



Our Place Our Future

Delivery Program 2026 - 2030

Table of Contents

Acknowledgement of Country	3
A message from our leaders	4
Integrated Planning & Reporting Framework	5
Measuring progress and reporting	6
About the Lithgow Local Government Area.	7
Our community.....	11
Our community’s Vision	14
Our Councillors	15
About Lithgow City Council – what do we do?.....	16
Our Organisation Structure	17
Our commitment to a sustainable and resilient Lithgow	18
Our Advocacy Priorities	19
Caring for our community.....	21
Strengthening our economy.....	25
Developing our built environment	28
Preserving our natural environment	32
Governance and Leadership.....	35

Introduction

Acknowledgement of Country

Lithgow City Council acknowledges Wiradjuri Elders past and present of the Wiradjuri nation - the original custodians of the land on which the Lithgow's communities reside.

The Council also extends our respects to our neighbouring nations.



A message from our leaders

Welcome to the Lithgow City Council Delivery Program for 2026-2030. This Delivery Program outlines practical strategic plans for Lithgow City Council over the next four years.

With the forecast decline in coal and power generation in the Lithgow LGA and the need to transition our economy, this Delivery Program highlights priority areas for Council's focus over the next four years, ensuring that we translate community goals from the Community Strategic Plan to projects and services that will meet the demands of our changing economy.

The Council is committed to creating high quality liveable places for our residents and local businesses for the Lithgow LGA to continue to grow as a resilient, inclusive, and successful community. Identified priorities over the next four years include economic transition, community health, safety and well-being, enhancement of our natural and built environment, delivery of sustainable infrastructure and services and the provision of local leadership.

This Delivery Program is responding to the priorities of our community and the efforts of Council's Staff and Councillors to ensure that our community is at the centre of everything we do.

The Delivery Program demonstrates how Council's business-as-usual programs will achieve the objectives outlined in the Community Strategic Plan.



Integrated Planning & Reporting Framework

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework, set out in the Local Government Act 1993 and Local government General Regulation 2021, provides a holistic approach to strategic planning. The Framework is based on a perpetual planning and reporting cycle which encourages an inclusive and transparent approach to the development of a sustainable local government area and responsible civic leadership.

This Framework requires Council to develop a series of plans, strategies and reports linked to the vision and priorities set out in the CSP.

Community Strategic Plan 2040

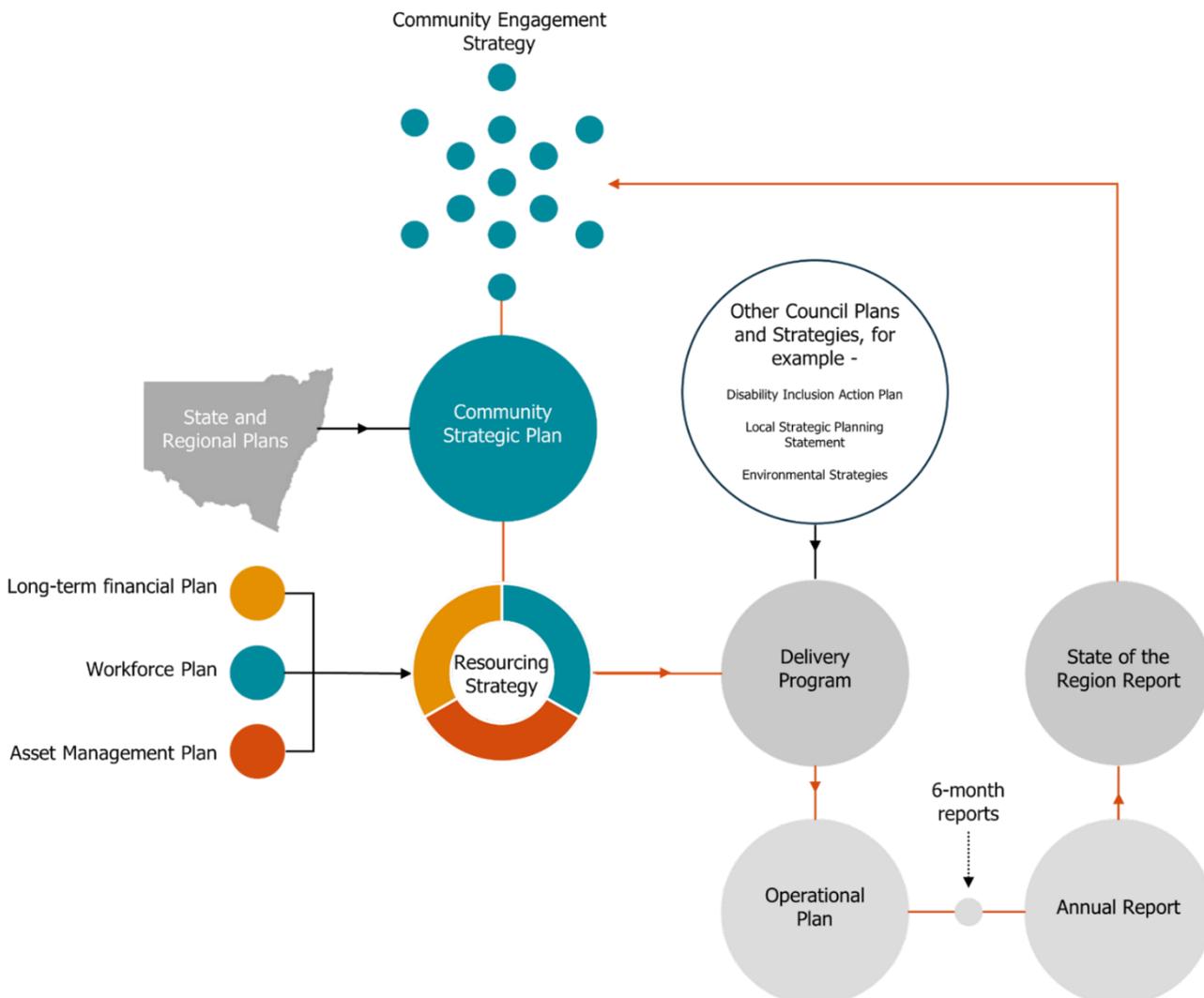
The review of the Community Strategic Plan (CSP) 2035 (See State of Lithgow Local Government Area (LGA) Report) provides an opportunity to reflect on what has changed, what we are doing well, and highlight the areas that need greater attention in delivering the community's vision.

This CSP 2040 will help to reset focus on our delivery of outcomes and significant projects that advocate for and influence the quality of life of our residents in the medium to long-term.

Delivery Program

Resourcing Strategy

Operational Plan



Lithgow's City Council's Integrated Planning and Reporting Framework

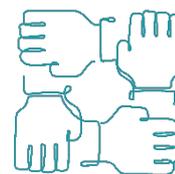
Measuring progress and reporting

Under the Local Government Act 1993, Councils are required to ensure that progress reports are prepared to detail the principal activities listed in their plans. The IPR Framework requires council measure progress in delivering the activities set out in the Delivery Program and Operational Plan to show how all projects and initiatives scheduled, contribute towards achieving an outcome the community has identified as a priority in the CSP.

Our Community Strategic Plan identifies **five themes** that support the goals of the community. Each theme has a mission statement to articulate to the community aspirations of what the Lithgow LGA will look like in 2040.

Caring for Our Community (CC)

Retaining, respecting and strengthening both our overall sense of community, and the unique linked communities of groups, rural areas, villages and towns that make up the Lithgow LGA.



Developing Our Built Environment (BE)

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



Enhancing Our Natural Environment (NE)

Balancing, protect and enhance our diverse environmental elements, both natural and built, for the enjoyment and support of both current and future generations.



Strengthening Our Economy (SE)

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.



Responsible Governance & Civic Leadership (GL)

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



In our Community Strategic Plan each community theme is accompanied by a 10-year goal and priorities the community would like to achieve by 2042, as well as objectives/strategies to achieve them. Each four-year initiative in the Delivery Program has been developed to deliver on one or more of these strategies.

Also included in this document are performance measures and targets that are used to demonstrate progress against service delivery.

About the Lithgow Local Government Area.

The Lithgow LGA is located on the western ramparts of the Blue Mountains, 140 kilometres from Sydney. The Lithgow LGA 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 LGA 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.

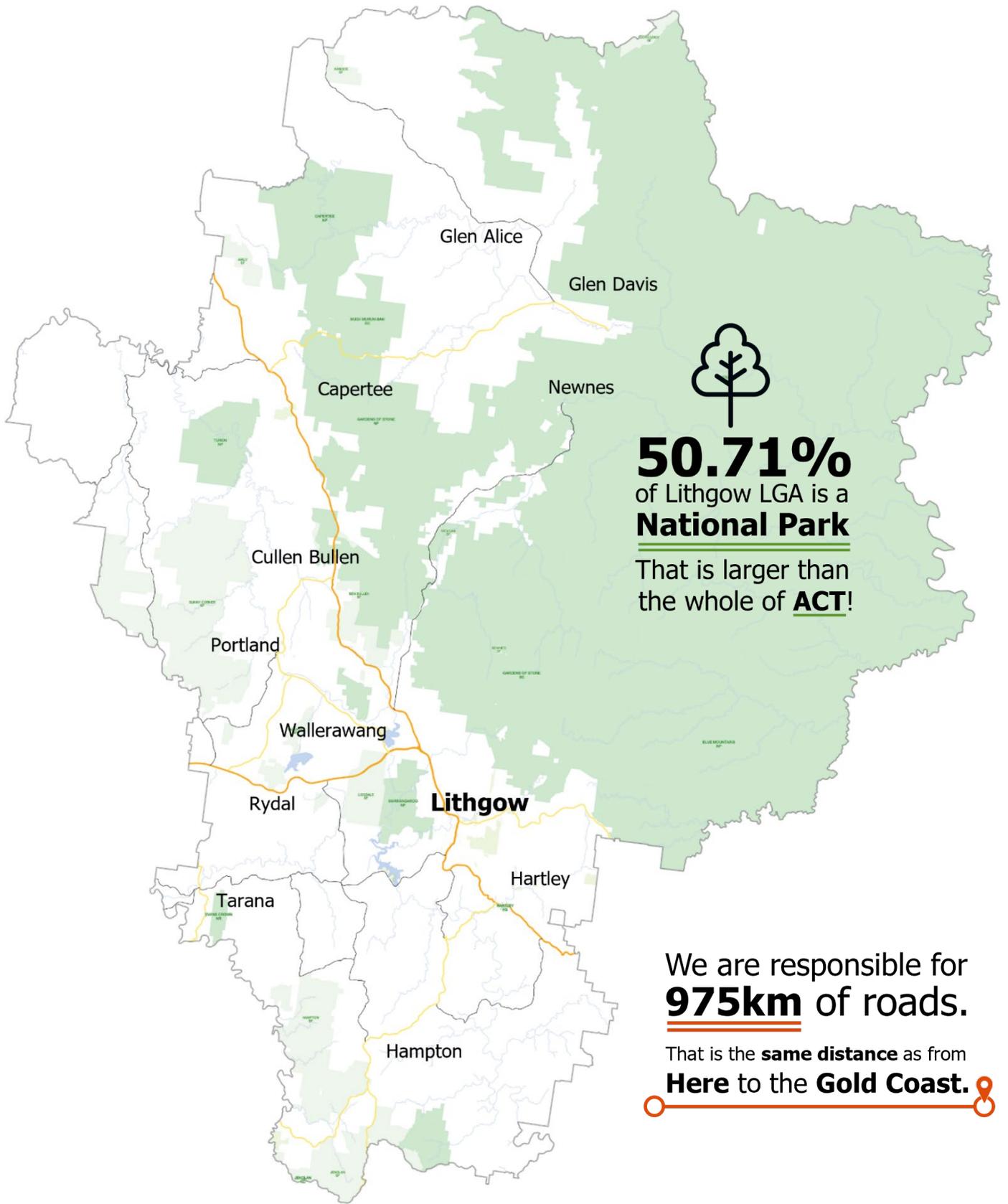
The Lithgow LGA lies almost wholly within the Wiradjuri Aboriginal nation, with the Gundungurra nation situated to the south and the Darug nation to the east.

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 LGA 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 bush walking, camping, orienteering, hang gliding, horse riding, off road 4wd, fishing, sailing and water skiing.





Where we live



Total area: **4,567km²**
Total Population: **20,724**
Total Number of Dwellings: **10,238**



	Population 	Number of dwellings 
Lithgow	11,197	5,729
Wolgan, Newnes and Newnes Plateau	78	20
Wallerawang	2079	890
Dark Corner/Sunny Corner/Upper Turon and Palmers Oaky	177	128
Capertee (inc. Running Stream & Round Swamp) and Capertee Valley	130	105
Clarence/Dargan	83	52
Cullen Bullen/Ben Bullen	237	112
Good Forest /Hampton and Lowther	225	155
Hartley/ Little Hartley and Hartley Vale	1191	538
Blackmans Flat/Lidsdale	493	184
Marrangaroo/Springvale	297	107
Meadow Flat/Mt Lambe	421	159
Portland	1841	919
Rydal/Sodwalls/Tarana	444	237
Kanimbla/Megalong Valley	332	192

Population statistics obtained from [Australian Bureau of Statistics](#) from CENSUS year 2021

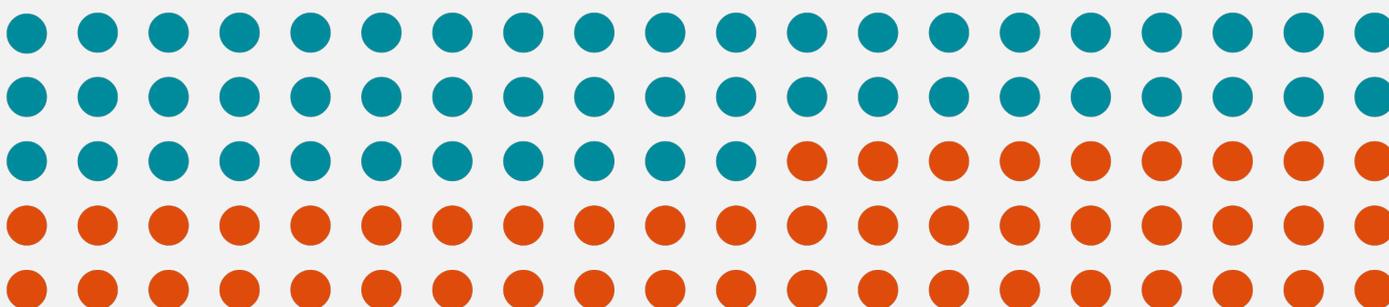
Our community

Top 5 industries by employment

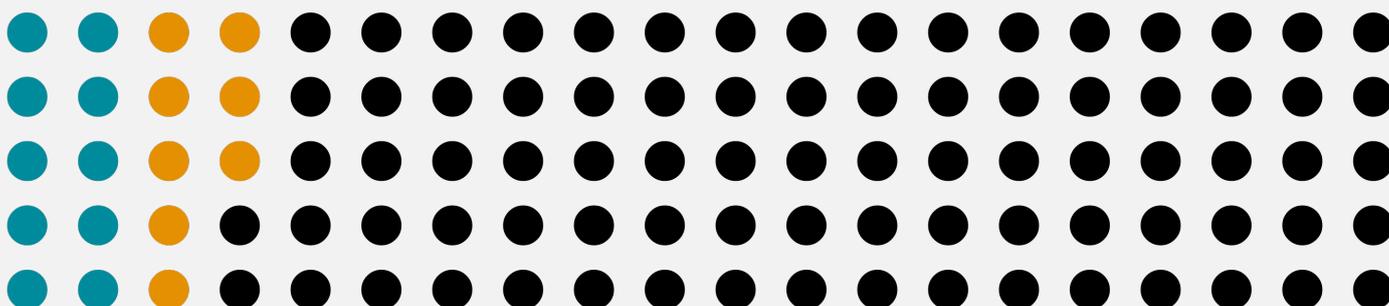


If Lithgow City Council consisted of 100 people, there would be:

51 **males**, 49 **females**



10 **born overseas**, 8 **Aboriginal and Torres Strait Islander**.



16

Completed higher education



22

Obtained vocational/trades qualification



41

Work locally¹



12

volunteer



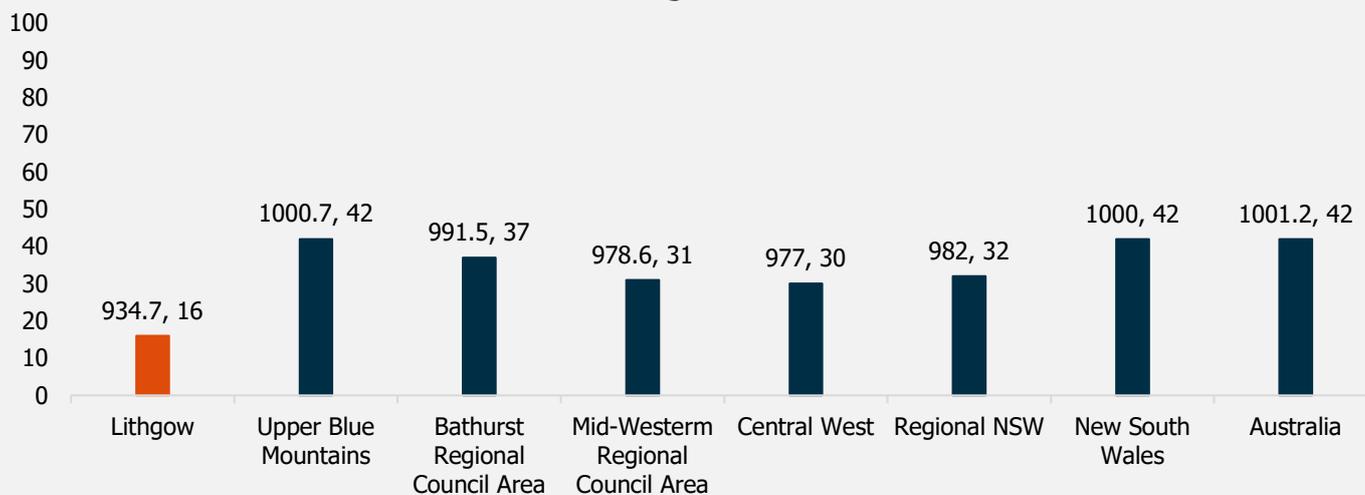
1

With an individual income less than \$600 p/w



¹ NEIR (National Institute of Economic Industry Research), 2023

SEIFA (Socio-Economic Indexes for Areas) scores and corresponding percentile values for Lithgow relative to other regions



The first listed value is area's SEIFA (Socio-economic Indexes for Areas) score. It is used to rank areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society. A lower score on the index means a *higher level of disadvantage* on both indexes.

The percentile (second value) indicates the approximate position of the region relative to Australia's suburbs and localities in 2021. A higher number indicates a higher socio-economic status.²

² Information obtained from profile.id.

Introduction

Our community's Vision

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.



Our Councillors



Cassandra Coleman
Mayor



Steven Ring
Deputy Mayor



Darryl Goodwin
Councillor



Elizabeth Fredericks
Councillor



Eric Mahony
Councillor



Maree Stratham
Councillor



Martin Ticehurst
Councillor



Ray Smith
Councillor



Tom Evangelidis
Councillor

About Lithgow City Council – what do we do?

Lithgow City Council provides many services to the community through our dedicated employees.

We provide and maintain facilities such as:

- Parks and sportsgrounds
- Playgrounds and skateparks
- JM Robson Aquatic Centre
- Libraries in Lithgow, Wallerawang and Portland.
- Community buildings and facilities.



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 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.



We enhance our community by:



- Listening to your views.
- Holding citizenship ceremonies, Australia Day Celebrations, Seniors Week Celebrations, community events 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.

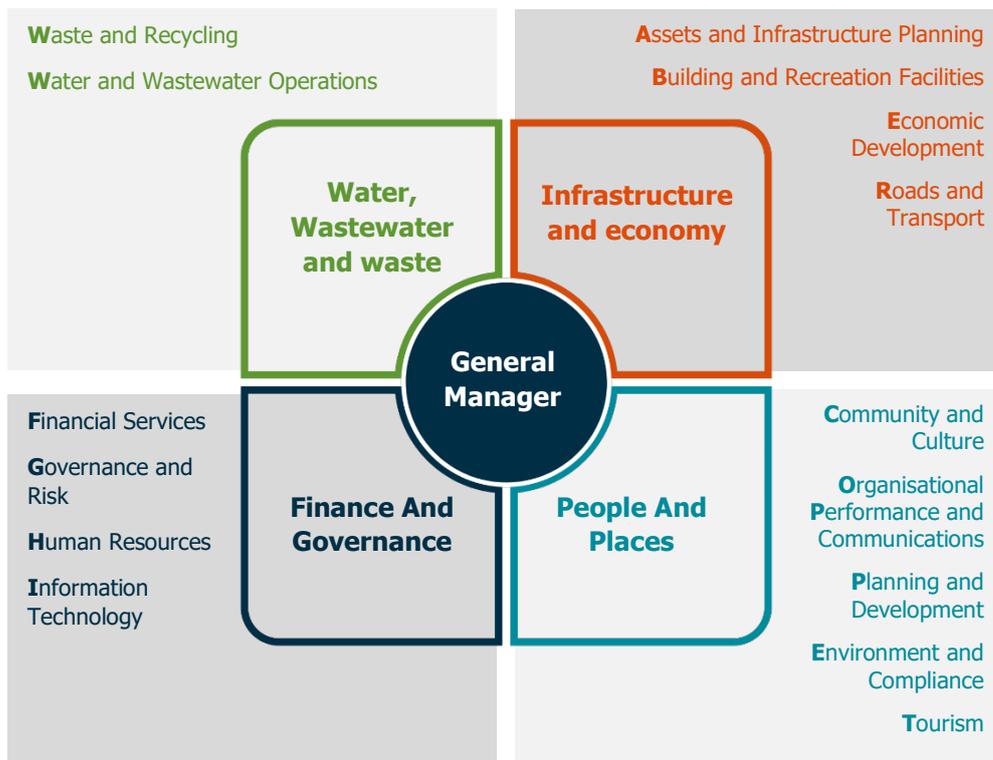
We care for the environment by:

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



Our Organisation Structure

Lithgow City council is structured into five Divisions:



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.

Our commitment to a sustainable and resilient Lithgow

Together we will develop a holistic approach to Climate Change, Disaster Risk Reduction and drought resilience.

Embed climate change into decision-making: by giving consideration to latest policies, relevant state and government initiatives, scientific research findings and indigenous knowledge, guided by principles of equity, social justice and environmental/asset stewardship.

Climate Change mitigation and adaptation: Collaborate with key stakeholders, including Central NSW Joint Organisation (CNSWJO), to keep abreast of and adopt best practice in climate change mitigation and adaptation.

Disaster Risk Reduction mitigation and adaptation: Collaborate with key stakeholders, including the NSW Reconstruction Authority, to keep abreast of and adopt best practice in disaster risk mitigation and disaster adaptation plans.

Build Back Better: We will *Build Back Better* by integrating resilience measures to enable climate change adaptation for the restoration of physical infrastructure, social systems, and the revitalisation of livelihoods, economies and the environment.

Ensure our communities have the skills and tools they need to remain resilient and financially stable in a changing world.

Promote and exemplify environmentally conscious behaviours by enhancing efficiencies in resource and energy usage to protect our unique natural assets and ensure they are preserved for enjoyment by future generations, while also reducing ongoing operating costs to the organisation.

Fortify our existing social capital and attract a diversity of people to our region to ensure we remain mentally and socially resilient during times of hardship.

Our Advocacy Priorities

Together we will continue to advocate for a fair share of resources for the Lithgow LGA. We will continue to build partnerships within our community, with neighbouring councils and through the Central NSW Joint Organisation as well as State and Federal Governments to advocate for the community's priorities to build a brighter future for the Lithgow LGA. Our advocacy priorities have been clustered under four themes:

1. Sustainable Local Government

- Substantially **review and reform the funding arrangements for Local Government** to provide the sector with the capacity to meet the many challenges of the 21st century.
- **Disaster Recovery Funding** - pushing for better disaster recovery funding to support the region in times of crisis, ensuring resilience in the face of unforeseen events and enable betterment to limit repeat expenditure rebuilding the same infrastructure after disasters.

2. A diverse, strong and resilient local economy

- Rapidly implement the [Lithgow Emerging Economy Plan](#) – a cross-government commitment, affirmative action, significant increase to the levels of funding provided for economic transformation (recognising that the task of transforming the Lithgow economy will require significant supporting funding over 7 – 10 years). Please refer to the Council's endorsed [Emerging Economy Plan Yearly Action Plan](#).
- **Bring forward new employment precincts** – use the capacity of the NSW Government to examine and then facilitate the re-purposing of the city's brownfield sites for employment purposes.
- **Secure Lithgow's housing growth** – resolve the issue of traffic access associated with the Marrangaroo Urban Release Area, support the activation of the former Wallerawang Power Station, identify and work to resolve key infrastructure gaps that may be impeding future infill development through Lithgow, Wallerawang and Portland.
- **Facilitate development of key residential commercial and industrial sites** by prioritising economic development efforts to attract investment into industries that can absorb capital and grow at an inorganic rate. This includes projects like precinct planning of key green and brownfield employment generating sites, reviews of existing land zonings, finalise Council's Employment Lands Strategy, and collaboration with local tourism, healthcare, manufacturing and public service providers.

3. Sustainable transport options linking the Central West and Western Sydney.

- Work with Council to implement the [Lithgow EV Strategy](#)
- Improve road connections
 - **GWH upgrade** – Advance the Great Western Highway upgrade.
 - **Expressway (Bells Line) and Freight Access** to Lithgow facilitating smoother East-West connectivity. This would be key in positioning Lithgow as a vital employment and logistics hub.
- Recognise and act on the potential for Lithgow to act as a hub for improved rail services to the east and west, including:
 - Advocating and demonstrate rationale for more frequent rail services between Lithgow and Western Sydney
 - Advocating and demonstrate rationale for faster and more frequent passenger rail services between Western Sydney and regional centres in the Central West.

4. Supporting the community across multiple dimensions of health and wellbeing.

Advocating for additional funding and specialised services in critical areas such as mental health, paediatrics, and drug/alcohol rehabilitation to ensure that the community's diverse needs are addressed.



Our Objectives, Priorities and Measures

Caring for our community

our 10-year goal

Retaining, respecting and strengthening both our overall sense of community, and the unique linked communities of groups, rural areas, villages and towns that make up the Lithgow LGA.

Strategic objectives

Objective	Deliverables
CC1: Plan and provide quality community services for a healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to change.	CC1.1: A range of needs-based, flexible and accessible services.
	CC1.2: Collaboration with government departments, NGOs and the community to ensure the provision of accessible services.
	CC1.3: Recognition and celebration of our Aboriginal Culture
	CC1.4: The citizens of the Lithgow LGA feel valued and connected.
	CC1.5: Neighbourhood programs to strengthen community connections and enhance resilience.
	CC1.6: Programs to celebrate and embrace cultural diversity.
	CC1.7: Lifelong learning and collaboration to deliver a range of innovative programs and services.
	CC1.8: Health services that meet the identified needs of our community and the broader region.
	CC1.9: Activities and programs for young people
CC2: Manage and provide public places where people feel safe and included.	CC2.1: Infrastructure and activities that improve the safety and security of the community.
CC3: Plan and provide facilities that protect and value our domestic animals and the role they play in residents wellbeing, both physical, social and psychological.	CC3.1: Responsible care and welfare of animals at the Lithgow Animal Shelter.
	CC3.2: Infrastructure and facilities for the safe exercising of domestic animals.
	CC3.3: Education and services relating to animal health and wellbeing.

Priorities

Actions	26/27	27/28	28/29	29/30
Implement the Disability Inclusion Action Plan	✓	✓	✓	✓
Advocate for funding and services for the community	✓	✓	✓	✓
Conduct the Councillor's Health Working Party	✓	✓	✓	✓
Implement the Bathurst, Lithgow and Oberon Drought Resilience Plan.	✓	✓	✓	✓
Develop and implement a Community Wellbeing Strategy		✓	✓	✓
Develop and implement a Neighbourhood Futures Program for rural and urban villages		✓	✓	✓
Implement the Smart Places Road Map	✓	✓	✓	✓

Ongoing services contributing to this theme

- Deliver projects and programs to support and promote volunteering in the community.
- Maintain and refine an annual calendar of public programs and events.
- Advocate for adequate health services.
- Neighbourhood Futures Program.
- Lithgow, Wallerawang and Portland Libraries.
- Youth Council.
- Community development and wellbeing programs.
- Women's Advisory Committee.
- Projects and programs to celebrate cultural diversity.
- Recognition and celebration of our local Aboriginal culture.
- Animal control and wellbeing services.
- Environmental health and compliance programs.



Success measures

Measure	Goal	Baseline
# Attendance and participation at council-run community events	^ or stable	Council data
# community programs held	^ or stable	Council data
# programs conducted and held at the Lithgow Adaptive Skills Hub and council facilities to promote lifelong learning.	^ or stable	Council data
Community members accessing our Libraries and community cultural facilities	^ or stable	Council data
Community education programs to promote responsible pet ownership	^ or stable	Council data
# health inspections conducted	^ or stable	Council data

Community Satisfaction survey scores:

2024 Survey results as baseline showing % favourable

Measure	Goal	Baseline
Quality of life	^ or stable	85%
Safe during the day	^ or stable	84%
Safe during the night	^ or stable	63%
Safe using public facilities	^ or stable	52%
Police services are responsive and effective	^ or stable	49%
Healthy lifestyle opportunities are available	^ or stable	48%
Hospitals, medical and mental health services are accessible and of good quality	^ or stable	46%
Opportunities are available for you and your family	^ or stable	31%
Sense of living in a community	^ or stable	62%
Quality education is available and accessible	^ or stable	57%
Good range of community groups and support networks	^ or stable	54%
Indigenous heritage is valued and preserved	^ or stable	50%
The cost of living in the Lithgow LGA is affordable	^ or stable	42%

Central NSW Joint Organisation Our Statistical Snapshot

2023 Regional Data Results

	Goal	Baseline
Top 3 Self-reported health conditions		
• Arthritis	∨ or stable	13.9%
• Asthma	∨ or stable	9,8%
• Mental Health	∨ or stable	10.7%
Self-harm Hospitalisations (per 100,000)	∨ or stable	249
Rate of domestic violence assaults (per 100,000)	∨ or stable	706

Caring for Our Community

Measure	Goal	Baseline
People experiencing housing stress	✓ or stable	47.8%
Rate of homelessness (per 10,000)	✓ or stable	14
Rate of thefts from dwellings (per 100,000)	✓ or stable	319
15–19-year-olds fully engaged in education/employment	✓ or stable	73.3%



Strengthening our economy

our 10-year goal

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.

Strategic objectives

Objective	Deliverables
<p>SE1: Provide sustainable and planned growth that supports a range of lifestyle choices and employment options.</p>	<p>SE1.1: Economic growth and diversity through the attraction of new business and investment.</p> <p>SE1.2: Infrastructure and land to support residential, rural and economic growth.</p> <p>SE1.3: New technologies, creativity and innovation to grow a network of vibrant, mixed-use centres and services.</p> <p>SE1.4: Engagement with residents of new and emerging suburbs and towns to connect and evolve their own distant neighbourhood spirit and character incorporating high walkability, cycle infrastructure and greenspaces.</p>
<p>Objective SE2: Explore and discover the richness in our society through the pursuit of educational, creative and cultural opportunities to diversify our economy, skills base and employment opportunities.</p>	<p>SE2.1: Celebration of the cultural diversity and rich heritage of the Lithgow LGA.</p> <p>SE2.2: local job opportunities realised through employer and service provider partnerships focused on the development of a local workforce with skills required by local industry.</p>
<p>Objective SE3: Create a vibrant, smart and innovative economy promoting the Lithgow LGA as a desirable place to work, live, visit and invest.</p>	<p>SE3.1: Active marketing of the Lithgow region and our capabilities to existing and potential residents, businesses, investors and visitors.</p> <p>SE3.2: Growth in our visitor economy through development of partnerships and opportunities that enhance and strengthen iconic events, distinct local attractions and the use of major venues.</p> <p>SE3.3: A variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all.</p> <p>SE3.4: A vibrant food culture and night-time food economy in the Lithgow LGA.</p> <p>SE3.5: Iconic attractions and heritage sites</p>
<p>Objective SE4: Develop the Lithgow, Wallerawang and Portland CBDs as vibrant, unique spaces which create strong sense of place within the community.</p>	<p>SE4.1: Vibrant, safe and accessible town centres in Lithgow, Wallerawang and Portland.</p>

Priorities

Actions	26/27	27/28	28/29	29/30
Implement the Lithgow Emerging Economy Plan	✓	✓	✓	✓
Implement the Bathurst, Lithgow, Oberon Drought Resilience Plan	✓	✓	✓	✓
Implement the Disability Inclusion Action Plan	✓	✓	✓	✓
Implement the Lithgow CBD Revitalisation Plan	✓	✓	✓	✓
Implement the Lithgow Active Transport Plan	✓	✓	✓	✓
Implement the Seven Valleys Tourism Destination Management Plan	✓	✓	✓	✓
Implement the Employment Lands Strategy	✓	✓		
Develop a precinct plan for Wallerawang		✓		
Develop a precinct plan for Portland			✓	
Develop a Masterplan for the Lithgow Civic Precinct		✓		
Create opportunities for affordable housing, land availability and affordability	✓	✓	✓	✓
Contemporise the Lithgow LGA Cultural Plan	✓	✓		
Development of a Lithgow Health, Ageing and Innovation Precinct Masterplan and Infrastructure Plan	✓	✓	✓	✓
Support the reopening of Wallerawang Railway Station	✓			
Support the development of the Gardens of Stone State Conservation Area	✓	✓	✓	✓
Support the development of the Lithgow Mountain Bike Transformation Project	✓	✓		
Progress (Instagram-able) welcome signage at the entrances to the LGA recognising Wiradjuri Country	✓	✓		
Develop and implement a lighting strategy for Public Spaces in the CBD including Queen Elizabeth Park and the Main Street corridor to support a vibrant night-time economy	✓	✓	✓	✓
Implement the Smart Places Road Map	✓	✓	✓	✓

Ongoing services contributing to this theme

- Economic Development.
- Transitioning our economy.
- Tourism.
- Eskbank House Museum.
- Cultural Development.
- Union Theatre.
- Strategic Land Use Planning.
- Education and skills development.
- Precinct planning and placemaking.
- Building compliance.
- Development planning assessments.

Success measures

Measure	Goal	Baseline
Attendance and participation at council-run community events	^ or stable	Council data
# businesses applications registered	^ or stable	Council data
Unemployment rate	∨ or stable	Council data
Visitor expenditure	^ or stable	Council data
# programs conducted and held at the Lithgow Adaptive Skills Hub and council facilities to promote lifelong learning	^ or stable	Council data
Community members accessing our community cultural facilities	^ or stable	Council data
# Development compliance investigations conducted	^ or stable	Council data
Community Satisfaction survey scores:	2024 Survey results as baseline showing % favourable	

Measure	Goal	Baseline
Public transport is adequate for your needs	^ or stable	32%
Hospitals, medical and mental health services are accessible and good quality	^ or stable	46%
Living in Lithgow provides you and your family with opportunities	^ or stable	31%
Shops and services in shopping areas meet residents needs	^ or stable	26%
New developments are helping to preserve an attractive urban landscape and protect heritage.	^ or stable	20%
Council if focused on the future and plans well to help secure the community's long-term future	^ or stable	9%
Quality education is available and accessible in the LGA	^ or stable	57%
There is a good range of opportunities for cultural and artistic activities and expression	^ or stable	44%
The cost of living in the Lithgow LGA is affordable	^ or stable	42%

Developing our built environment

our 10-year goal

Providing effective and sustainable asset renewal which is based on the outcomes of a sound asset management planning and practice, while also ensuring a choice of effective public and private transport options, suitable entertainment and recreational facilities, and lifestyle choices.

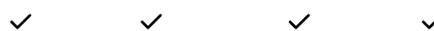
Strategic objectives

Objectives	Deliverables
<p>BE1: Plan for suitable infrastructure to promote sustainable and planned growth, while enhancing the existing identity of the towns, villages and rural areas of the Lithgow LGA.</p>	<p>BE1.1: New residential development areas have all necessary infrastructure in place.</p>
	<p>BE1.2: Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts</p>
	<p>BE1.3: Diverse and affordable housing options for our residents at all stages of life.</p>
	<p>BE1.4: Essential and affordable water, sewer and waste infrastructure that supports growth and sustainability.</p>
<p>BE2: Plan and provide quality recreational facilities and promote healthy active lifestyles in a safe environment.</p>	<p>BE2.1: Parks and open spaces within the Lithgow LGA that promote physical activity.</p>
	<p>BE2.2: Access to shade through parks and open spaces.</p>
	<p>BE2.3: Sporting and recreational facilities that support a healthy lifestyle</p>
	<p>BE2.4: Inclusive and accessible sporting and recreational programs that encourage a healthy lifestyle</p>
	<p>BE2.5: An extensive network of shared use paths to create connections within Lithgow, Wallerawang, Portland and villages to allow for active transport.</p>
	<p>BE2.6: Provide a range of needs-based, flexible and accessible services, buildings and facilities.</p>
	<p>BE2.7: Development and design Cemeteries, sensitive to environmental and heritage issues to conserve and protect monuments.</p>
<p>BE3: Provide effective public and private transport options and infrastructure that support connectivity, tourism, business and industry.</p>	<p>BE3.1: Roads and public transport infrastructure planned and delivered in partnership with State and Federal Governments at the right time and the capacity needed to support growth.</p>
	<p>BE3.2: Improved transport linkages and infrastructure connecting Lithgow to Sydney and the Central West supported.</p>

Priorities

Actions	26/27	27/28	28/29	29/30
Advocate for an improved and balanced transport solution between Sydney and the Central West	✓	✓	✓	✓
Implement the Disability Access Inclusion Plan	✓	✓	✓	✓
Support the reopening of the Wallerawang Railway Station	✓			
Implement the Lithgow Electric Vehicle Strategy	✓	✓	✓	✓
Construct the Wolgan Valley Access Road	✓	✓	✓	✓
Complete Browns Gap Road Improvement Works	✓	✓		
Secure grant funding and replace the Glen Davis Causeway	✓	✓	✓	✓
Deliver the Water Resourcing and Security Project <ul style="list-style-type: none"> • Design and construct the Clarence to Wallerawang Water Pipeline 	✓	✓	✓	✓
<ul style="list-style-type: none"> • Design and construct a new Water Treatment Plant 				
Implement the Lithgow CBD Revitalisation Plan	✓	✓	✓	✓
Embed the concept of <i>build back better</i> in climate change recovery and drive innovation in climate change adaptation and mitigation.	✓	✓	✓	✓
Develop the Farmers Creek Walk to include interpretation utilising creative arts and accessible interpretive signage in collaboration with the indigenous community.		✓	✓	✓
Create a high-quality, well-connected walking and cycling network.	✓	✓	✓	✓
Develop a Signage and Wayfinding Strategy			✓	
Implement the Masterplan for the Tony Luchetti Sporting Precinct.	✓	✓	✓	✓
Undertake a Traffic and Pedestrian Circulation Study	✓			
Develop and implement a Masterplan for Queen Elizabeth Park	✓	✓	✓	✓
Implement the Waste Management Strategy	✓	✓	✓	✓
Explore the feasibility of a more accessible waste transfer station or mobile waste collection service for rural customers.	✓	✓	✓	✓
Implement the Floodplain Risk Management Plan	✓	✓	✓	✓
Develop and implement a Stormwater Management Plan	✓	✓	✓	✓
Develop a management plan for the Hassans Walls Lookouts, Bracey and Pearsons Lookouts (Weed Management, Overgrowth, Signage, Road/Carpark, waste management)	✓	✓	✓	✓
Support the Capertee Valley Landcare Group to connect the Glen Davis Reserve, Creek and Coorongooba.	✓	✓	✓	✓

Implement the Smart Places Road Map



Ongoing services contributing to this theme

- Transport Infrastructure.
- Active Transport.
- Heritage Management.
- Community buildings and facilities.
- Cemeteries.
- Strategic Asset Management.
- Urban development and design.
- Signage and wayfinding.
- Open Space and Recreation.
- Placemaking.
- Tourism.
- Water infrastructure.
- Sewer infrastructure.
- Waste infrastructure.
- Stormwater and floodplain infrastructure.

Success measures

Measure	Goal	Baseline
Length and suitability of pedestrian/cycleways	^ or stable	Council data
Suitability of Council’s parks and gardens	^ or stable	Council data
Condition of sealed and unsealed roads.	^ or stable	Council data
Water infrastructure upgraded	^ or stable	Council data
Sewerage infrastructure upgraded	^ or stable	Council data
Asset Maintenance Ratio	^ or stable	Council data
Asset Renewal Ratio	^ or stable	Council data
Asset Backlog Ratio	^ or stable	Council data

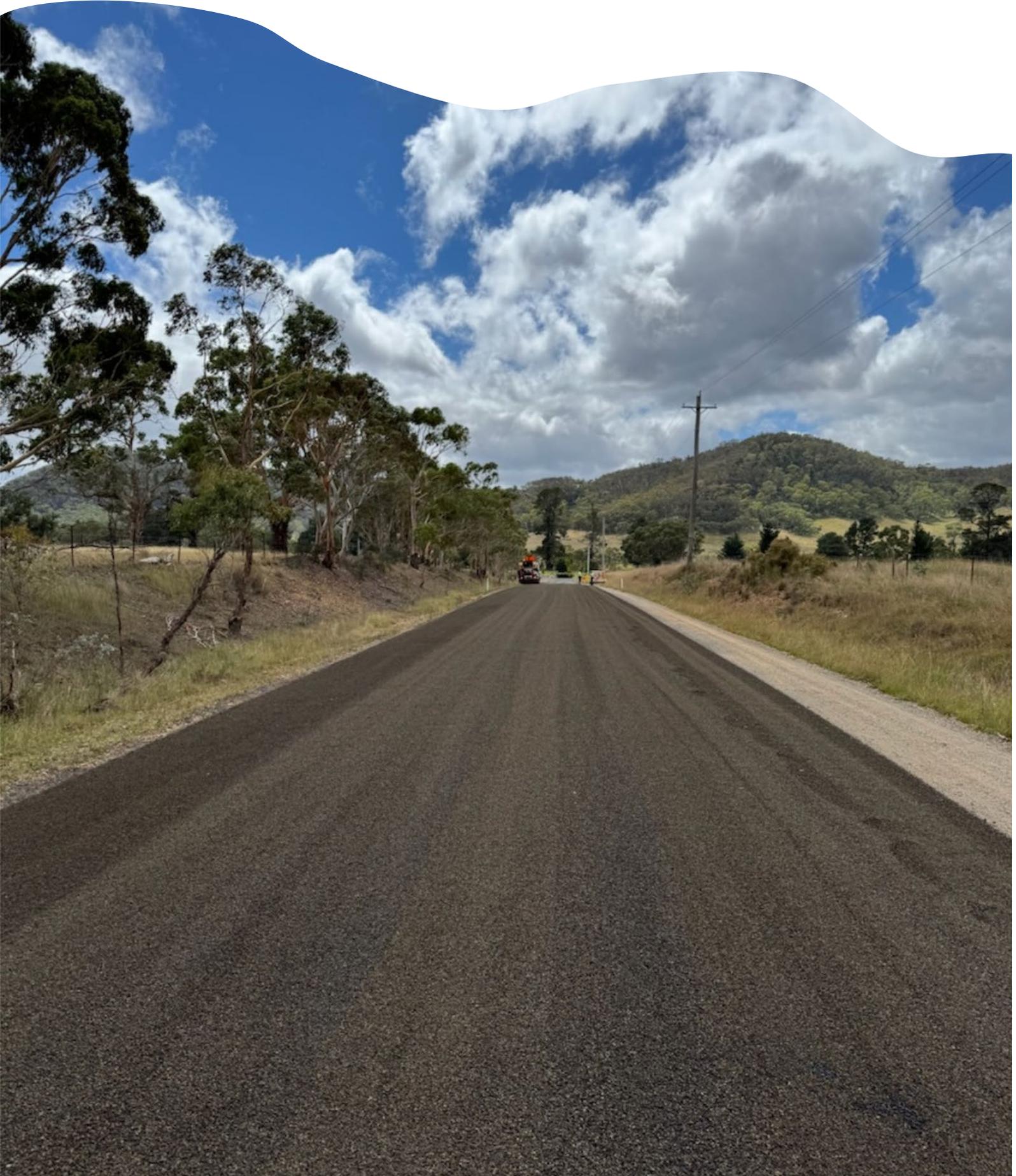
Community Satisfaction survey scores:

2024 Survey results as baseline showing % favourable

Measure	Goal	Baseline
Lithgow is safe for pedestrians	^ or stable	50%
Lithgow is a safe area for cyclists	^ or stable	28%
Our roads are safe for motorists	^ or stable	19%
You feel safe using public facilities	^ or stable	52%
Sewer infrastructure is reliable and meets the needs of our community	^ or stable	39%
Water infrastructure is reliable and meets the needs of our community	^ or stable	34%
New developments are helping to preserve and attractive urban landscape and protect heritage	^ or stable	20%

Developing Our Built Environment

Sporting facilities in the area meet your needs	^ or stable	48%
Our heritage since European settlement is valued and preserved	^ or stable	48%
There is a good range of leisure and recreation opportunities	^ or stable	25%



Preserving our natural environment

our 10-year goal

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

Strategic objectives

Objective	Deliverables
NE1: Conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.	NE1.1: The environmental footprint of the Lithgow region is minimised through sustainable living and using resources more wisely.
	NE1.2: The organisation and the community on the path to net zero emissions through adaptation of climate change risks and opportunities.
	NE1.3: Best practice disaster risk reduction is adopted.
	NE1.4: Agritourism, ecotourism and adventure tourism sensitive to environmental and heritage issues.
	NE1.5: Innovative new technologies in the management of waste are embraced.
	NE1.6: Planning and development activities provide a balance between the built and natural environments.
	NE1.7: The Lithgow region’s water supply is protected.
NE2: Enhance, manage and maintain the Lithgow region’s distinct and exceptional natural environment for the enjoyment of current and future generations.	NE2.1: Aboriginal Heritage assets are protected and respected.
	NE2.2: Weed management strategies across the LGA are implemented.
	NE2.3: Natural area ecosystems and waterways are improved and protected.
	NE2.4: Sustainability and environmental education programs delivered to local communities, groups and schools.

Priorities

Actions	26/27	27/28	28/29	29/30
Prepare a holistic Climate Change & Disaster Risk Reductions Strategy comprising: <ul style="list-style-type: none"> • Council as an organisation • Community • Infrastructure • Services • Land Use Planning • Emergency Management • Environment 			✓	✓
Collaborate with key stakeholders, such as NSW Reconstruction authority to: <ul style="list-style-type: none"> • Keep abreast of and adopt best practice in disaster risk reduction • Prepare a Disaster Adaptation Plan 	✓	✓	✓	✓
Include climate change considerations throughout council functional areas and in decision making frameworks, the corporate risk framework and project management framework and incorporate indigenous knowledge, intergenerational equity and social justice in decision making.	✓	✓	✓	✓
Collaborate with key stakeholders, such as CNSWJO to keep abreast of and adopt climate adaptation and mitigation.	✓	✓	✓	✓
Implement the Roadside Weed Management Program in conjunction with Central Tablelands Weeds Authority	✓	✓	✓	✓
Improve approach to drought resilience by adopting Water Conservation Policies and strategies within Council	✓	✓	✓	✓
Improve adoption of water conservation practices through community knowledge sharing and education.	✓	✓	✓	✓
Implement the Lithgow Waste Management Strategy	✓	✓	✓	✓
Improve waste management in open spaces	✓	✓		
Implement the environmental objectives of the Farmers Creek Management Plan	✓	✓	✓	✓
Implement the Floodplain Risk Management Plan	✓	✓	✓	✓
Develop and implement a Stormwater Management plan	✓	✓	✓	✓
Transition Council plant and equipment to electric and battery operated where feasible.	✓	✓	✓	✓
Develop and implement a Street Tree Master Plan	✓	✓	✓	
Implement the Smart Places Road Map	✓	✓	✓	✓

Preserving Our Natural Environment

Ongoing services contributing to this theme

- Governance and Risk Management.
- Water, Wastewater and Waste Management.
- Infrastructure Services.
- Natural Resource Management.
- Stormwater Management.
- Weed management.
- Tree planting.

Success measures

Measure	Goal	Baseline
The extent of natural areas rehabilitated	^ or stable	Council data
# trees planted	^ or stable	Council data
Council energy use	∨ or stable	Council data
Conversion of Council vehicles to EV's	^ or stable	Council data
Council fuel use	∨ or stable	Council data
Percentage of waste diverted from landfill	∨ or stable	Council data
Percentage of cross contamination between red, yellow and green bins	∨ or stable	Bin Audit
Community Satisfaction survey scores:		2024 Survey results as baseline showing % favourable
Our natural environment is retaining its beauty	^ or stable	56%
Our natural environment is respected	^ or stable	52%
Our indigenous heritage is valued and preserved	^ or stable	50%
There is a good range of leisure and recreation opportunities	^ or stable	25%
Statewide Mutual (Liability Scheme) Lithgow City Council Operations Climate Change Risk Assessment Report ranking for:		2024 Survey results as baseline showing ranking
Scenario for temperature risk impact ranking	∨ or stable	3 High 3 Medium 2 low
Scenario for Hot Days risk impact ranking	∨ or stable	2 high 1 medium
Scenario for Rain risk impact ranking	∨ or stable	3 medium 1 low
Scenario for Fire Weather impact ranking	∨ or stable	6 high 2 medium

Governance and Leadership

our 10-year goal

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

Strategic objectives

Objective

GL1: A proactive Council that sets the long-term direction for the LGA to ensure a sustainable future.

GL2: A Council that focuses on strong civic leadership, organisational development and effective governance.

GL3: A collaborative Council that engages with the community encouraging active participation in decision making processes affecting their future.

Deliverable

GL1.1: Plans and strategies focused on financial, economic, social and environmental sustainability which inform the council's decision making.

GL1.2: A financially sustainable Council that lives within its means and attracts funding to invest in programs and infrastructure.

GL1.3: Continual review of service provision to ensure the best possible value and outcomes for the community.

GL1.4: Partnering with neighbouring councils to share skills, knowledge and resources to deliver services more efficiently.

GL2.1: The business of Council is conducted in a transparent and democratic manner.

GL2.2: Council governance functions comply with statutory compliance and legislation.

GL2.3: Council workforce, systems and processes support high performance and optimal service delivery for our community.

GL3.1: Communication is open, accessible, meaningful and delivered regularly across a range of media.

GL3.2: Quality engagement undertaken with the community where appropriate to enable shared decision-making.

GL3.3: An organisational culture that delivers excellent customer service and continuous improvement.



Priorities

Actions	26/27	27/28	28/29	29/30
Implementation of the Disability Inclusion Action Plan	✓	✓	✓	✓
Develop and Implement a Communications and Engagement Strategy	✓	✓	✓	✓
Provide timely, efficient and consistent Customer Service	✓	✓	✓	✓
Continue to implement the Financial Improvement Plan	✓	✓	✓	✓
Undertake annual review of Services	✓	✓	✓	✓
Upgrade Council’s website making it more accessible and responsible to community need	✓			
Continue to implement the integrated Asset Management Policy, Strategy and Plan	✓	✓	✓	✓
Implement the Smart Places Road Map	✓	✓	✓	✓

Ongoing services contributing to this theme

- Corporate Planning.
- Service Reviews.
- Strategic Asset Management.
- Information Technology Services.
- Customer Service.
- Financial Management.
- Records Management.
- Human Resource and Workforce Management.
- Governance and Risk Management.
- Executive & Councillor Support.
- Communications and engagement.

Success measures

Measure	Goal	Baseline
Operating performance ratio	^ or stable	0%
Percentage of Council revenue received from own source revenue	^ or stable	60%
Community Satisfaction survey scores:	2024 Survey results as baseline showing % favourable	
Measure	Goal	Baseline
Information about Council and its decisions is clear and accessible	^ or stable	15%
Council adequately considers community concerns and views in making decisions	^ or stable	10%
Council is focused on the future and plans well to help secure the community’s long-term future	^ or stable	9%