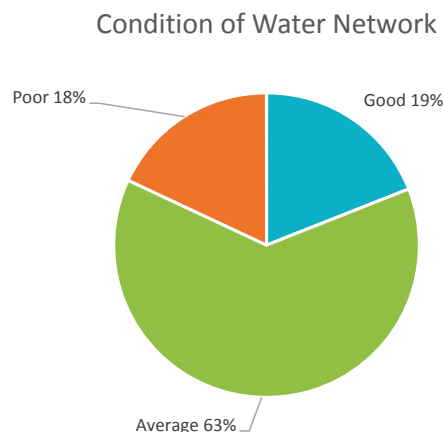
Hartley Valley Road, re-seal.

BE1.4.5 Provide a secure and reliable water reticulation system to residents of the Lithgow local government area.

Lithgow City Council is responsible for:

- 2 prescribed dams
- 1 water treatment plant
- 9 reservoirs
- 3 water pump stations
- 242,671m of water mains
- 8,326 consumers connected to potable water

Council owns and maintains a significant water distribution network throughout the local government area. The Council currently spends approximately \$2 million per annum on water supply network maintenance. The majority of the water network is in good to average condition. It is estimated that planned investments in the water network will allow Council to renew poor condition assets and ensure that adequate services are provided.



Changing how we do things

The implementation of the Water Loss Management System has allowed council to better account for all water produced. In 2016/17, council installed meters on all council facilities which will result in a decrease in unaccounted water for Council.

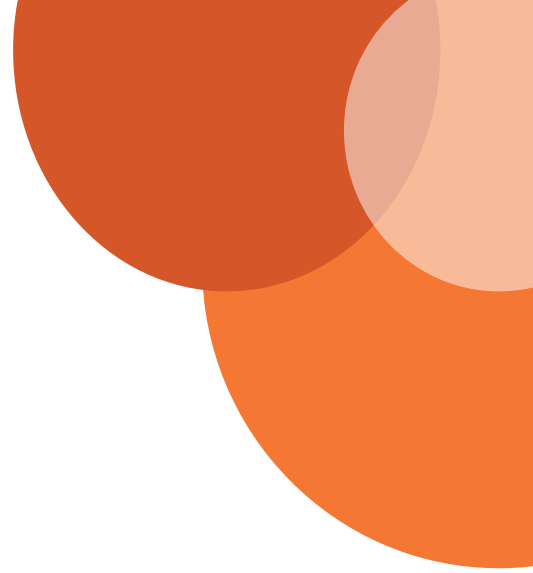
Council is also rolling out new metered standpipes across the Local Government Area to allow easier access for all residents to bulk treated potable water.

In recent years, Council has undertaken a major augmentation of its 3 sewerage treatment plants throughout the LGA. The augmentation has allowed the Lithgow, Wallerawang and Portland Sewerage Treatment Plants to treat sewerage to a tertiary level whilst also allowing for an increase in the amount of wastewater that can be treated which is ultimately better for the environment and the residents. Council has constructed these treatment plants with like for like systems and equipment to make the processes involved in treatment, operation and maintenance of the system more streamlined and efficient.

In the same way that Council is optimising its treatment systems, delivery of sewerage to the plants is improving with a number of projects throughout the LGA based on the renewal and construction of Sewerage Pumping Stations. Council is creating a more efficient model for delivering sewerage by removing a number of small pump stations that are deteriorating and directing them into new or refurbished larger, more advanced pump station/s that will allow future development and require less maintenance by utilising various new technologies.

Key Council Plans & Strategies

- Strategic Asset Management Plan
- Water and Sewer Strategic Business Plan
- Integrated Water Cycle Management Plan
- Developer Servicing Plans
- Best Practice Guidelines for Water & Sewer
- Drought Management Plan
- Drinking Water Quality Management Plan



BE1.4.5 Provide a secure and reliable water reticulation system to residents of the Lithgow local government area

Performance Measure	Target	Achieved	Comment
Upgrade and maintain the Oakey Park Water Treatment Plant.	100% complete	90%	All maintenance works completed. SCADA deferred to 2018/19 due to inability to engage a suitable contractor.
Undertake safety works to Farmers Creek No. 2 Dam.	100% complete	90%	Awaiting final Dam Surveillance Report to be delivered in 2018/19.
Upgrade telemetry between water treatment plants, reservoirs and pump stations.	100% complete	90%	Awaiting the final assessment to determine any additional works that need to be required.
Desludge lagoons	100% complete	100%	Complete
Upgrade and maintain reservoirs to ensure continuous water supply to residents.	100% complete	100%	Complete

ENHANCING OUR NATURAL ENVIRONMENT

Community Vision

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



Community Strategic Plan and Delivery Program Actions

NE1 We use our resources wisely

- **NE1.1- Reduce, reuse and recycle our resources**
- **NE1.2 - Implement total water cycle management practices**

NE2 We understand the environment

- **NE2.1 - Our natural environment is improved and protected**
- **NE2.2 - Minimise negative impacts on the environment**

NE1.1 - Reduce, reuse and recycle our resources

NE1.1.1 Provide garbage disposal facilities within the LGA

Lithgow City Council is responsible for the following landfill sites:

- Capertee
- Cullen Bullen
- Glen Davis
- Lithgow
- Portland
- Wallerawang
- Angus Place, Meadow Flat, Hampton & Tarana Waste Transfer Stations

The kerbside waste collection service is provided to a number of villages and Lithgow suburbs through a contract between Lithgow City Council and JR Richards. The current domestic service includes the weekly collection of a 240litre MGB for household waste and 240litre MGB for fortnightly recycling collection of standard recyclable items such as glass, aluminium, steel, plastics, paper and cardboard.

The recyclable materials are transported by JR to Poytrade Recycling in Rydalmere, Sydney for further management. Household waste is disposed at the Lithgow Solid Waste Facility. Urban areas with a kerbside service also have access to a bulky waste and green waste collection service throughout the year.

Henry Plant and Equipment Hire is contracted to construct, operate and manage the Lithgow Landfill seven days a week. The scope of works includes controlling the weighbridge, waste placement, compaction and placement of daily, intermediate and final cover, construction of new waste cells and resource recovery activities.

The Focus

The construction of the Resource Recovery Centre (RRC) at the Lithgow Solid Waste Facility will provide the community with a number of significant advantages now and into the future. In the short term this will improve the customer experience with all-weather access to waste and recycling disposal. Customers will no longer have to drive to the tip face improving safety and increasing resource recovery options. In the future the RRC will service the Lithgow community following the planned closure of the Lithgow Solid Waste Facility in 2033.

Changing how we do things

In 2018-19 Council will commence construction of a Resource Recovery Centre (RRC) at the Lithgow Solid Waste Facility.

The RRC will consist of a recycling shed and transfer station to serve as a drop off location for small residential vehicles with separate areas to sort and place re-usable and recyclable items. Included will be a Community Recycling Centre where problem wastes can be dropped off including paint, oil, batteries, gas cylinders, fluorescent light tubes and smoke detectors.

Recovered materials will be sent off-site for further processing and/or beneficial re-use.

A stockpile area will allow sorting and processing of construction and commercial waste to provide further resource recovery and increased diversion from landfill.

All residual waste, along with kerbside collection vehicles, will be sent to the existing landfill area.

The RRC is expected to be operational in 2019/20.

Based on current volumes the Cullen Bullen landfill is expected to be full in 2018-19. Once full, the landfill will be closed and the site rehabilitated. As rural landfills close some of these sites will be converted to transfer stations to allow a drop-off point for local residents.

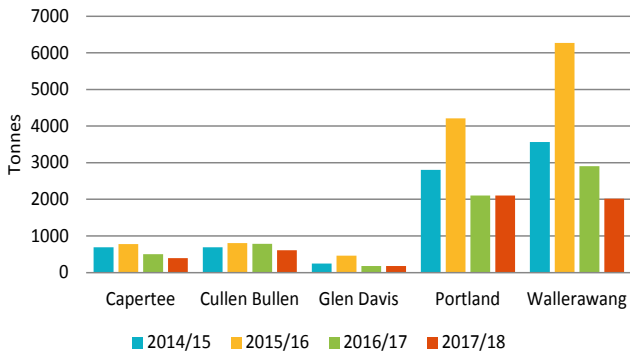
Lithgow Resource Recovery Centre – total project \$2.3m commenced in 2017/18.

Kerbside recycling is continuing with additional community waste education being implemented throughout Lithgow to increase recycling and reduce waste to landfill. The volume of waste received at Council landfills is recorded and reported annually. Council provides information to the community via:

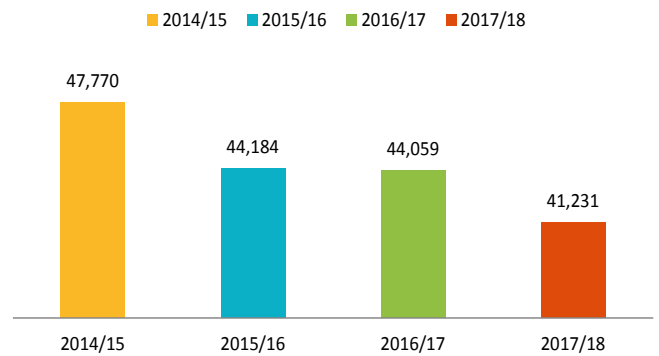
- the Waste App (available for download from the App Store or Google Play)
- Lithgow Waste website www.lithgowwaste.com.au
- Media releases and alerts which are posted on Council's website (www.council.lithgow.com) and facebook page @LithgowCityCouncil and in Council's subscriber eNewsletter; Council Connections.

State of Environment Report Indicators for Waste Generation & Disposal and Waste Pollution

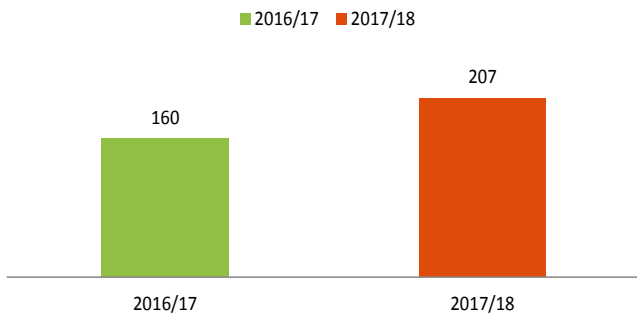
Waste to Rural Landfill



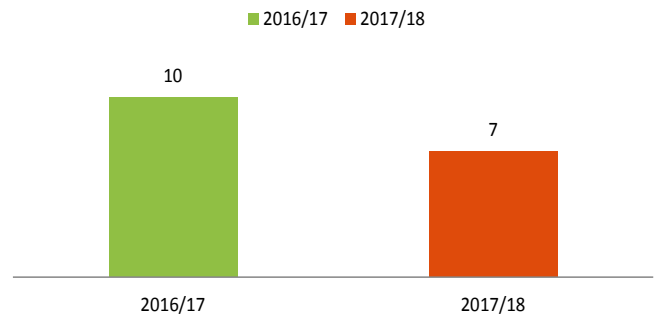
Lithgow Waste Facility



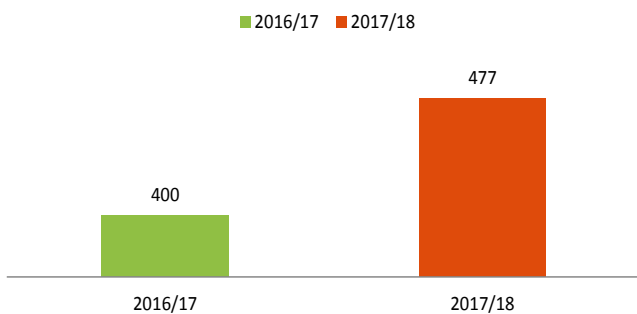
Greenwaste Collection Service No. of Participants



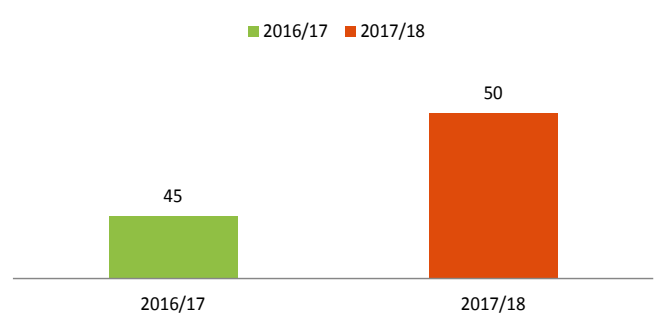
Greenwaste Collection Service Tonnes Collected



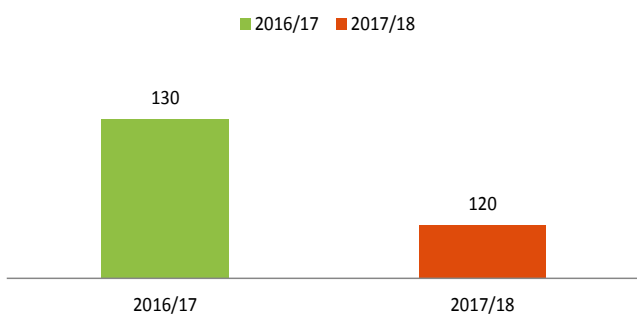
Clean Up Collection Service No. of Participants



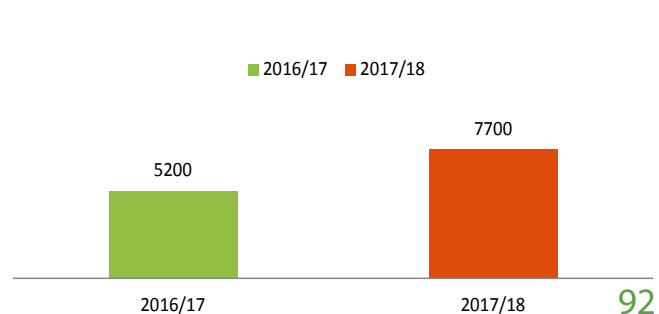
Clean Up Collection Service Tonnes Collected



Chemical Collection Service No. of Participants



Chemical Collection Service Tonnes Collected



NE1.1.1 Provide garbage disposal facilities within the LGA.			
Performance Measure	Target	Achieved	Comment
Upgrade and maintain the Lithgow Solid Waste Facility.	50% complete	50%	Improvements to the Lithgow landfill weighbridge have seen the installation of an intercom and security cameras to allow the operator to communicate with people entering the landfill.
New trenches installed at rural landfill sites.	100% complete	100%	All trenches which required construction have been complete at rural landfills within the LGA.
Achieve an annual increase in kerbside recycling material collected.	5% increase per annum	100%	Volumes of recycling received within the LGA have remained steady when compared to the previous reporting period.
Attend meetings and participate in Netwaste Programs considered beneficial for the Lithgow LGA.	Attend 1 meeting per annum.	100%	Council has been working closely with NetWaste through the development of waste projects within the LGA. Together we have submitted a number of successful grant applications and engaged a number of contractors through Tenders and the Quotation process providing significant financial savings to Council.
Undertake an Environmental Education Program targeting school aged children.	100% complete	100%	A Community Waste Education Program was conducted with educational materials provided on recycling and waste avoidance to students. A number of Schools across the LGA have been participated in a waste and environmental education program facilitated by Council. Through the month of May 2017, 335 students attended waste education sessions over 5 day period.

NE1.2 - Implement total water cycle management practices

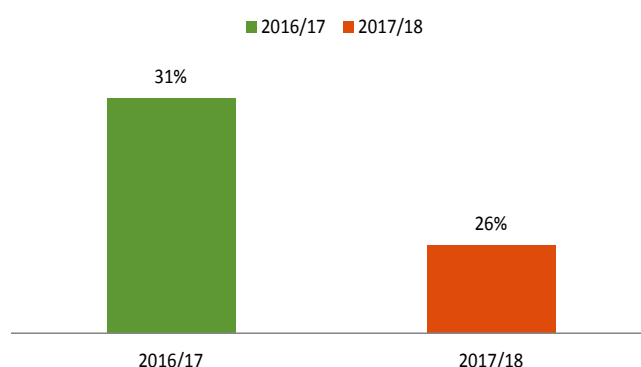
Changing how we do things

Council's water loss management system has allowed council to better account for all water produced. In 2016/17, council installed meters on all council facilities which will result in a decrease in unaccounted water for Council. In 2017/18 Council rolled out new metered standpipes across the Local Government Area to allow easier access for all residents to bulk treated potable water.

Plans & Strategies

- Strategic Asset Management Plan
- Water and Sewer Strategic Business Plan
- Integrated Water Cycle Management Plan
- Developer Servicing Plans
- Best Practice Guidelines for Water & Sewer
- Drought Management Plan
- Drinking Water Quality Management Plan

Water Loss



NE1.2.1 Provide a secure and reliable water reticulation system to residents of the Lithgow LGA

Undertake a Water Loss Management Program and implementation of its actions to achieve a reduction in Unaccounted for Water to less than 25%.	25% reduction achieved.	26%	Rolled out metered standpipes across the LGA.
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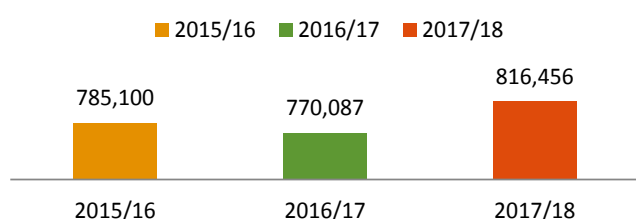
NE1.2.2 Provide stormwater infrastructure to allow for sustainable growth and development of the area and alleviate flooding (see page xx)

NE1.2.3 Protect the catchment around Farmers Creek Dam

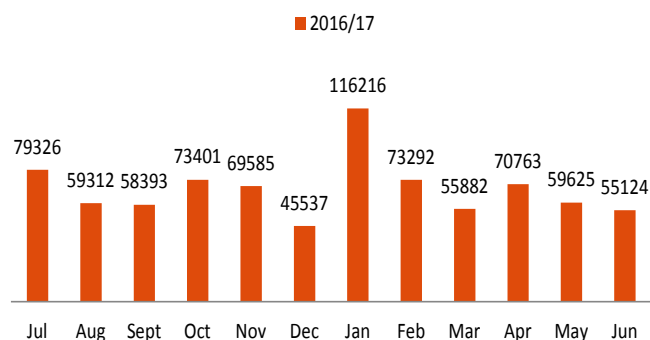
Provide drinking water to residents with the Farmers Creek Reticulated Supply System in accordance with the Australia Drinking Water Guidelines.	100% complete	100%	Compliance with health based targets.
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NE1.2.6 Purchase water from State Water to supply Cullen Bullen, Glen Davis, Lidsdale, Portland, Wallerawang and Marrangaroo (See graphs below)

Water Purchased from Fish River Water Supply (kL)



Monthly Water Purchase from Fish River Supply (kL)



NE1.2.4 Conduct routine monitoring of Councils

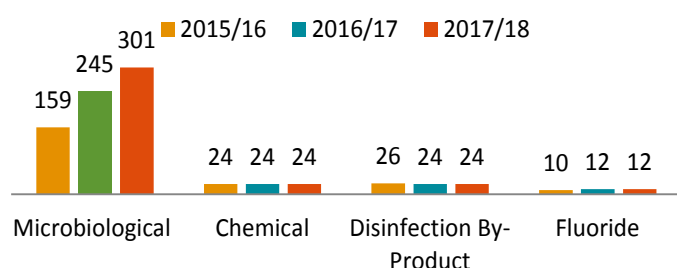
Conduct routine monitoring of Council's reticulated drinking water supplies.

• Disinfection By-Product Samples	26 per annum	Council has continued to supply drinking water to residents in accordance with the Australian Drinking Water Guidelines with monitoring undertaken and reported to NSW Health weekly.
• Chemical Samples	16 per annum	
• Microbiological Bacterial Samples	177 per annum	
• Fluoride samples	12 per annum	

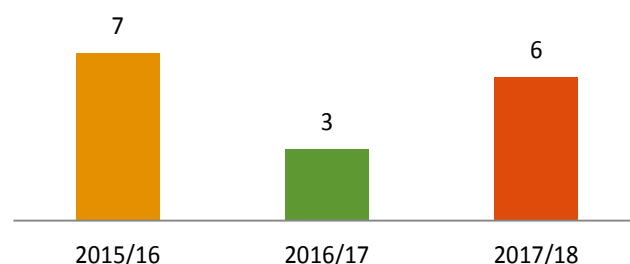
NE1.2.5 Undertake routine monitoring of Farmers Creek, Lake Lyell, Pipers Flat Creek and Lake Wallace for Blue Green Algae.

Samples taken in partnership with Energy Australia upon trigger of Red Alert.	Minimum of 1 per month under Red Alert.	100% complete	3 Samples were taken in April (2 at Lake Wallace and 1 at Lake Lyell), 2 at Lake Wallace in May and 1 sample was taken in June until the red alert was lifted.
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Routine Samples of the Reticulated Drinking Water Supply



Blue Green Algae Sampling in Partnership with Delta Electricity



NE1.2.2 Provide Stormwater infrastructure to allow for sustainable growth and development of the area and alleviate flooding.

The issue

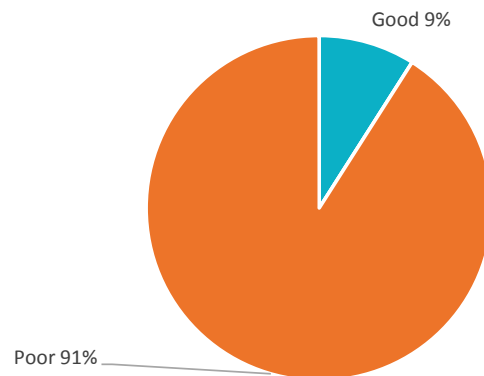
As it stands, stormwater improvements are of major significance, particularly within the urban Lithgow area. Currently, Lithgow is subject to substantial new development which is causing an increase in stormwater flow through aging infrastructure installed anywhere between 10 and 70 years ago. This issue is causing flood-related problems downstream.

A snapshot of community asset condition & investment levels

Council owns and maintains a stormwater network including 63km pipes, 913m open channels and 1,936 pits. The Council currently spends approximately \$100,000 per annum on maintenance.

The majority of our stormwater assets are considered to be in poor condition with only 9% rated as good condition. Additional maintenance and renewal work needs to be undertaken to improve the condition of stormwater drainage assets.

Condition of Stormwater Drainage



The Solution

Funding was allocated to the feasibility study of stormwater improvements in the vicinity of the intersection of Laurence Street and Main Street, Lithgow. Anecdotally, this area has flooded each year and surveys were performed to determine the possibility of installing new subsurface pipes to alleviate this issue. However, as a result of the myriad of services within this area and concerns relating to the fall of the road itself, this solution was found to not be viable. Instead, Council will be seeking expressions of interest from specialist hydrological engineers to determine the suitability of the existing infrastructure as it is felt that an upgrade of the existing may be the best option to resolve the problem. \$22,609 has been spent on surveys and investigation to date. In addition, throughout Lithgow kerb inlets and subsurface pipes have had their capacity increased to resolve flooding concerns. Barracks Place Lithgow, Cox Street Portland and LaSalle Academy Lithgow have had Council maintained stormwater infrastructure improved at a cost of \$70,922.

The Impact

The impact of this work is predominantly environmental and social. Flooding during high intensity rainfall events have a significant effect on the community with properties and lives at risk if it is not managed properly. Thorough assessment of impacts in this regard and improving those assets which are determined to be of greatest need, results in increased safety of residents and property and lowers the risk of environmental damage.

Learnings

A great deal has been learned about the age and condition of many of Lithgow's stormwater assets. Regardless of age, some assets are in the same condition they were almost 100 years ago however others have been constructed to far less stringent standards and have required capital renewal and reconstruction. At times, this data is largely unobtainable without significant capital contribution from Council and as such, asset degradation has largely gone unnoticed. This project has provided Council staff with the ability and means to inspect some of Council's more important infrastructure to determine priorities into the future.



Pictured: Completed stormwater drainage works at La Salle Academy.

NE2.1 - Our natural environment is improved and protected

NE2.1.1 Implement an inspection regime of systems and take appropriate action where systems are failing

Performance Measure	Target	Achieved	Comment
Undertake inspections of septic systems.	10 per week	62	Annual inspections and approval of on-site sewerage systems is ongoing for all un-sewered properties in the Local Government Area to ensure compliance with environmental and public health performance standards and the Local Government Act 5.68 Part C, Items 5 & 6. Due to a reduction in staffing, the inspection target for septic systems was not met.
Monitor service records for aerated waste water systems.	10 per quarter	763	

NE2.1.2 Work together to share information

Participate in the activities of the Centroc Water Utilities Alliance (CWUA).	2 per annum	100%	Council Officers attended meetings of the Centroc Water Utilities Alliance and participated in the following activities: <ul style="list-style-type: none"> • Delivery of Development Servicing Plans. • Dam Surveillance Monitoring Program.
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NE2.1.3 Provide a forum for Environmental Groups to discuss matters relating to the environment and advise Council

Conduct meetings of the Environmental Advisory Committee in accordance with the Terms of Reference.	4 meetings per annum	100%	Quarterly meetings of the Environmental Advisory Committee are undertaken to engaged a range of stakeholders for ideas and information to advise Council on environmental issues within the LGA.
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NE2.1.4 Improve the community's knowledge of environmental issues (see pages 97-98)

NE2.1.5 Provide the Alternate Fuel Rebate for the replacement of coal heaters with cleaner heating alternative to Lithgow, Wallerawang, Portland and Villages

Council's Alternate Fuel Rebate Program provides incentive for the conversion of Coal Burning Appliances to clean energy alternative. The program aims to help residents get the most out of their heating, while protecting the environment and their health. The program involves the following components:

- Community education
- Smoky chimney surveys
- Cleaner Heating Cash Incentives

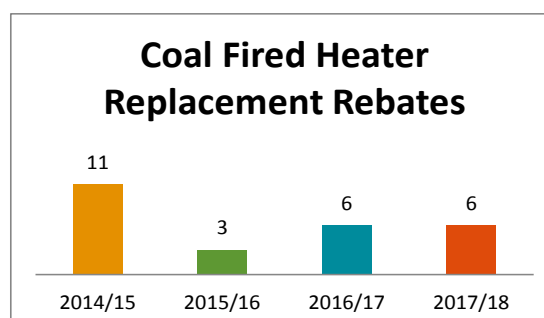
Rebates are available to householders to replace their coal burning appliance. In 2017/18 Council issued \$6,200 in rebates to eligible ratepayers in the areas of Lithgow, Portland, Wallerawang, Lidsdale and Rydal who currently use a coal heater to heat their home or business.

The incentives being offered include the following.

- \$1000 rebate (\$1400 for pensioners)
- \$2000 for Commercial Premises

The following replacement heating systems are eligible for the program:

- Fixed electric heaters with thermostatic controls
- Fixed flued gas heaters
- Reverse-cycle air conditioners
- Ducted gas central heating



NE2.1.4 Improve the communities knowledge of environmental issues

Waste Education Program in Action

The Issue

The objectives of the waste education program and the community organics workshop are to increase the community's knowledge of the waste hierarchy (avoid, reduce, reuse and recycle), organics recycling and waste avoidance practices.

To complement these programs Council conducted a Bin Inspection Program aimed at assessing current recycling bin use and educate residents in the Lithgow Local Government area. In addition, Council increased efforts at Lithgow Halloween to improve waste education and recycling throughout the event.

The Focus



The Primary School Waste Education Program introduces students to a range of waste management issues and solutions, aiming to equip students with the awareness, knowledge and skills to think critically about their behaviours, empowering them to undertake waste minimisation and resource recovery actions in their daily lives. The sessions involved the combination of a lecture-style PowerPoint presentations and hands-on activities (such as the construction of a worm farm made from reused polystyrene broccoli boxes) to improve skills in the set-up, maintenance and troubleshooting of organics recycling systems such as worm farms and composts. In addition to the primary school waste education program Council also developed and implemented in conjunction with our waste education contractor a number of programs targeted at the broader community.

The Response

Primary schools are often cited as an important conduit to educating the broader community, with students often sharing information with their families and other peers, and therefore it is hoped that the waste education provided extended well beyond the classroom.

Over 600 students across six schools in the Lithgow LGA participated in sixteen classroom sessions. Education sessions ranged from 40-50 minutes utilised a wide range of display materials, props and interactive discussions and activities to explore concepts and ideas relating to the chosen topics. Students and class teachers were also provided with a Lithgow Waste Website business card to direct them to Council's waste website, which provides information that may be relevant to sustainability or geography units of work, or will assist with household recycling and other methods of waste diversion.

Programs to further complement this program have been implemented:

- community organics workshops;
- increased waste education presence at major events such as Lithgow Halloween
- the delivery of the Bin Inspection Programs (BIP). The BIP aims to gauge the community's understanding of recycling, with bins from Portland and Lithgow targeted in May 2018.

A big congratulations! With more than half of all inspected recycling bins containing no contamination; and 84% of inspected recycling bins contained nil or only minor contaminants. Portland recorded the lowest overall proportion of contamination from all the recycling bins inspected. Overall the most commonly observed recycling contaminant was 'Plastic packets/film', which made up 52% of contaminants. Another significant contaminant was 'Recycling in plastic bags', followed by 'Tissues/serviettes'.

Learnings

Council continue to develop the waste education program as industry and community needs change. From the outcome of the 2017/18 program it is clear that residents of the Lithgow LGA have a good awareness of the importance of the waste hierarchy. With recent changes in the global recycling market increasing the financial cost of this service, it is likely an increase in waste education will be required into the future.

Key Facts

- Over 600 students participated in waste education sessions across the LGA,
- Over 60 participants attended community organic workshops,
- Over 50% of recycling bins inspected had no contamination,
- Over 84% of recycling bins has nil or only minor contamination.

Construction of waste transfer station

The Focus

The objective of this project is to provide a facility where the Tarana community can dispose and transfer waste safely in an environmental sensitive manner that complies with the guidelines recommended by Waste Services NSW.

The Solution

The following considerations influenced the design a new facility:

- Waste storage in larger skips bin,
- Continue to provide recycling options,
- Design allows for easy transfer of waste from vehicles,
- Enclosed storage area to reduce windblown litter,
- Secure the area to minimise vandalism and illegal dumping,
- Options assessment on the most suitable land.

The Response

Consultation with the community is ongoing with regard to final works to ensure the aesthetics of the infrastructure is consistent with the local environment. The site is located between the western railway line and the Rural Fire Service shed in the village of Tarana.

Tarana residents will be provided with access the Waste Transfer Station and will be responsible for ensuring the site is secure after use to prevent disposal of out of area waste. Due to the recent success of the Tarana markets additional discussions with the community will focus on achieving an aesthetic consistent with the transfer stations purpose and other community uses within the vicinity. The original project budget of \$120,000 has largely been expended with the project nearing completion. The remaining project funds of around \$6,000 will be used for additional landscaping works.

Learnings

Significant work was undertaken to determine the most suitable location for this facility to ensure minimal impact on the community while being accessible. The new waste transfer station will provide residents with easy access to continued waste disposal with increased accessibility and security.

Plans & Strategies

Lithgow City Council Waste and Recycling Strategy 2016-2026.

Key Facts:

- Recycling disposal options provided,
- Improved access for waste disposal,
- Enclosed storage area to reduce windblown litter,
- Secure the area to minimise vandalism and illegal dumping,
- Roofed disposal area.



NE2.2 - Minimise negative impacts on the environment

NE2.2.1 Control environmental and /or noxious weeds on public land through Council and/or services provided by the Upper Macquarie County Council.

Farmers Creek Master Plan

The Focus

Farmers Creek has enormous unrealised potential as a leisure/recreation, scenic and environmental asset. Enjoyment of much of the corridor is now prevented by weeds, encroachments or other barriers, minimal management, and simply the absence of access and facilities.

Balancing and prioritising the dual project objectives – of providing greater leisure/recreation opportunities and facilities, and connecting and enhancing public open space, while delivering environmental, biodiversity and water quality improvements was a central master planning focus.

The Response

The master plan addressed the lack of creek crossings for safe shared use, the limitations of several narrow road bridges, and two rail crossings. The siting, and style, of road and creek crossings for recreational connectivity was a frequent challenge.

To enhance a site's scenic appeal, and provide attractive settings for later recreational use, the Masterplan typically programmes environmental improvement measures in advance of proposed open space and recreation facility provision. A feature of the Masterplan is the gradually changing leisure and recreation settings proposed along the corridor – merging from developed parkland and sports fields downstream, through landscaped and semi-natural areas with scattered facility "hubs", to shared paths winding through enclosing riparian bushlands upstream.

The Impact

The Masterplan delivers a staged "blueprint" for a connected network of parks and public open space, ranging from highly managed parklands and playing fields to restored creekside bushlands, all linked and activated by a high-standard shared path plus other connections and offering a variety of leisure/recreation facilities and attractions along the entire corridor. All within easy reach of Lithgow's urban areas, it enables far greater community access to and enjoyment of Farmers Creek and its tributaries. Associated with this will be restoration and revegetation of a degraded urban creek corridor, and water quality improvement measures, to deliver enhanced scenic, environmental/biodiversity and water quality outcomes.

Learnings

Development and management of Farmers Creek to enhance its recreational, scenic and environmental values will be a long-term incremental undertaking. Accordingly, the Masterplan describes a prioritised, staged, implementation programme. It acknowledges and accommodates the realities of Council's available resources and budget cycles, plus the need for flexibility and opportunism in implementation.

The Masterplan will provide important strategic direction and co-ordination, plus impetus, for Council's on-going annual programme of construction and maintenance of recreation facilities, plus environmental works, along Farmers Creek. Council has already used the Masterplan to support prospective external funding applications through Round 1 of the Stringer Country Communities Grant which was unsuccessful and Round 2 which is yet to be announced.



Hassan's Walls Weed Control

The Focus

Minimising negative environmental impacts of weed infestation and reducing the associated biosecurity risk improves native habitat benefiting the greater Lithgow community.

The Response

Council was successful in securing \$30,000 grant funding from Public Reserve Management Fund Program for the control of environmental and noxious weeds within the reserve.

The Impact

The project has treated a number of the high value areas within the reserve while also identifying other weed source which require additional works in the future. This project compliments and builds on previous works undertaken within the reserve and provides increased community participation with the aim of achieving lasting environmental outcomes. Through a collaborative approach with Lithgow Oberon Landcare Association and Lithgow Pony Club significantly greater capacity building and financial value was added to the project.

Learnings

This project enhanced biodiversity, reduced erosion, improved habitat value and controlled noxious weeds within Hassan's Walls reserve. These works also improved recreational opportunities, visual amenity of the area and increased public perception and awareness of the environmental asset.

Key Facts

Farmers Creek Management Plan	Hassan's Walls Weed Control
High Commendation at the Parks & Leisure Australia's NSW/ACT Awards for Excellence	Reduction in weed density throughout the Reserve
200 native plants established within the riparian corridor	Reduced Biosecurity risk within the Hassan's Walls area
Construction of 500m of concrete shared path across Glanmire Oval	Improved habitat value within Hassan's Walls Reserve
Maintenance of 3000 native plants established in 2016/17	Increased community awareness and participation in environmental projects.
Council budget allocation of \$150,000 for 2018/19.	

Pictured Left to Right - Impact of a sustained environmental management along Hassans Walls Creek line 2015, 2016, 2018.



NE2.2 Undertake energy audits of Council buildings and consider recommendations in the Operational Plan

Performance Measure	Target	Achieved	Comment
Staff Sustainability Team to meet as required to: <ul style="list-style-type: none"> Identify energy and water saving initiatives. Promote project activities to highlight the 'green credentials' of council. 	100% of meetings attended	100%	An energy audit undertaken of Council's main administration centre identified the opportunity for installing solar panels. This will occur in 2018/19

NE2.2.3 Comply with the Environment Protection Licences for Lithgow Sewerage Treatment Plant, Lithgow Water Treatment Plant, Portland Sewerage Treatment Plant and Wallerawang Treatment Plant

Number of incidences of non-compliance identified in relation to Sewerage Treatment Plant Facilities.	100% of incidences reported	100%	All incidences of Non Compliance are recorded on Council's Website www.council.lithgow.com/epa-monitoring/
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NE2.2.4 Comply with the environment protection licenses for Lithgow Solid Waste Facility and Portland Garbage Depot.

Number of incidences of non-compliance identified in relation to waste management facilities.	100% of incidences reported	100%	All incidences of Non Compliance are recorded on Council's Website www.council.lithgow.com/epa-monitoring/
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NE2.2.5 To fulfil Council's appropriate regulatory authority responsibilities under the Protection of the Environment Operations Act.

Respond to pollution incidents with 24 hours where Council is the appropriate regulatory authority.	100% complete	15 actions responded to	Incidences of non-compliance identified by external authorities, Council Officers or members of the community in relation Protection of the Environment Operations (POEO) Act 1997, are actioned in a timely manner.
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State of Environment Report indicators - Waste

Issue	Indicator	Comment	Trend
Waste Generation & Disposal	Average cost of waste service per residential household	2016/17 - \$414.00 2017/18 - \$428.00	▲
	Tonnes of E-Waste collected (diverted from landfill).	2016/17 – 11.14 tonnes 2017/18 – 15.12 tonnes	▲

State of Environment Report indicators - Biodiversity			
Issue	Indicator	Comment	Trend
Habitat Loss	Roadside Vegetation Management Plans	Council's Standard Working Procedure 10.1 Maintenance Management of Roadsides in the Capertee Valley was developed and implemented in 2010. This includes a copy of The Guide to Rare Plants in the Capertee Valley .	=
	Council Reserves - total area (ha)	44 Parks and Reserves - 1,787ha	=
	Council Reserves - Bushland/remnant vegetation - total area (ha)	384 hectares	=
	Habitat areas revegetated - total area (ha)	7 hectares	=
Decreasing occurrence of endangered species	Threatened species actions implemented (e.g. PAS, recovery plans)	33 http://www.environment.nsw.gov.au/threatenedspeciesapp/PassSearchLga.aspx?lgaName=Lithgow+City+Council	=
Noxious weeds and feral animals	Invasive species (listed noxious or WONS) under active management.	Managed by Upper Macquarie County Council and Department of Primary Industry. http://weeds.dpi.nsw.gov.au/WeedBiosecurities?Areald=84 There are 78 listed weeds with 11 under active management.	=
State of Environment Report indicators - Water and Waterways			
River systems and waterways	Riparian vegetation recovery actions	Farmers Creek Master Plan implementation. 4 actions	=
	Riparian vegetation recovery area	Farmers Creek Master Plan implementation - 2 hectares	=

- ▲ Improvement
- = No or little improvement
- ▼ No Improvement

RESPONSIBLE GOVERNANCE AND CIVIC LEADERSHIP

Community Vision

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.



Community Strategic Plan and Delivery Program Actions

GL1 Our council works with the community

- **GL1.1 - Our community is involved in the planning and decision making processes of Council**

GL2 Moving towards a sustainable council

- **GL2.1 - Revenue opportunities, costs, savings and/or efficiencies are achieved.**
- **GL2.2 - Use modern operating systems and apply contemporary practices.**
- **GL2.3 - Provide effective risk and safety practices**

GL3 We are all valued citizens

- **GL3.1 - We provide prompt, knowledgeable, friendly and helpful advice**
- **GL3.2 - Responsive and efficient services**
- **GL3.3 - Encourage a motivated and adaptive workforce**

GL1.1 Our community is involved in the planning and decision making processes of Council

GL1.1.1 Prepare, review and implement Asset Management Plans and Policies			
Performance Measure	Target	Achieved	Comment
Implement the Asset Management Improvement Plan	100% complete	100%	Actions implemented as per priority program.
GL1.1.2 Identify and develop new plans and strategies in line with the community's needs			
Develop and implement a Plan of Management for Lake Wallace. • Plan prepared, consulted upon and adopted	100% complete	75%	Gondwana Consulting confirmed as supplier for the Lake Wallace Plan of Management in June 2018
Review the Lake Lyell Lease Agreement as part of the contract renewal process to include: • Review of subsidy/lease • Identification of future development/works program	100% complete	100%	Lake Lyell Lease Agreement was reviewed and renewed.
Develop and implement a Lithgow LGA Business and Industry Future Strategy. • Plan prepared, consulted upon and adopted.	100% complete	100%	Lithgow Regional Economic Development Strategy 2018-2022 completed in partnership with State Government and endorsed by Council's Economic Development Committee.
Commence development of a Masterplan for Hassans Walls Reserve. • Undertake a Mine Subsidence Audit.	100% complete	5%	These plans have not been able to progress within the reporting period due to available resources.
Prepare a Comprehensive Development control Plan to provide detailed planning and design guidelines to support the planning controls in the Lithgow LEP 2014. • Plan prepared, consulted upon and adopted.	100% complete	50%	The Hassans Walls Mine Subsidence Audit project has subsequently been deferred to future years due to higher resource priorities. Minimal further work was undertaken on the Comprehensive Development Control Plan and is continuing as resources permit. Council is continuing to explore available external resourcing for these plans.
GL1.1.3 Prepare, review and implement Council's Policies in accordance with Policies Register			
Council policies developed and adopted.	100% complete	60%	A review of all council policies is in progress, with new policies being identified and developed.
Review Council's Financial Assistance Policies 4.2, 4.3, 4.4	100% complete	100%	<ul style="list-style-type: none"> • Policy 4.2 Financial Assistance was amended to remove the recurrent financial assistance category. • Policy 4.4 Financial Assistance by Waiving of Fees for Council Facilities was deleted with relevant sections incorporated into Policy 4.2. • Policy 4.3 Financial Assistance to Community Groups and Organisations - Interest free Loans was deleted.

GL1.1.4 Prepare the Delivery Program 2017-2021 and Operational Plan 2018/19 in accordance with the requirements of the Local Government Act and Regulations

Performance Measure	Target	Achieved	Comment
Plan prepared, consulted upon and adopted by Council.	100% complete	100%	The Combined Delivery Program 2017-2021 and Operational Plan 2018/18 was adopted by Council on 25 June 2018.

GL1.1.5 conduct the business of council in an open and democratic manner

Business papers, minutes for council meetings committee meetings and extra-ordinary meetings produced and delivered in accordance with the Local Government Act and Regulations and the Code of Meeting Practice.	100%	100%	Council meetings have been changed to fourth Monday of each month. Min117-235 14/8/17. All business papers and minutes were prepared in accordance with legislative requirements.
Ordinary Meetings of council held tri-weekly and extra-ordinary meetings held as required.	100%	100%	

GL2.1 Revenue opportunities, costs savings and/or efficiencies are achieved.

GL2.1.1 Service level reviews will be undertaken in accordance with the Fit for the Future Improvement Plan

Performance Measure	Target	Achieved	Comment
A minimum of 3 Service Level Review will be undertaken per annum: <ul style="list-style-type: none"> • Waste Management Services • Library Services • Property and Commercial • Halls and Community Facilities • Customer Service 	100% complete	50%	The Service Level Review Process was deferred until 2018/19 and the appointment of a Service Review Coordinator. During 2017/18, reviews were undertaken of the Operations Division by Blackadder & Associates. The Economic Development and Tourism Department was created and community working parties were convened to review Tourism, Events and the Retail Sector.

GL2.1.2 Manage and monitor Council's Finances

Implement the Financial Management Improvement Plan	100% complete	75%	Council undertook asset renewal expenditure across all asset classes as part of the Financial Management Improvement plan and Financial Management Maturity Assessment. Implementation of the Financial Improvement plan is ongoing, with Council completing 25 of the 37 actions in the 2017/18 financial year. Operating grants budget was addressed in the quarterly budget reviews with appropriate budget variations.
Annual Financial Statements prepared, audited and lodged with the Office of Local Government by 31 October.	100% complete	100%	Financial Statements lodged on 21 November 2017 in accordance with extension of lodgement granted by OLG on Audit Office advice.
Review Council's Fees and Charges to ensure commercial competitiveness and best practice management.	100% complete	100%	Fees and Charges were reviewed as part of the Operational Plan process and adopted on 25 June 2018.

GL2.1.2 Manage and monitor Council's Finances

Performance Measure	Target	Achieved	Comment
Develop and implement processes to streamline tendering and identify Aggregated Purchasing.	100% complete	100%	Tendering SWP and processes constantly undergoing continuous improvement to ensure Council's processes meet legislative requirements and provide for efficiencies where possible. Aggregated purchasing opportunities through Local Government Procurement, Procurement Australia, the NSW Government, WSROC and CENTROC are explored and Council participates where it is identified that cost savings or efficiencies will be achieved. Council is currently going to tender for the 'provision of weed control services' in an effort to bring pricing down and meet legislative requirements.
Review and adjust Operating Grants budget to reflect actual levels.	100% complete	100%	Operating grants budget was addressed in the quarterly budget reviews with appropriate budget variations.

GL2.1.3 Report the outcome of a quarterly performance review of the Delivery Program, Operational Plan and provide a budget review statement to Council prior to 30 November, 29 February, 31 May

<ul style="list-style-type: none"> July to September Quarterly Report January to March Quarterly Report October to December Quarterly Report 	<ul style="list-style-type: none"> 30 Nov 31 May 29 Feb 	100%	During 2017/18, Council moved to a 6 monthly report for progress against actions in the Delivery Program. All quarterly financial reports were reported within legislative time frames.
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GL2.1.4 Report on the outcome of Council annual performance

Annual Report prepared, adopted by council and submitted to the Office of Local Government by 30 November.	100% complete	100%	Council's Annual Report was adopted on 27 November 2017 and submitted to the Office of Local Government by 30 November. The Annual Report is available for viewing on Council's website.
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GL2.1.5 Planning agreements are negotiated and administered according to the adopted policy

Development contributions are collected and administered in accordance with the adopted Contributions Plan and Planning Agreements.	100% complete	100%	Planning agreements are negotiated as required. See page 132.
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GL2.1.6 Ensure legal compliance and transparency of the administration of Council's Public Land Portfolio.

Land Register is updated and maintained quarterly	100% complete	100%	Land Register was updated and maintained as required during this reporting period.
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GL2.2 Use modern operating systems and apply contemporary practices

GL2.2.1 Investigate processes/applications/technologies to increase efficiencies and reduce costs			
Performance Measure	Target	Achieved	Comment
Implement a paperless office to achieve a 5% reduction in printing/paper costs.	5% per annum	20%	Health checks on core business systems conducted to identify efficiencies in business processes.
Achieve a 5% increase on residents utilising electronic billing	5% per annum	>5%	New multi-function printers and management software Papercut were rolled out resulting in a decrease of over 20% in print costs. Council has achieved greater than 5% increase in electronic billing. Council is working with Forms Express (mailing house) to roll out eBilling for rates and water. The review of Technology One is ongoing. In 2017/18 approval was given for the implementation of an Assets Management module and reviews of the Property and Rating, Finance, ECM and Payroll modules resulting in a program to implement changes and efficiencies.
Investigate the implementation of LED Street lighting.	100% complete	100%	LED streetlights are scheduled to be installed by Endeavour Energy across Council LGA.
Audit all Council telephone landlines.	100% complete	100%	Audit completed with view to consolidate as NBN rollout occurs across LGA.
Develop a process for monitoring and reporting on common customer complaints so a more strategic approach can be taken to maintenance and asset renewals.	100% complete	0%	Due to resourcing this project was deferred to 2018/19.
Investigate and implement new technologies to improve the ability of Inspection staff (indoor & outdoor employees to send and receive information and comply with WHS requirements.	100% complete	100%	Project for rollout of ruggedised tablets in conjunction with digitisation of forms for inspections and WHS has been implemented. Now moves to monitor and continual improvement phase.
Clean up and consolidate the Name and Address Register (NAR) in Council's property system	100% complete	100%	Cleanup of data NAR resulted in 20,596 orphaned, duplicated and obsolete records being removed. Now moved into maintenance phase.
Implement Sundry Debtor Payments through the Bpoint system.	100% complete	100%	System implemented.
Review Technology One processes to improve data collection and reporting.	100% complete	100%	Council has implement the Assets Management Module. Technology 1 and the Pulse Project Module are linked.
Investigate energy efficiency opportunities on council buildings.	100% complete	100%	Council is participating in a joint solar panel procurement process with WSROC. First building to receive the panels will be Council's admin building in 2018/19.

GL2.2.2 Maintain Council's fleet of plant and equipment to the satisfaction of internal and external customers

Performance Measure	Target	Achieved	Comment
Fleet maintained to ensure maximum availability of plant and equipment.	100% complete	100%	Council's plant and fleet is maintained.
Review of council's fleet of lease vehicles.	100% complete		Council's Lease Back Policy was reviewed with a view to increasing the uptake of fuel efficient vehicles, reducing the size of vehicles and increasing Council's ability to recover costs as a result of running cheaper, more efficient vehicles.

GL2.2.3 Work together to interweave and optimise the sharing and coordination of resources and information

Attend CENTROC board meetings quarterly	4 per annum	Nil	No CENTROC Board meetings were attended. However, Council has now joined WSROC and has been meeting with the board and Council General Managers to form alliances.
Attend GMAC board meetings quarterly	4 per annum	1	1 GMAC meeting attended.
Attend the Local Government NSW conference.	100% complete	100%	LGNSW Conference held 5-7 December 2017. The General Manager, Cr Lesslie, Cr McAndrew, Cr Statham and Cr Coleman attended

GL2.2.4 Ensure high service levels of council's information and communications network

Manage and maintain the communications networks ensuring they are operational and accessible greater than 98% of the year. <ul style="list-style-type: none"> • All software revisions implemented as recommended. • Network equipment is maintained and functional. 	100% complete	100%	Networks and business systems have been managed and maintained during this period. Security audit conducted with recommendations implemented
PC's and services replaced in accordance with priority program.	100% complete	100%	New network storage installed.
Ensure all software licencing is current: <ul style="list-style-type: none"> • Property System • Finance/Payroll System • Dataworks/ECM • Microsoft • Pulse • Map Info/Exponaire • Spydus Library System • ID Profile/Atlas • Confirm Asset Management System 	100% complete	100%	All software licencing current.

GL2.3 Provide effective risk and safety practices

GL2.3.1 Develop and implement risk management strategies in areas of corporate management to improve the annual score by 3% per annum

Performance Measure	Target	Achieved	Comment
Implement the Risk Management Action Plan	100% complete	80%	Council WHS Coordinator is working with the Internal Risk Management Committee and External Audit Committee to create and implement a robust Enterprise Risk Management Program.

GL2.3.2 Implement and assess the Business Continuity Plan that ensures Lithgow City Council operates in a fluid and dynamic environment, subject to changes in personnel, processes, market, risk, environment and geography and business strategy

One training drill per annum	100% complete	50%	BCP developed and reported to Council Corporate Risk Management Committee. Implementation throughout the Council to follow including review and update of Disaster Recovery Plan.
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GL2.3.3 Provide insurance coverage of Council's activities and assets

Secure adequate and cost effective insurance coverage which is current at all times.	100% complete	100%	Council acquired adequate insurance and most cost effective insurance available at the time. All claims were responded to within 14 days of receipt.
Liaise with the insurance company and process claims within 14 days of receipt.	100% processed	100%	

GL2.3.4 Implement Internal Auditing programs

Undertake activities identified in the Internal Audit Plan and ensure completed by due date.	100% complete	0%	Deferred - Central Tablelands Alliance Audit Committee was implemented June 2018. The audit committee will be devising and implementing an internal audit plan in 2018/19.
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GL2.3.5 Perform Council's legal responsibilities under applicable Acts and Regulations and ensure compliance

All legislative decisions implemented to ensure compliance.	100% complete	100%	All legislative decisions have been implemented to ensure Council complies with applicable acts and regulations.
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GL2.3.6 Ensure the integrity and security of Council's records

Assess, determine and respond to complaints in accordance with GIPA Act and procedures.	100% processed	100%	All GIPA requests have been assessed and responded to in accordance with the GIPA Act. <ul style="list-style-type: none"> July to September 2017 – 3 October to December 2017 – 2 January to March 2018 – 5 April to June 2018 – 1
Register, collate, archive and dispose of Council's records in accordance with legislation, policies and procedures.	100% complete	100%	Council's records have been managed in accordance with the Records Act of NSW.

GL3.1 We provide prompt, knowledgeable, friendly and helpful advise

GL3.1.1 Support Councillors in their role

Performance Measure	Target	Achieved	Comment
Provide information to Councillors regularly in the form of briefing sessions, memos, email and meetings.	100% complete	100%	Councillors attended regular briefing sessions and meetings.
Provide Councillors with the payment of fees, expenses and the provision of facilities and support in relation to discharging the functions of civic office.	12 payments per annum	100%	Complete
Identify Councillor's training requirements in the Training Plan and complete training.	100% complete	100%	Councillor Coleman undertook professional development.

GL3.1.2 Disseminate concise and effective information to the community about Council's programs, policies and activities

Produce and deliver: <ul style="list-style-type: none"> • Council Connections • A Year in Review • Ratepayer Newsletter 	100% complete	95%	<ul style="list-style-type: none"> • Council Connections eNewsletter was distributed weekly to subscribers. • An eNewsletter was distributed fortnightly to schools during school terms providing details of child and youth activities coordinated by Council. • A Year in Review was made available to the community on Council's website in November. • The Ratepayer Newsletter was not distributed due to resourcing.
Provide information through the Council Column in the Lithgow Mercury.	52 per annum	50	The Council column was published in the Village Voice and distributed via the Council Connections eNewsletter subscriber list on a weekly basis except for the first two weeks of 2018, when both Council and the Village Voice were closed.
Produce and distribute Media Releases weekly.	100% complete	100%	Media Releases were issued weekly to local and regional media outlets, via the Council Connections eNewsletter, on Council's website and social media channels.
Monitor and update Council's social media presence to accurately reflect Council's programs, policies and activities of the time.	100% complete	100%	Council monitors and maintains the following Facebook Sites: <ul style="list-style-type: none"> • @LithgowCityCouncil • @LithgowLibraryandMuseum • @revitaliseLithgow • @lithgowtourism • @LithgowIgaYouth • @LithgowAnimalShelter • @lithgowHalloween • @LithgowHalloween - Businesses Twitter <ul style="list-style-type: none"> • @LithgowCouncil Instagram <ul style="list-style-type: none"> • @lithgowhalloween • @lithgow_tourism

GL3.1.2 Disseminate concise and effective information to the community about Council's programs, policies and activities

Performance Measure	Target	Achieved	Comment
Maintain Council's website to accurately reflect Council's programs, policies and activities of the time.	100% complete	100%	Websites maintained, with redesigns occurring for Eskbank House and Halloween websites. New site developed for LithGlow event.

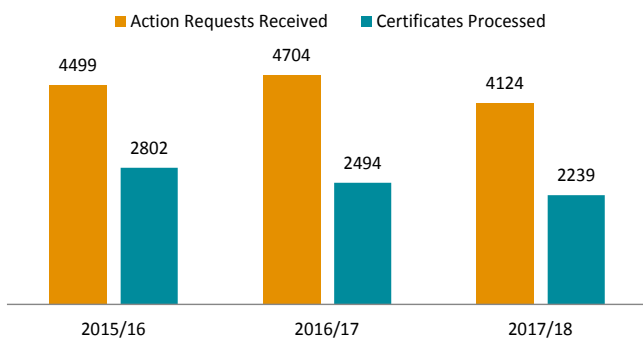
GL3.1.3 Celebrate Local Government Week by undertaking activities that focus on Council in the community

Performance Measure	Target	Achieved	Comment
Provide information and/or undertake activities that promote Council to the community.	100% complete	0%	No activities were undertaken.

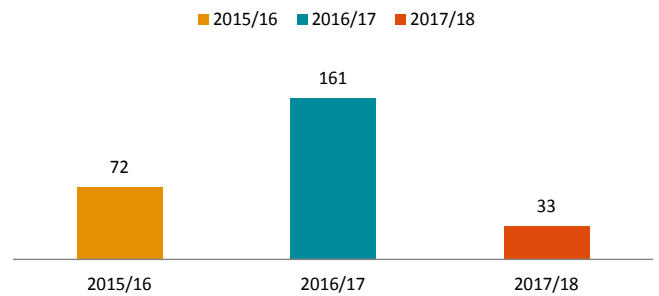
GL3.2 Responsive and efficient services

GL3.2.1 Ensure efficient customer service standards

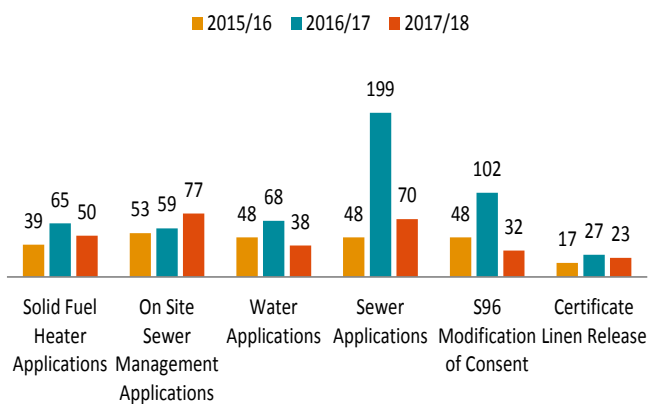
Customer Service



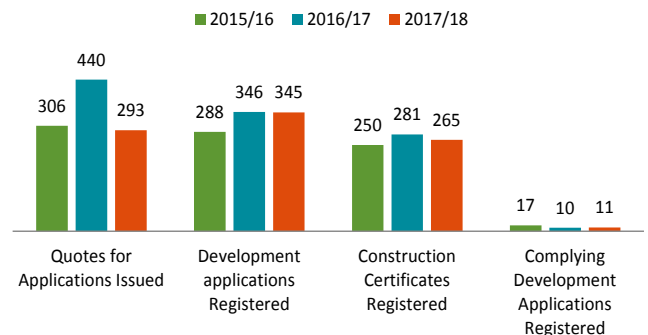
Customer Service Community Facility Bookings



Customer Service



Customer Service



GL3.2.2 Issue certificates including Section 149 Certificates, Building Certificates and Subdivision Certificates.

Performance Measure	Target	Achieved	Comment
Process and issue building and planning certificates in accordance with regulatory requirements.	90% processed within 7 working days	100%	All certificates processed within regulatory time frames and requirements.

GL3.3 Encourage a motivated and adaptive workforce

GL3.3.1 Enhance employee engagement

Performance Measure	Target	Achieved	Comment
Design and commence a Reward and Recognition program.	100% complete	0%	A monetary reward and recognition program was not implemented due to resourcing constraints. However general incentives were implemented such as Health and Well Being Leave, concession leave over Christmas week, Emergency Services Leave, and increased availability of paid allowance to staff.
Conduct an Employee Opinion Survey to measure employee engagement.	100% complete	0%	The Employee Opinion Survey was deferred to the following financial year.
Conduct annual performance appraisals of staff.	31 October	75%	Due to the restructure, not all performance appraisals were completed.
Recognise longer serving employees through the recognition of service procedure at the Annual Presentation Day.	31 December	100%	This was undertaken in December as part of the Annual Staff Christmas function.
Implement the Health and Wellbeing Program.	100% complete	100%	The Health and Wellbeing Working Party was convened and is working towards developing and implement programs and initiatives to improve the Health and Wellbeing of the workforce.
Implement the Dignity and Respect Program.	100% complete	100%	All employees underwent Dignity and Respect Training and participated in developing a set of Team Dignity and Respect Statements.

GL3.3.2 Ensure the organisational structure is relevant to the organisation's needs/service development

Implement the Workforce Plan: <ul style="list-style-type: none"> Customer Service Improvement Program Leadership Program 	100% complete	50%	<ul style="list-style-type: none"> Customer Service Improvement plan deferred due to priority need to build capacity in the Finance section and to improve financial management capacity for cost centre managers. Completed phase one of the KASAC leadership management program.
Review Council's operational requirements to identify areas where 'Seasonal Workforce' could be utilised to meet operational targets.	100% complete	100%	The Organisational structure has been evolving over the last 12 months to be more 'fit for purpose'. New positions have been created using existing staffing/skills wherever possible.

GL3.3.2 Ensure the organisational structure is relevant to the organisation's needs/service development

Review Council's Salary System	100% complete	100%	Utilisation of the flexibility contained in the Local Government Award and over Award payments.
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GL3.3.3 Provide a workplace that promotes the principles of equal employment and is free of discrimination

Implement improvements to recruitment practices that enhance equal employment opportunity.	1 significant improvement per annum	100%	Enhancements were made to the existing on-line recruitment to ensure fairer rating of job candidates.
Ensure that all harassment and discrimination complaints are resolved in correct actions within 3 months of complaint.	100% complete	100%	Action was taken for all complaints.
Review Standard Working Procedures (on maturity) to ensure they are in line with the Equal Employment Opportunity Management Plan.	100% complete	100%	Standard Working Procedures are reviewed in line with the EEO Management Plan

GL3.3.4 Provide a safe and healthy workplace

Implement the WHS Action Plan 2015-2017 as per priority program.	100% complete	70%	Completed implementation of Emergency Preparedness.
Annual audit undertaken by State cover for the Work Health and Safety Rehabilitation and Environment Management System.	1 audit	1	Verificate Report completed July 2017 Incentive Funds received January 2018
Provide relevant immunisations to appropriate staff against: <ul style="list-style-type: none"> Hepatitis A & B The Flu 	100% complete	100%	Annual immunisation program completed.
Conduct the Work Health Safety Committee meetings.	8 per annum	8	Health and Safety Committee meetings were conducted as per the terms of Reference.
Implement a biennial program of noise monitoring and hearing tests for employees.	100% complete	100%	Council conducted a Safety Day program in May 2018. The emphasis of this staff development event was mandatory safety health checks.
Undertake noise monitoring and hearing tests for employees on commencement and retirement.	100% complete	100%	Noise monitoring and hearing tests undertaken on commencement and retirement.
Promote WHS activities within the workplace and committee initiatives: <ul style="list-style-type: none"> Promotion in staff newsletter 1 promotional activity per annum Safety Day conducted in October every 2 years. 	100% complete	100%	Council conducted a Safety Day program in May 2018. The emphasis of this staff development event was mandatory safety health checks and mental health awareness. The Keynote presentation was provided by the BlackDog institute

GL3.3.5 Enhance the skills and knowledge of the workforce

Implement the Training Plan	100% complete	100%	<ul style="list-style-type: none"> Advanced Diploma of Governance, Risk & Compliance Advanced Diploma of Leadership & Management Asbestos Awareness Audit Committee Essentials Workshop Certificate 3 in Water Operations Certificate IV WHS Core Units
Prepare the annual draft Training Plan from training objectives identified in the annual performance appraisals of staff by 30 November.	100% complete	100%	Complete

DISABILITY INCLUSION ACTION PLAN 2017 - 2021

Section 12 of the Disability Inclusion Act 2014 stipulates that public authorities in NSW include reporting on the implementation of their Action Plan in their Annual Reports, and as soon as is practicable forward a copy of the report to the minister. These will be tabled in a report to parliament regarding disability inclusion action planning and implementation annually.



1. Building liveable communities

1.1 Enhance access to Council's building and facilities

Key Performance Indicator

2017/18

Conduct access appraisals of Council's buildings and facilities to identify access issues.	An access appraisal of council's buildings and facilities is yet to be conducted.
Upgrade access with the JM Robson Aquatic Centre, including installation of hoist, adult change table, water wheel chairs etc.	The purchase and installation of accessible aquatic equipment at the JM Robson Aquatic Centre was adopted as part of the 2018/19 Operational Plan.

1.2 Improve access to public toilets

National Public Toilet Map is updated annually.	The National Public Toilet Map was updated.
Number of toilets accessible to people with a disability.	Council provided 3 new fully accessible toilet facilities at Blast Furnace Park, Lithgow; Kremer Park, Portland and in Daintree Lane, Wallerawang.

1.3 Ensure there are sufficiently well located disability parking spaces in the LGA

Review undertaken	A review of the number and location of parking spaces in the Lithgow LGA commenced in 2017/18. Top layer assets (i.e. Number of car parks in the LGA) have been identified and are being imputed into Council's Asset Management System.
Monitor and enforce non-compliant use of disability parking spaces.	A total of 7 infringements were issued in 2017/18 for non-compliant use of disability parking space.

1.4 Improve the number of accessible paths of travel to key destinations

Number of CAPT improved	<ul style="list-style-type: none"> Half of the access road at Lithgow Cemetery was sealed. A shared footpath and cycleway along Farmers Creek, at a rate of approximately 70-80m per year is being constructed. The footpaths along Rabaul Street, Lithgow the Great Western Highway, Lithgow and Barton Avenue, Wallerawang were renewed.
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1.5 Increase the number of accessible bus stops and shelters

Audit in progress	Council has commenced data collection and identification of Council owned assets for input into the new Asset Management System, this includes bus shelters. The information collected includes the asset attributes (such as physical location (including school routes) length, width, height, materials, condition rating and valuation). The system also identifies if the bus shelter is disability compliant.
Number of upgrade to bus stops and shelters.	In conjunction with the local bus company one bus shelter was installed at the hospital near the Scots School.

1.6 Improve Council's policy and planning tools to create better access

Universal Access Guidelines considered and incorporated into works and promoted in newsletter.	<ol style="list-style-type: none"> The Main Street Revitalisation Program has seen improvements in Cook Street Plaza and Eskbank Street Precinct. These include enhancing accessibility and functionality of public spaces for all abilities to enjoy. The design for the Adventure Playground (to be constructed in 2018/19) incorporates accessible pathways, facilities and amenities, contrasting colour and texture in materials to aid navigation, extension of seating areas to accommodate wheelchairs, strollers and walking frames. Accessible harnesses on swings and flying fox and accessible play equipment. <p>Media releases promoting new facility upgrades and design features are distributed to local and regional media and made available via social media channels, on councils website and eNewsletters.</p>
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1.6 Improve Council's policy and planning tools to create better access	
Key Performance Indicator	2017/18
Number of plans and people consulted.	Council aims to include the needs of people with disability in the development of its plans. However, Council did not develop any town and village plans, master plans or precinct plans during 2017/18.
1.7 Increase access and inclusions to the Library and Eskbank House Museum	
Maintain partnerships with disability providers	In 2017/18 Council attended the Community Interagency on a quarterly basis to maintain partnerships with key providers in town, including disability providers.
Provide a range of resources to meet the diversity of needs of people with disability such as large print books and audio books both in the library and online.	In 2017/18 at total of 5747 large print books and 2848 audio books were loaned out from the inclusive collection. A large amount of these loans are distributed via the Home Library Service to residents of local Nursing Homes and private homes for people with mobility issues. Furthermore, a total of 798 eBooks and eAudio loans were made.
Continue providing Maker Space, Lego Club and/or other play therapy programs for children with disability.	Throughout 2017/18 Maker Space was made available during Library operating hours. A total of 26 Lego Club sessions were held at the library.
Host events and develop programs that celebrate and recognise inclusion and diversity at the Library and/or Eskbank House Museum.	<ul style="list-style-type: none"> The Ukelele Group was held every Tuesday during school term. A local woman with disability was invited to host a monthly story-time session with pre-schoolers. Lithgow Library celebrated International Day of People with a Disability at the Storytime session on 6 December 2017. The guests read stories and answered questions about living with a disability.
1.8 Increase recreational opportunities for young people with disability	
Work with local community organisations and government to enhance recreational opportunities for young people with disability.	Council supported a local disability provider, Me3, to provide a dorp in centre of young people with disability. Lithgow Hangout at Me3 was held every Tuesday during school term from 3.30 - 6pm.
Ensure the planning and delivery of recreational assets takes into account the needs of young people with disability.	There were no consultations with you people with disability in 2017/18.

2. Creating meaningful employment opportunities

2.1 Improve Council's preparedness to employ people with disability	
Key Performance Indicator	2017/18
Audit Council's Hartley and Administration Centre Buildings to identify barriers to physical access.	An investigation was undertaken of the Hartley Building and based on the age of the building it was determined that accessible upgrades were not feasible.
Develop a priority list of required changes to Council's buildings and workplaces to improve our ability to employ people with disabilities.	Council Administration Centre has been identified as a priority for upgrade. Subsequently, Council has allocated funding for a modification and refit of the Admin building which includes improving access for people with disability.
Review recruitment procedures to support non-discrimination of people with disability and include in Council's Workforce Plan.	Council has reviewed its Workforce Plan and has promoted itself as an Equal Opportunity Employer in 2017/18.

2.2 Incorporate workforce diversity as part of everyday Council business

Key Performance Indicator

2017/18

Design all work as flexibly as possible, with a focus on achieving the desired outcomes rather than starting from required work methods, location and hours.

Council has implemented flexible work practices including working from home.

2.3 Increase employment opportunities for people with disability

Work with community, government and businesses to support local employment for people with disabilities.

Council was in discussion with Uniting Care in 2017/18 to address the transport and employment gap for people with disability in Lithgow.

3. Promoting positive attitudes and behaviours

3.1 Raise awareness about the contribution people with disability make to our community

Key Performance Indicator

2017/18

Include images of people with disability in publications and promotional material for events.

Images of people with disability were included in the following publications and promotional material for events:

- Disability Inclusion Action Plan
- Lithgow Ability Awards 2017
- International Day of People with Disability 2017

Celebrate International Day of People with Disability and other significant days to recognise the contribution of people with disability.

1. IDoPwD was celebrated at Lithgow Library with a storytime session. Special guests read stories to children, sang songs, enjoyed a group morning tea and answered questions about living with disability (see p26).
2. Council also hosted the inaugural Lithgow Ability Awards as part of Social Inclusion Week in 2017. The event highlighted and recognised the contributions made to our community by people with disability and other groups the work to improve the lives of people with disability (see pages 119-120).

3.2 Undertake programs to promote access and inclusion

Implement a Dignity & Respect in the Workplace Plan through conducting team-based training sessions.

A total of 14 training sessions were implemented over the course of three months in 2017/18.

Partner with community organisations to delivery projects that support inclusion.

Council partnered with Ability Lines/Uniting to delivery the Lithgow Ability Awards in 2017/18 during Social Inclusion Week (see pages 119-120).

Involve people with disability in the development of communication campaigns regarding inclusion.

As part of the Mayor's Mental Health Taskforce, Council engaged a youth ambassador with disability to speak at the opening ceremonies of the Mental Health Forum and Meet Your Neighbour events.

3.3 Increase participation of people with disability in Council events, festivals and activities

Review events and implement strategies to improve access.

Council conducted a debrief session after Halloween 2017 to identify areas for improvement, which included the provision of additional disability parking spaces.

Include information about access in marketing and promotional material of all events.

As part of the planning for Halloween 2018, Council identified additional disability parking spaces to be allocated in the Eskbank Street Carpark to allow easy access to the festival. This information will be promoted on the website.

4. Enhancing systems and process to improve access

4.1 Enable easy access to information	
Key Performance Indicator	2017/18
Distribute information widely and in a variety of formats, large print, electronic, radio etc.	According to the 2015/16 Community Satisfaction Survey 'Word of Mouth'(85%) was the most popular method used to source information on services and facilities. This was followed by 'Council brochures in the letterbox'(76%), 'Direct mail/letters'(75%) and 'Lithgow Mercury'(73%). Subsequently, throughout 2016/17 and 2017/18 Council has been more proactive in the distribution and circulation of information. Council Connections, an eNewsletter is now produced on a weekly basis to subscribers.
Create an online map on council's website showing disability parking spaces and toilets in the Lithgow LGA.	An online map of Council's disability parking spaces and toilets is yet to be created. Council's online mapping system will be upgraded in 2019. This will allow for specialised maps to be created for public access.
Support local groups and/or organisations working to improve information distribution for the disability section.	<ol style="list-style-type: none"> 1. Council supported the Lithgow Cares Coalition to update the Children's Services Directory. 2. Council funded Nanna's Touch \$1,000 to host the Accessible Lifestyle Expo.
4.2 Increase participation in Councils community engagement processes	
Engage people with disability in consultation processes and include their ideas in plans for Council services, facilities and activities.	Council engaged people with disability via its Mental Health Taskforce, Community Development Committee and Youth Council.
4.3 Raise awareness about Council's services to support access.	
Include information about access in our promotional material.	Additional disability parking spaces have been made available during Halloween 2018 and this information is publicised on the Lithgow Halloween website. Council's weekly eNewsletter, Council Connections, also promoted the JM Robson Aquatic Centre and Adventure Playground proposal.
Promote access upgrades to services and facilities in our newsletter.	The upgrades to Blast Furnace Park have improved access to significant parts of the site. This information was included in media releases which were distributed to local and regional media outlets, Council Connections eNewsletter and placed on Council's website, social media platforms and
Keep website and tourism app up to date with information about access.	The tourism app and the website have yet to be upgraded to including information about access.

Lithgow Ability Awards

Celebrating the achievements of a socially inclusive Lithgow

The Focus

Council recognises the importance of celebrating and acknowledging the achievements of people with a disability, their supporters and the community who work towards building a socially inclusive Lithgow.

The Response

In 2017 Council was successful in obtaining a grant through Uniting's Community Ideas funding round. This was awarded to pilot Council's first ever awards program that would highlight the achievements of people with a disability, as well as their supporters including local business and organisations who were working toward socially inclusive practices.

The Lithgow Ability Awards received 25 nominations in total over 10 categories.

- Volunteer of the Year
- Accessibility Award
- Health and Well-being Award
- Lifetime achievement Award
- Lithgow Mastery Award
- Community Leader Award
- Employer of the Year Award
- Young Community Spirit Award
- Writer Award
- Leadership Award

The Lithgow Ability Awards were hosted by Council and held at the Civic Ballroom during Social Inclusion Week; where approximately 60 people were treated to afternoon tea, performances and awards presentations.

The Impact

Budget \$1,818. Expenditure \$1,839

The Lithgow Ability Awards celebrated achievement across a range of sectors, industries, disciplines, and community service. They showcased the many achievements of local people within our community who are working towards building a socially inclusive Lithgow.

The awards were well received, with many attendees stating how privileged they felt to be either nominated or in attendance; how moved they were by the ceremony, that it was lovely to recognise such a wonderful group of people. The awards received positive press through radio, newspaper and social media.

Anticipated positives outcomes as a flow on effect from the awards and accompanying media include:

- The recognition and uptake of more socially inclusive practices by businesses and organisations.
- A greater sense of community participation, connectivity, pride and social inclusion will be felt by people with a disability for having their achievements recognised and celebrated.

Learnings

The Lithgow ability Awards were well received and there has been great community support for the awards to be continued annually; which Council supports.

Through the promotion and nomination process of the Lithgow Ability Awards it became evident that there was more that could be implemented to promote socially inclusive practices. An outcome of this was the allocation of funds for an 'Accessibility Campaign' to be rolled out in the 2018-2019 period. This campaign will aim to assist the community, organisations and businesses to become aware of and implement practices that will make them more accessible to people with a disability.

Key Facts

- The Lithgow Ability Awards will be celebrated annually during Social inclusion week
- In 2017 Council held the first Lithgow Ability Awards
- 25 nominations over 10 categories were received



Our Organisation

Organisation Structure

Lithgow City Council is structured into five Divisions:

- Executive
- People and Services
- Finance and Assets
- Environment and Economic Development
- Water and Wastewater Services
- Infrastructure Services

The services we provide include:

- Asset Management
- Capital Works
- Community and cultural development
- Development assessment
- Environmental health and building control
- Recreation and open space management
- Urban Planning.

Our internal services include:

- Customer services
- Finance and Accounts
- Human Resources and Organisational Development
- Risk Management
- Information Systems
- Document Management
- Governance.

What we do

Provide and maintain facilities such as:

- Parks and sports grounds
- Playgrounds and skate parks
- JM Robson Aquatic Centre
- Libraries in Lithgow, Wallerawang, Portland and Rydal
- Community buildings

We care for the environment by:

- Managing and enhancing bushland areas
- Providing environmental and waste education and recycling services
- Responding to pollution incidents and prosecuting polluters
- Monitoring the water quality of local waterways.

We create a safer place to live by:

- Maintaining and improving roads, footpaths and stormwater drains
- Working with emergency organisations such as the Rural Fire Service, State Emergency Service and NSW Police
- Managing the keeping of companion animals
- Treating and supplying drinking water to our community
- Treating sewage to a high standard to protect human health.

We enhance our community by:

- Listening to our community views
- Holding citizenship ceremonies, Australia Day Celebrations, Seniors Week Celebrations, Halloween and more.
- Offering services for seniors, young people, new migrants and people with a disability
- Providing financial assistance to community organisations
- Supporting local community groups such as sporting clubs, arts and charities
- Encouraging and promoting volunteering in our communities.

We plan for the future by:

- Planning and managing the urban and rural environment
- Preserving heritage sites
- Consulting with the community about its needs
- Developing long term strategic plans for Council and the LGA.

Equal Employment Opportunity Management Plan

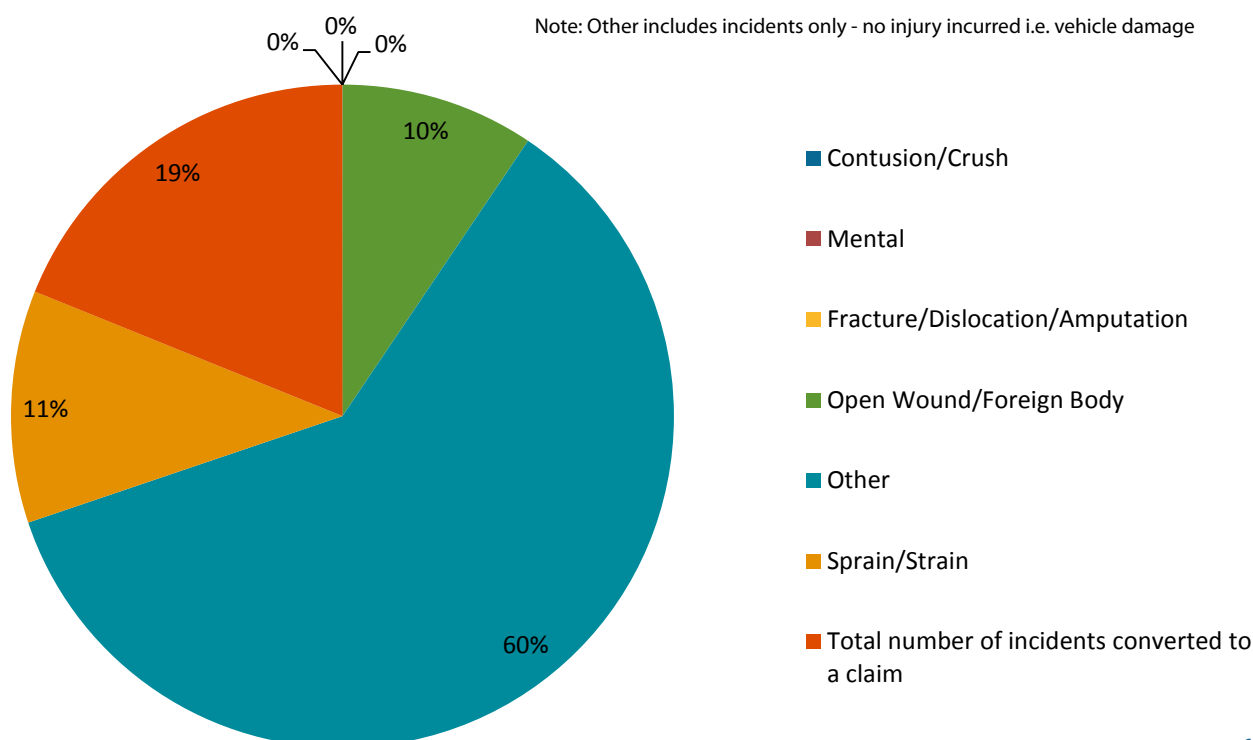
The following activities were undertaken during the reporting period to implement Council's Equal Employment Opportunity Management Plan:

- The integration of equal employment opportunity principles in recruitment and selection, annual performance reviews, the development of position descriptions, the development of the Training Plan, the ongoing maintenance of Council's training database and requirements relating to progression through Council's Salary Management System.
- All new employees were inducted including training on equal employment harassment and bullying prevention.
- A review of employee work procedures continued to ensure that they conform to equal employment opportunity principles.
- Dignity and Respect Training was conducted.
- A Health & Wellbeing Committee was convened.

Organisational Development

During the reporting period the following Human resource activities for were undertaken:

- The appointment of 13 people to permanent positions
- 15 people left permanent employment with Council.
- The Work Health and Safety Committee meet every 4 weeks.
- 12,978 hours of sick leave was taken by employees in contrast to 15,101 hours taken in 2016/17.
- The Consultative Committee met monthly.
- During 2017/18 Council experiences a significant reduction in incidents and workers compensation claims:
 - 2016/17 - 61 incidents reported with 22 of these resulting in a worker's compensation claim.
 - 2017/18 - 44 incidents reported with 10 of these resulting in worker's compensation claim.



Our Council

Lithgow City Council is governed by nine Councillors who are elected in September every four years. Councillors provide leadership and establish policy and direction for the Council and the local government area (LGA). There are no wards in the Lithgow LGA. The nine Councillors are elected by the community to represent the interests of all residents and to encourage communication between Council and the community.

On 11 September 2016 a new Council was elected for the Lithgow Local Government Area:

- Councillor Stephen Lesslie, Mayor (11 September 2016 - 24 September 2018)
- Councillor Wayne McAndrew, Deputy Mayor (from 23 January 2017)
- Councillor Ray Thompson, Mayor (from 24 September 2018)
- Councillor Cassandra Coleman
- Councillor Joe Smith
- Councillor Maree Statham
- Councillor Steve Ring
- Councillor Martin Ticehurst Deputy Mayor (28 September 2016 - 13 December 2016).
- Councillor Geoff Cox.

On 23 January 2017, Council reported the suspension of Councillor Martin Ticehurst and disqualification for a period of 5 years as of 13 December 2016.

Councillor Geoff Cox tendered his resignation from the role on 24 January effective immediately. As such, a by-election was held on 8 April 2017 and Councillors Deanna Goodsell and Darryl Goodwin were elected.



Clr Stephen Lesslie
Mayor



Clr Wayne McAndrew
Deputy Mayor



Clr Ray Thompson



Clr Steve Ring



Clr Cassandra Coleman



Clr Joe Smith



Clr Maree Statham



Clr Darryl Goodwin



Clr Deanna Goodsell

STATUTORY INFORMATION

Condition of Public Works

A condition index has been used to describe the condition of each type of asset. The condition description is based on the following condition index:

Condition Rating	Condition	Description of Asset
0	New	New asset commissioned in current financial year. Rating used for depreciation reporting only.
1	Excellent	Asset is physically sound, is likely to perform adequately with low/regular maintenance, and extremely low short term risk of failure.
2	Good	Asset is in acceptable physical condition, is likely to perform adequately with minor maintenance and repairs, and minimal short term risk of failure.
3	Satisfactory	Asset is in acceptable physical condition although aging and deterioration is evident. Asset is still functioning safely, minor components require replacement/repair, with failure in the short term unlikely.
4	Worn	Asset is showing signs of moderate deterioration and possibility of assets failing to perform in the short term is possible, with no immediate risk to health and safety.
5	Poor	Asset has failed or failure is imminent with significant signs of deterioration of the asset and hazards present a possible risk to public safety.

Further details of the condition of particular assets are provided in Special Schedule 7 of the Financial Statements provided under separate cover to this Report. The following should be noted:

- The estimate of cost to bring public works up to a satisfactory standard is based on the condition of the asset and an adjustment for the Consumer Price Index.
- Council has adopted a strategic approach to the management of its varied and extensive assets. During 2017/18 Council continued to identify value and develop works programs for all its assets.

Asset Management Improvement Plan

To ensure the Strategic Asset Management Plan is implemented effectively and efficiently, an Asset Management Improvement Plan has been prepared. On 26 June 2017 Council adopted the Strategic Asset Management Plan 2017-2026.

The actions required to undertake improvement of Council's asset management capabilities are impacted by both internal and external influences and require resources or enablers. These enablers can be in the areas of people, processes, technology and information and data.

The Asset Management Improvement Plan, which will be reviewed annually, prioritises specific capability areas which were identified through a gap analysis process, and where action is required to raise Council's asset management capacity to the desired level of maturity. Implementation of these improvements requires resourcing and monitoring. The actions have been integrated into Council's Delivery Program to ensure ongoing resourcing, implementation and performance monitoring.

The Assets Improvement Plan was adopted on 26 June 2017, Council has been progressively implementing improvements identified as part of the Plan, including:

- Reviewing and auditing asset register information (including category, hierarchy, useful lives and unit rates)
- Preparation of draft Asset Management Plans for Water Supply and Sewerage Supply
- Investigating more effective Asset Management Systems to streamline technical and financial data

- Reviewing organisational structure to ensure appropriate resources are utilised for asset management
- Commencing a review on current levels of service provided by Council's infrastructure assets
- Commencing preparation of formally documenting and implementing asset inspection and monitoring programs

Legal Proceedings

The following table provides a summary of legal proceedings in which Council was a party to in 2017/18:

Matter	Amount	Progress or Outcome
LCC v Hawatt - Development	\$6,199.20	Appeal withdrawn
LCC v Organ	\$9,337.50	Charges dismissed

Fees, Expenses and Facilities Provided to the Mayor and Councillors

Council at its meeting of 16 April 2007 adopted a policy regarding the payment of expenses and provision of facilities to Councillors. A copy of the **Policy 9.5 Payment of Expenses and Provision of Facilities to Councillors** is available on Council's website www.council.lithgow.com/policies1.

Fee, Expense or Facility	Amount \$
Mayoral Allowance	22,412
Councillor fees	95,038.21
Provision of a mobile phone for the Mayor	624.27
Provision of iPads for Councillors (including hardware)	8185.62
Telephone calls	678.83 (GST inc)
Mayoral Vehicle NOTE: The Mayor paid nil lease fees for private use during the reporting period which is the amount applicable from the date Council adopted its policy on the payment of expenses and provision of facilities to Councillors.	Nil
Attendance of councillors at conferences and seminars	8,366.38(GST excl)
Training and skill development	19,604.49 (GST excl)
Interstate visits	Nil
Overseas visits	Nil
Expenses of any spouse, partner or other person who accompanied a councillor	Nil
Provision of care for a child or an immediate family member	Nil

NOTE: Includes service award, board membership, parking and meals

Overseas Visits

There were no overseas visits undertaken during 2017/18.

Senior Staff

Council had two senior staff positions throughout the year held by Graeme Faulkner, General Manager and Ross Gurney, Chief Financial & Information Officer (31 weeks). The total remuneration package of the senior staff are provided in the table below:

	General Manager	Chief Financial & Information Officer
Total value of salary component of package	253,501	111,480
Total amount of any bonus payments, performance or other payments that do not form part of salary component	Nil	Nil
Employer compulsory superannuation or salary sacrifice	20,048	9,671
Total value of non-cash benefits		Nil
Total payable fringe benefits tax	4,926	Nil

Bushfire Hazard Reduction Activities

Council participated in several committees and provided support through the Service Level Agreement with the Rural Fire Service.

Summary of Resolutions Concerning Work Carried Out on Private Land and any Subsidies Related to the Work

There was two resolutions passed during 2017/18 in accordance with the provisions of section 67(2)(b) of the Local Government Act 1993 relating to Council subsidising the cost of any works carried out on private lands.

- 29 May 2017 - Min. 17-159 RESOLVED THAT Council execute the deed of agreement and the document for transfer of easement as submitted involving Lot 3 DP881717 Kirkley Street, South Bowenfels.
- 23 July 2018 - Min. 18-193 RESOLVED THAT Council Approve the reallocation of \$37,881 from PJ100294 to fund the construction of improved stormwater infrastructure in the vicinity of 12 Kirkley Street, Lithgow in 2018/19 at an expected cost of \$37,000.00.

External Bodies Exercising Functions Delegated by Council

There were no functions delegated by Council to external bodies during 2017/18.

Companies in which Council held a Controlling Interest

Council did not hold the controlling interest in any one company.

Private Swimming Pools

In accordance with Swimming Pools Act 1992 (SP Act) s22F(2), Swimming Pools Regulation 2018 (SP Reg) cl 23 Council undertook the following inspections of private swimming pools:

- One inspection of tourist and visitor accommodation
- Nil inspections of premises with more than 2 dwellings
- 10 inspections that resulted in issuance of a certificate of compliance under s22D of the SP Act
- Five inspections that resulted in issuance of a certificate of non-compliance under cl21 of the SP Reg.

Note: two of the Certificates of Non-Compliance were resolved and Certificates of Compliance were subsequently issued. A Direction to Comply has also been issued with all Certificates of Non-Compliance.

Categorisation of Council Business and the Implementation of Competitive Neutrality Principles

Council operates the following businesses:

Category 1

- Wastewater
- Water

Category 2

- Land Development

Council has complied with the principles of competitive neutrality in relation to pricing, taxation equivalents, Council rates and charges and corporate taxation equivalents. No complaints have been received in relation to competitive neutrality and Council on 16 October 2006 resolved to adopt a policy to ensure that competitive neutrality complaints are dealt with in an efficient manner (Min No. 06-349). A copy of the **Policy 9.3 Competitive Neutrality** is provided on Council's website www.council.lithgow.com/policies1

The Financial Statements for the Category 1 and 2 businesses are disclosed in the Financial Statements and Auditors Report 2017/18 and are available on Council's website www.council.lithgow.com/ipr

Contracts Awarded over \$150,000

Council resolved to award the following contracts in 2017/18 which were over \$150,000:

Contract Description	Contractor	Amount \$
Construction of the Adventure Playground	Coordinated Landscapes Pty Ltd	1,101,900
Implementation of Asset Management Solution	Technology One	264,601
Supply of electricity to large sites and street lighting	Energy Australia	1,311,000p.a (value is approximate as energy usage fluctuates)
Upgrade of the Shaft Street Reservoirs	Geelong Abrasive Blasting	2,030,528
LED street lighting	Endeavour Energy	446,322
Lithgow CBD Revitalisation Construction Works	CA&I	2,361,608
Asphalt services for the 2017/18 Operational Plan	J&E Asphalt & Civil Pty Ltd	356,160
Bitumen sealing services for the 2017/18 Operational Plan	State Asphalt Services Pty Ltd	241,350

Grants and Donations

During 2017/18, Council provided Financial Assistance under section 356 of the Local Government Act 1993 to the value of \$102,239. The organisations who received Financial Assistance included the following:

Non Recurrent Financial Assistance		
Organisation	Project	Amount
Rydal Village Association	Daffodils at Rydal 2017	\$1,500
National Regional Branch, National Trust of Australia (NSW)	Annual John Welling's Award 2017	\$400
Rydal AH&P Society	2017 Rydal Show yard dogs and heavy horse sponsorship	\$1,000
Mingaan	NAIDOC 2017	\$3,000
The City of Greater Lithgow Mining Museum Inc.	Mining multimedia interpretation project	\$1,200
Lithgow Tidy Towns	Eskbank Street Mural Restoration	\$2,000
Tarana Tanker Trailers Inc.	Register 12 tanker trailers	\$1,200
LINC	Circle of Security Parenting Program	\$3,000
Lithgow Child Protection Interagency	Children's Expo, Community Fun Days and professional development	\$3,000
Lithgow and District Car Club	Rate Reimbursement Yvonne Martin Memorial Motor Sport Park	\$1,200
Nanna's Touch	Lithgow's Accessible Lifestyle Expo	\$1,000
Kirinari Community Services	"Hangout Lithgow" weekly social space for young people with a disability.	\$3,000
Cullen Bullen Progress Association	Rate reimbursement	\$1,400
Wallerawang Kids Club	Rent waiver	\$872
Leaving Healthy Footprints Aboriginal Consultative Group	Social support program for Aboriginal Elders	\$3,000
First Australian Muzzle Loading Rifle Pistol Club	Rate reimbursement	\$1,000
Lithgow Partnership Against Domestic & family Violence and Abuse	White Ribbon Trivia Night	\$500
Centacare Bathurst	Cooking classes and production of a healthy cookbook for families in Bowenfels area	\$2,000
Wallerawang Central Acclimatization Society	Community fishing event at Lake Wallace	\$1,500
Gindaay Youth Centre	Journey to the Heart	\$2,000
YMCA NSW	Skate Park Leagues Lithgow	\$2,981
Lithgow Theatre Group	One Act Play Festival	\$3,000
Lithgow & District Family History Inc.	Faces Behind the Facades - CBD Interpretation Project	\$3,000
Mitchell Conservatorium	Scholarship Program 2018.	\$2,000
Capertee District Progress Association	BBQ area permanent roof covering	\$2,604
Kanimbla Valley Sports Club	Rate reimbursement	\$583
Total Non Recurrent Financial Assistance 2017/18		\$47,940

Recurrent Financial Assistance	
Organisation	Amount
Ironfest	\$12,300
White Ribbon Day	\$500
Western Region Academy of Sport	\$1,780
Lithgow Show Society	\$12,300
Arts Outwest	\$12,884
School Presentations (\$50 per school)	\$300
<ul style="list-style-type: none"> • Zig Zag Public School • Portland Central School • Wallerawang Public School • St Patricks School • Coerwill Public School • Meadow Flat Public School 	
LINC Rental Assistance	\$8,250
Portland Golf Club	\$860
Lithgow Tidy Towns	\$2,050
Portland Tidy Towns	\$1,025
Cullen Bullen Tidy Towns	\$1,025
Wallerawang Tidy Towns	\$1,025
Total Recurrent Financial Assistance 2017/18	\$54,299

Public Interest Disclosures Act

Local Government Act 1993 – Section 428, NSW Public Interest Disclosures Act Section 31 and Public Interest Disclosures Regulation 2011 Clause 4

Council must report annually on its obligations under the Public Interest Disclosures Act 1994. The report for the year ended 30 June 2017 is detailed below.

Public Interest Disclosure	Number of Disclosures
No. of public officials who made public interest disclosures to your public authority.	Nil
No. of public interest disclosures received by your public authority.	Nil
Of public interest disclosures received, how many were primarily about:	Nil
• Corrupt conduct	Nil
• Maladministration	Nil
• Serious and substantial waste	Nil
• Government information contravention	Nil
• Local government pecuniary interest contravention	Nil
No. of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period.	Nil
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
If so, please select how staff have been made aware	
<ul style="list-style-type: none"> • Policy 9.9 - Protected Disclosures Policy is available on Council's website www.council.lithgow.com/policies1 • Training has been provided by the NSW Ombudsman's Office. 	

Partnerships, Co-operatives or Joint Ventures to which Council was a Party

Council was a party to the following partnerships, co-operatives or joint ventures:

Name	Purpose
Central West Regional Councils (CENTROC) Central West (Pilot) Joint Organisation of Council's	An organisation of councils for the sharing of knowledge, bulk purchasing, and provision of human resource services such as training, promotion of the area for filming and driver for improvements to the region.
Lithgow Community Health and Centrelink	Books for Babies Program which provides literacy material for each newborn.
NetWaste	An organisation of council's for the purpose of sharing resources and knowledge, and co-ordinating the planning of waste issues at regional and sub-regional levels.
State Library of NSW	Provision of support service for the Lithgow Library Service.
Sydney Catchment Authority	Council entered into an agreement for the ongoing costs for the UV Disinfection Units at the Lithgow and Wallerawang Sewerage Treatment Plants.

Stormwater Management Services

The following table details the amount of income received from the stormwater charge and expenditure on stormwater management services in 2017/18:

Details	Amount \$
Income from stormwater charges	239,870.96
Expenditure on stormwater management services	202,261.74

Further information on stormwater works is provided in the section of this report details Council's performance in terms of the functions listed in the Delivery and Operational Plan is available on page 95.

Infrastructure Levy Program - Special Rate Variation

To ensure compliance with the provisions of s508(2) of the Local Government Act 1993, Council is required to provide information on projects funded from the Infrastructure Levy Program (ILP) during 2017/18 as follows:

- Improve the condition of the following roads, streets & lanes (see pages 84-85)
 - Cripps Avenue, Wallerawang
 - Carlton Road, Portland
 - Lyon Parade & Hume Avenue, Wallerawang
 - Cullenbenbong Road, Kanimbla
 - Ellen Close, Portland
 - Valley Drive, Lithgow
 - Brays Lane, Wallerawang
 - Ivatt Street Lane, Lithgow
 - Tank/Union Lane, Lithgow
 - Williwa Lane (CBD), Portland
 - Jamison/High Lane, Portland
 - Langbein Lane, Portland
 - Bate/Piper Lane, Portland
 - Falnash/Ilford Lane, Portland
- Improvement works to the following buildings (see pages 77-79)
 - Mick Moore Pavillion
 - Link Crease Trap
 - Kremer Park Toilets
 - Daintree Lane Toilets
 - General Asset Building Maintenance

Planning Agreements

Below is a list of planning agreements approved by Council in 2017/18:

D/A No. and Approval Date	Description	Names of Parties	Amount \$	Land	Contribution Objectives
SSD07_0127 MOD 5 Invincible Colliery 2 Feb 2018	For community facilities and infrastructure for Cullen Bullen and surrounds	Lithgow Council & Castlereagh Coal (Shoalhaven Coal)	\$0.05 per tonne of product coal each financial year	Lot 1 DP180294, Lot 11 DP614429, Lots 112 & 113 DP877190 and Ben Bullen State Forest, Castlereagh Highway Cullen Bullen	To provide community facilities and infrastructure funds as a result of development of a mine for the Cullen Bullen community.
DA225/16 13 Oct 2017	For community facilities and public open space. Works in kind for a concrete cycle path 3m wide within Lot 64 DP 1103064	Lithgow Council & Tri-Firma Pty Ltd	\$150,000 (\$6000 per 25 allotment) \$4,500	Lot 64 DP 1103064, Kirkley Street South Bowenfels NSW 2790	To provide community facilities, public open space and a concrete cycle path as a result of development.

Companion Animals

The following information is provided on Council's activities during 2017/18 in relation to enforcing and ensuring compliance with the provisions of the Companion Animals Act 1998 and the Companion Animals Regulation 1999:

Activity	Achievement
Lodgement of pound data collection returns with the Office of Local Government.	The pound data collection return for 2017/18 has been provided to the Office of Local Government.
Lodgement of data relating to dog attacks with the Office of Local Government.	All dog attacks were reported on the Companion animal Register website.
Companion animal community education programs	During 2017-18, community awareness and education around individual's responsibilities for care of companion animals was achieved through the delivery of a Companion Animals education program. The program engaged participating primary schools within the Lithgow LGA providing students with skills and techniques for caring and ensuring personal safety around Companion Animals. This program was part of a broader grant funded Responsible Pet Ownership Program part funded by the Office of Local Government to improve desexing, microchipping and registration of Companion Animals across the LGA (see page 37 for details).
Strategies to promote and assist the de-sexing of dogs and cats	Promotion and participation in the Responsible Pet Ownership Program.
Strategies to see alternatives to euthanasia for unclaimed animals	Council has rehoused and fostered unclaimed animals
Off leash areas provided	A total of 4 off leash area are provided in the Local Government Area, being 2 in Lithgow and 1 in each of Portland and Wallerawang.

The following table shows income received in relation to companion animals and the amount of money expended on companion animal management and activities during 2017/18:

Budget Item	Amount \$
Income	
Office of Local Government	4,322.00
Impounding, sale, surrender and fines	33,095.22
Expenditure	
Employee costs	95,216.04
Pound Expenses	73,040.58

Council collects income during the year from the Microchipping and registration of companion animals and forwards this to the Department of Local Government which in turn reimburses council a proportion of these fees. Council uses this income and income derived from the impounding, sale, surrender and fines to undertake companion animal management activities.

QUALITY TALKS



ROSELLA

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Illustrated & Descriptive
Seed & Bulb Manual

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