

2025 – 2026 Operational Plan

July – December 2025 Progress Report



Lithgow
CITY COUNCIL

Acknowledgment 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 communities reside.
The Council also extends our respects to our neighbouring nations.

Message from Ross Gurney, General Manager



Between July to December 2025, the Council has made significant progress toward achieving its Delivery Program and Operational Plan goals.

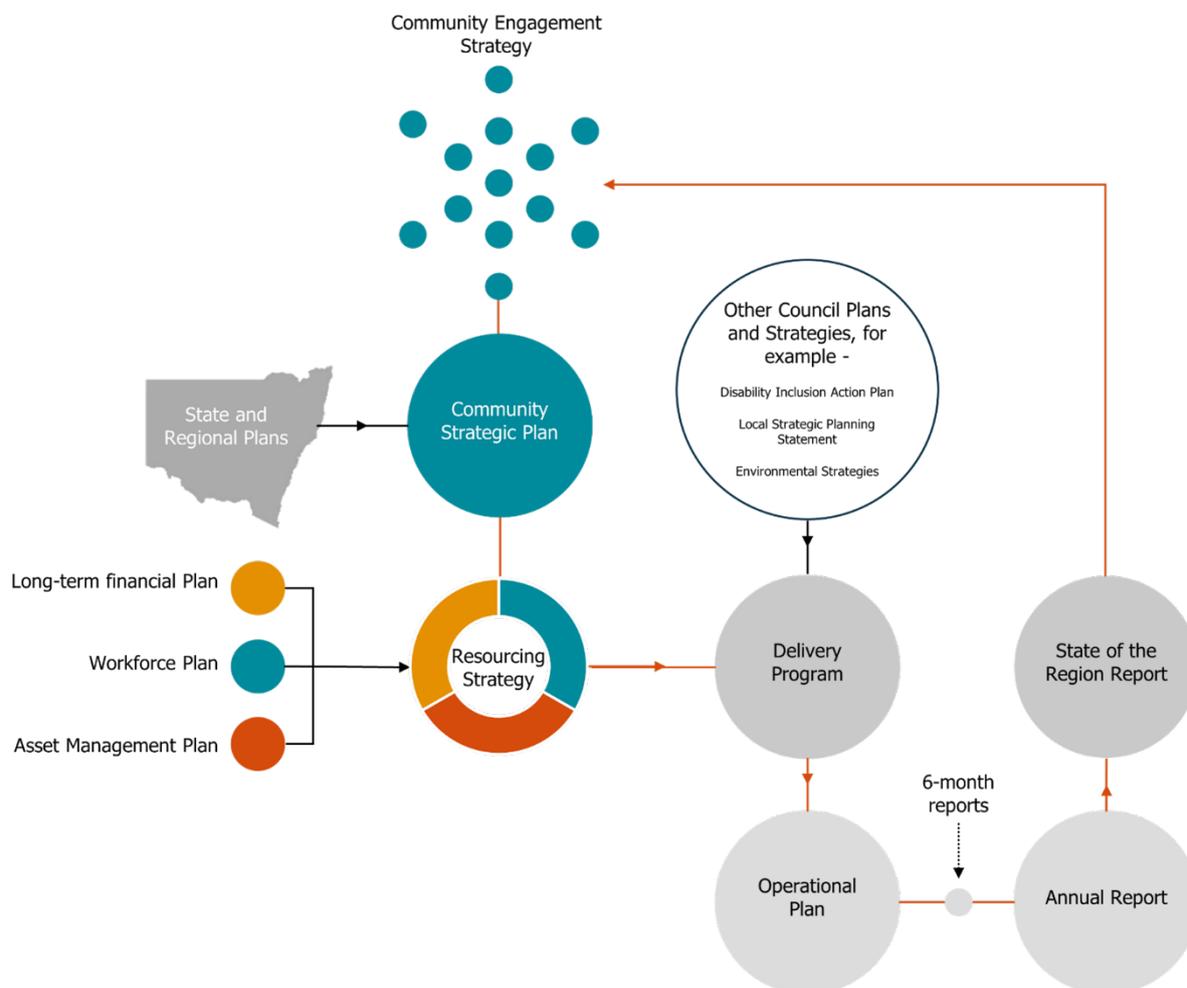
- The Council launched its new engagement platform <https://www.letstalksevenvalleys.com.au/>, an inclusive space for the community to share ideas, add comments, ask questions and provide valuable feedback that will inform planning and decision making, contributing to the future of the Lithgow local government area and our Seven Valleys. Three major engagement projects were launched in conjunction with the website: [Towards 2050 Community Strategic Plan](#) and the [Growth Management Strategy](#) and the [Lithgow Housekeeping Planning Proposal and Development Control Plan Amendments](#).
- Following extensive liaison with community and youth services, a Youth Interagency has been established to replace Planet Youth following the end of the funding period for this program. The newly established Interagency, administered by Head Space, has a broader remit (beyond a focus on alcohol and drug use) that will better serve the needs of young people.
- In October 2025, Council had an extended water outage throughout Lithgow City following two burst water mains on trunk lines. Although water delivery was halted for a period, service resumed following work from the Council and contractors. Community members assisted in providing bottled water. The Administration has undertaken a full review of the event, with recommendations and actions to be implemented across Council to significantly reduce service risks and improve the systems Council has in place, including communication, asset management, emergency planning, and incident response.

Contents

Message from Ross Gurney,	3
Our Document Structure – Integrated Planning and Reporting	5
Our Five Community Strategic Plan Themes.....	6
Community Development.....	8
Cultural Development.....	18
Eskbank House Museum	23
Library services	30
Events	40
Corporate Communications	44
Organisational Performance	48
Development planning	51
Strategic land use planning.....	53
Building Control and Compliance.....	58
Animal Control.....	60
Ranger services	65
Environmental compliance	66
Natural Resource Management	69
Tourism	74
Asset management and planning	80
Buildings and facilities.....	84
Cemeteries	89
JM Robson Aquatic Centre	92
Recreation	94
Road and transport maintenance.....	99
Waste management services.....	104
Water.....	108
Sewer	112
Customer service	116
Financial management.....	118
Governance.....	120
Rates and Revenue	122
Procurement.....	123
Workplace Safety & Risk Management	125
People and Culture	127
Corporate records	131
Information management and technology.....	132
Councillor Support.....	136
Economic development.....	139

Our Document Structure – Integrated Planning and Reporting

The Integrated Planning and Reporting Framework brings together all Council's plans and strategies. This ensures consistency between the aims outlined in different documents, improving planning and management of Council's resources. How the documents reintegrated and bought together is summarised in the Integrated Planning and Reporting Framework below.



The 6-monthly progress report was prepared in accordance with the requirements of the Integrated Planning and Reporting Guidelines (OLG, 2021) essential element 4.9 -

"The general manager must ensure that progress reports are provided to the council, with respect to the principal activities detailed in the Delivery Program, at least every 6 months."

All financial figures included in this report are preliminary, unaudited and subject to review as part of the audited 2025/26 financial statements for Council.

Our Five Community Strategic Plan Themes

The Community Strategic Plan is at the top of the Integrated Planning and Reporting Framework. It is written in collaboration with the community and identifies the key focus areas the community wishes to address in the upcoming fifteen years. These focus areas are referred to as “Themes.”

For more information on the Community Strategic Plan 2030, visit the Lithgow City Council website

[Council](#) [Strategic Plans and Reports](#).

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.



Connecting Seniors Program 2025 –
Comedy performance at the Union
Theatre

People and Places

Community and Culture

- Community Development
- Cultural Development
- Eskbank House Museum
- Library services
- Events

Organisational Performance and Communications

- Communication and engagement
- Corporate Planning
- Service Review

Planning and Development

- Development planning
- Strategic Land Use Planning
- Building Compliance

Environment and Compliance

- Animal Shelter
- Ranger services
- Environment Compliance
- Natural Resource Management

Tourism

- Tourism

5 division | 16 services

Community Development

Division

Community and Culture

Responsible Manager

Manager Community and Culture

Service Statement

Collaborative programs and advocacy which contribute to equity, community safety, health, access and inclusion.

Community engagement initiatives which develop the social capital and resilience of the local community including civic participation, community leadership and capacity building initiatives.

Policies and strategies which advance equity, community safety, health, access and inclusion. This includes providing advice to other Council services regarding population and social trends, social policy, social sector, emerging practice and the development of Council's strategic plans.

Service Expectations

- Increased participation by community members, including young people, in Council led and Council supported initiatives.
- Increased participation of community members with lived experience of disability, exclusion or marginalisation.
- Community infrastructure projects and Council's strategic plans are informed by meaningful community engagement.

Alignment with Council Plans and Strategies

- Our Place, Our Future Community Strategic Plan 2040
- Delivery Program 2026-2030
- Disability Inclusion Action Plan 2021
- Youth Strategy
- Ageing Strategy
- Smart Places RoadMAP
- Customer Service Standards
- Lithgow Emerging Economy Plan

Caring for our Community (CC)

CC1: Plan and provide quality community services for a healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to changes.

CC1.1: A range of needs-based, flexible and accessible services

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Council will lead a collective review of the Planet Youth project and associated partnership agreement	Revised Planet Youth partnership agreement	Updated Memorandum of Understanding	100%	Council led a series of meetings with various community and youth services to clarify the status of Planet Youth and discuss future options. It was determined that as the funding for Planet Youth had come to an end a Youth Interagency with a boarder remit (Planet Youth was explicitly focussed on Alcohol and other Drug use) would better service the needs of young people and the community at this time. Council is now a member of that interagency which is convened and administered by Head Space.
Develop and conduct a survey of local community services to: Identify gaps in local service provision Identify opportunities for collaboration and advocacy, and Assess service perspectives on the role of Council.	Community Services Survey.	≥ 50 survey responses and report completed by 30th of June	50%	This action is underway and has been incorporated into the work the Community and Culture Department is undertaking in support of the community engagement program to inform the development of the Towards 2050 Community Strategic Plan (CSP) . Community Engagement for Towards 2050 CSP has commenced and is scheduled for completion in June 2026.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Participate in Lithgow Interagency.	Proactively participate in local interagency groups.	6 meetings attended per annum.	50%	<p>Council is an active participant in local interagency groups including:</p> <ul style="list-style-type: none"> • Lithgow Interagency, • Lithgow Cares, • Lithgow Disability Alliance Network, and • Lithgow Aboriginal Education Consultative Group (AECG). <p>In addition, Council worked with Lithgow Information Neighbourhood Centre and the Department of Communities and Justice regarding the management of the Lithgow Interagency which, consistent with the role of Local Government in most areas of NSW, will now be convened by Council.</p> <p>Council actively participated in 9 formal interagency meetings between July and December 2025.</p>

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Work with health service leaders and stakeholders to convene engagement events which will inform strategies for further advocacy and action.	Deliver engagement events which support collaboration between health service leaders and advocates.	2 engagement events delivered and outcomes reported to council by 30th of June	50%	<p>Council delivered the Lithgow Health Dialogue during in June 2025, which was brought forward from July 2025. This event brought together a group of health sector leaders in one session, and community leaders in a separate session.</p> <p>Following on from this, Council officers have been working in partnership with a range of services and stakeholders to plan for the delivery of a Health Expo in March 2026.</p> <p>Council officers have joined and continue to support various health project collaborations including a research snapshot led by the University of Notre Dame Medical School and a mental health initiative led by the Public Health Network.</p>

CC1.2: Collaboration with government departments, NGO's and the community to ensure the provision of accessible services.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Convene Community Development Committee.	Regular meetings of Community Development Committee.	6 Community Development Committee meetings held.	50%	4 meetings were held.
Convene Crime Prevention Committee.	Regular meetings of Crime Prevention Committee.	4 Crime Prevention Committee meetings held.	50%	2 meetings were held.
Convene Women's Advisory Committee.	Regular meetings of Women's Advisory Committee.	4 Women's Advisory Committee meetings held.	50%	2 meetings were held.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Work in collaboration with industry peaks and local stakeholders to draft a Homelessness Protocol for Council.	Homelessness Protocol	Draft Homeless Protocol supported by Community Development Committee by 30th of Sept and adopted by Council before 30th of November	70%	A draft protocol has been developed, informed by direct engagement with a range of stakeholders including homelessness services. This document is currently being internally reviewed prior to presentation to Council for endorsement. Work to date has identified that Council's policies pertaining to campgrounds may also need to be reviewed to support Council's community services and compliance officers to effectively deliver on the protocol. This requirement may delay the anticipated timeframe for completion of the protocol document.
Work with stakeholders to review the Youth Council.	Youth Council report.	Provide Youth Council Report to Council by 30th of June	80%	Youth Council has been reviewed with stakeholders as part of discussions regarding the Planet Youth project, the new Youth Interagency, and a review of committee's managed by the Community and Culture Department.

CC1.3: Recognition and celebration of our Aboriginal culture.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Work in collaboration with a range of First Nations and community stakeholders to coordinate events recognising and celebrating days of cultural significance.	Council support of local events and activities for NAIDOC Week, Sorry Day, and Aboriginal Children's Week.	NAIDOC Week, Sorry Day, and Aboriginal Children's Day are delivered and positively received by the community.	75%	<p>Council supported a range of NAIDOC Week, Sorry Day and Aboriginal Children's Week activities, including a flag raising ceremony, a Family Fun Day in Bowenfels, programs delivered through Lithgow Libraries, and community led initiatives. Council also contributed financially to Lithgow Public School's Wiradjuri Camp and provided in-kind support for the inaugural Lithgow NAIDOC Ball.</p> <p>Ongoing engagement is strengthening relationships with local elders and Aboriginal Community Controlled Organisations, including the Bathurst Land Council, to encourage participation in Council committees, strategic projects and future collaborative initiatives.</p>
Work in collaboration with a range of First Nations stakeholders and Council staff to draft a Statement of Recognition for Lithgow City Council.	Draft Statement of Recognition.	Draft Statement is prepared by 30th of June	50%	Council has commenced work with Aboriginal Community Controlled Organisations, including the Bathurst Land Council, to update the existing Statement of Recognition.

CC1.4: The citizens of Lithgow LGA feel valued and connected.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Deliver activities associated with national events and celebrations for the community.	Activities celebrate and acknowledge diverse residents and are in line with common observances.	Events delivered by 30th of June.	50%	Council delivered several events recognising NAIDOC Week, International Day for People with Disabilities and other key observances, in partnership with community stakeholders. Work also progressed on improving Council's promotion of these activities through a new digital community newsletter and strengthened internal communications.
	Deliver activities associated with International Day for People with Disabilities.		100%	An event was held in December 2025 in Lithgow. 50 people with disabilities attended a lunch which included presentations on advocacy services
	Deliver activities associated with International Women's Day		50%	Planning in progress.
	Deliver activities associated with Mental Health Week.		100%	Council staff worked in collaboration with other organisations through the Lithgow Cares interagency to support 2 activities held in October 2025 led by these partner agencies.
	Deliver activities associated with Seniors Week		70%	Planning and marketing progressed and grant funding achieved.
	Deliver activities associated with Volunteer Week.		100%	During Volunteer week around 100 guests attended an event at Eskbank House Museum. Volunteers from more than 20 organisations were received and acknowledged by the mayor.
	Deliver activities associated with Youth Week		40%	Planning in progress with Youth Interagency

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Deliver Activities in a positively received manner and acquit funding for the Connecting Seniors Program.	Connecting Seniors program.	Activities delivered and grant funding acquitted.	90%	The Connecting Seniors program has been successful and positively received.

Action	Deliverable	Annual Target	Jul-Dec Progress
Work cross-functionally and with community stakeholders to coordinate and deliver place-based community engagement.	Pilot a place-based community engagement program to elevate community needs and aspirations in suburbs and villages.	8 community engagement activities delivered	50%
<p>Comments</p> <p>Investigations to support the development of this program have commenced including scoping work with internal stakeholders and initial discussions with place-based community groups such as Progress associations.</p> <p>Council officers have worked proactively to support resident led initiatives such as planter boxes and baskets along Main St, Lithgow and efforts by the Lithgow Progress Association to establish art installations in the shop front windows of vacant buildings within the CBD.</p> <p>Place based engagement has been incorporated into planning for community engagement which will inform the Towards 2050 - Community Strategic Plan (CSP).</p> <p>Place based engagement has also been incorporated into the Caring for Farmers Creek engagement with QR codes on corflute signage along the Farmers Creek Shared pathway to encourage participation in the surveys and sharing of ideas on the Community Pinboard.</p>			

CC1.6: Celebrate and embrace cultural diversity.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop connections with culturally and linguistically diverse local groups.	Proactively work with local culturally and linguistically diverse community groups in coordinating activities for Harmony Week and other local festivals, events and opportunities.	≥ 2 culturally and linguistically diverse groups are engaged on ≥ 4 occasions	50%	Council continues to work with various groups and organisations through the Lithgow Interagency. Council was a key partner in 2 events lead by multicultural groups.
The council is registered as a member of the Welcoming Cities Project.	Membership in "Welcoming Cities" Project	Registration completed by 30th of June	0%	Staff will present on Welcoming Cities to the Community Development Committee prior to June 2026 and becoming a member.

Governance and Civic Leadership (GL)

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

GL1.1: Plans and strategies focused on social and environmental sustainability which informs Council decision making.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Prepare DIAP Annual Report.	Disability Inclusion Action Plan (DIAP) Annual Report.	Annual report on DIAP is endorsed by Council and Lodged with the Office of Local Government and Department of Family & Community Services by 30th of November.	100%	The annual DIAP report has been completed and submitted to the NSW Department of Communities and Justice.

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Review Policy 4.2 Financial Assistance - Section 356 of the Local Government Act and application and acquittal processes.	Financial Assistance Program.	Financial Assistance Program is adopted by Council by 30th of June.	50%	<p>A report reviewing the current structure and delivery of a financially sustainable and equitable FAP has been delivered for the consideration of the Executive Leadership Team in February 2026.</p> <p>An outcome report will be delivered to Council in Q4, 2025-26.</p>

Cultural Development

Division

Community and Culture

Responsible Manager

Manager Community and Culture

Service Statement

Cultural Development works closely with the community to develop community arts, cultural and strategic initiatives for a diverse, flourishing and inclusive cultural ecology.

The service delivers projects that build the capacity of local artists and creatives, respond to community strengths and needs, and encourage cultural expression of Lithgow's rich cultural landscape.

Collaboration is central to this service which leverages partnerships with business, cultural organisations and institutions and funders to produce social and cultural outcomes. Cultural Development works closely with the community to foster cultural planning and development.

Service Expectations

- Lithgow Cultural Plan development and delivery of Council assigned actions
- Collaborative arts and cultural initiatives are delivered in line with the Cultural Plan
- Community facilities are activated with arts and cultural activities
- Build the capacity of local creative industries
- Partnerships with businesses, cultural organisations and institutions, and funders are developed and maintained

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Delivery Program 2026-2030
- Cultural Plan
- Cultural Precinct Study
- Lithgow CBD Revitalisation Action Plan
- Seven Valleys Destination Action Plan 2024-2030
- Smart Places RoadMAP

Caring for our Community (CC)

CC1: Plan and provide quality community services for a healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to changes.

CC1.1: A range of needs-based, flexible and accessible services.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Attend and support local and regional cultural network meetings and develop and implement trial capacity building activities.	Council proactively contributes to capacity building activities for local artists and creative producers.	≥ 6 network meetings attended and ≥ 2 activities delivered.	50%	<p>The Cultural Development Coordinator attended the following meetings:</p> <ul style="list-style-type: none"> Greater Lithgow Arts Council, 7 Valleys Creatives, Arts OutWest Advisory Committee LGNSWs Arts and Cultural group. <p>In partnership with Arts OutWest Council will deliver a pilot project which includes 3 exhibitions in the Union Theatre Gallery before end June 2026.,</p>
Conduct engagement activities with relevant stakeholders and develop a project proposal, including cost estimates, which incorporates the views and ideas of stakeholders for Lithgow Cultural Plan.	Work with stakeholders to draft a proposal for the development of a Lithgow Cultural Plan.	≥ 6 meetings attended, ≥ 2 engagement activities hosted and project proposal completed by 30th of June.	40%	<p>This action has been incorporated into the work the Community and Culture Department is undertaking in support of the community engagement program to inform the development of the Towards 2050 Community Strategic Plan (CSP).</p> <p>Community Engagement for Towards 2050 CSP has commenced and will be completed in June 2026.</p> <p>The Cultural Development Coordinator attended over 6 meetings including the Seven Valleys Creative forum.</p>

Preserving our Natural Environment (NE)

NE2: Enhance, manage and maintain the Lithgow region's distinct and exceptional natural environment for the enjoyment of current and future generations.

NE2.4: Sustainability and environmental education programs delivered to local communities, groups and schools.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Conduct the annual Waste 2 Art Event.	Waste 2 Art Event is included in the Public Arts Strategy and exhibitions are accessible to the public	100% of annual program implemented by 30th of June	0%	The 2025 Waste 2 Art Awards night was held on Friday 11 July and planning commenced for Waste 2 Art 2026

Strengthening our Economy (SE)

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.

SE2.1: Celebrate the cultural diversity and rich heritage of the Lithgow LGA.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Manage and maintain Lithgow City Council Art collection.	Maintenance and showcase of Lithgow City Council Art Collection	≥ 10 artworks shown and database updated by 30th of June	50%	Works from the Art Collection have been installed across council locations including an exhibition at Eskbank House.
Proposals for interpretive signage considered by the Community Development Committee.	Implemented Heritage & Interpretive Signage Program that recognises local people, places, or events.	≥ 4 interpretive signs installed	20%	



8

Hires

\$2,704.55

Revenue

Strengthening our Economy (SE)

- SE3: Create a vibrant, smart and innovative economy promoting Lithgow LGA as a desirable place to work, live, visit and invest.
- SE3.2: A variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop a project proposal including cost benefit analysis for the development of a 10-year Business Plan for the Theatre.	Business Plan scoping for the Union Theatre that is considerate of marketing.	Business Case developed by 30th of June	20%	Initial research has been undertaken to inform a Business Plan for the Union Theatre and Gallery.
Develop and deliver a ticketing pilot project in partnership with Councils Events Officer.	Research ticketing, scope, conduct and evaluating ticketing pilot project effectiveness.	100% of annual program completed by 30th of June	0%	Investigation into the logistics and budget for a ticketing pilot project will be undertaken in the January to July 2026 period.
Promote exhibition and performance opportunities at the Union Theatre.	Exhibitions and performances are held; Council's Art Collection is exhibited.	Annual increase in exhibitions and performances	50%	Hires included Scary Strangers, DOBBY, and Bus Stop Films.
Submit funding applications for cultural events and programming.	Submission of funding applications	Annual Targets achieved by 30th of June	30%	Multiple Funding applications submitted for events and programs.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop a Community Advisory Group for the Union Theatre to strengthen communication between stakeholders and generate opportunities for increased programming and Theatre development.	Community member involvement in the activation of Union Theatre.	The Council has endorsed terms of reference by 30th of June.	40%	Initial research has been undertaken to identify potential members for the advisory group and structure.
Develop at least 2 funding proposals to support programming and exhibitions.	Pursuit of funding to support a program of performances and exhibitions at the Union Theatre.	Annual Targets achieved by 30th of June.	100%	Union Theatre included in two funding applications for community projects.
Prepare a project proposal for the development of a business plan for the Union Theatre including cost benefit.	Scope the development of a Business Plan for the Lithgow Union Theatre.	The scope, including costings, is complete by 30th of June.	20%	Initial research has been undertaken to inform a Business Plan for the Union Theatre and Gallery.
Simple research is undertaken to inform the development of a project scope for a Union Theatre Activation Pilot.	Developed and delivered pilot projects that activate Lithgow Union Theatre and Gallery.	Scope approved by 1st of September 2025 and Pilot projects delivered by 30th of May 2026.	40%	Research has been completed and is currently being evaluated. Staffing constraints will result in this project scope being completed in 2026/27.

Eskbank House Museum

Division

Community and Culture

Responsible Manager

Manager Community and Culture

Service Statement

Cultural Development works closely with the community to develop community arts, cultural and strategic initiatives for a diverse, flourishing and inclusive cultural ecology.

The service delivers projects that build the capacity of local artists and creatives, respond to community strengths and needs, and encourage cultural expression of Lithgow's rich cultural landscape.

Collaboration is central to this service which leverages partnerships with business, cultural organisations and institutions and funders to produce social and cultural outcomes. Cultural Development works closely with the community to foster cultural planning and development.

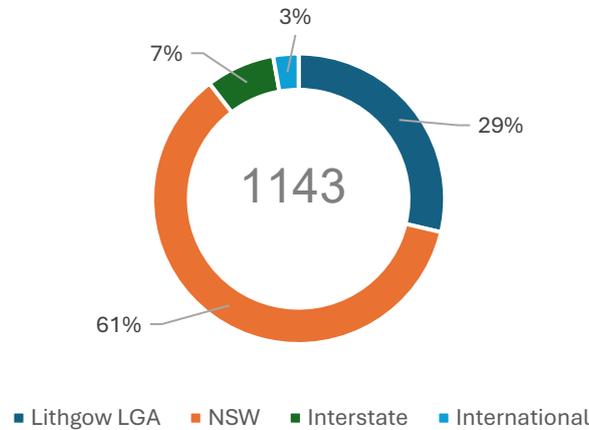
Service Expectations

- Lithgow Cultural Plan development and delivery of Council assigned actions
- Collaborative arts and cultural initiatives are delivered in line with the Cultural Plan
- Community facilities are activated with arts and cultural activities
- Build the capacity of local creative industries
- Partnerships with businesses, cultural organisations and institutions, and funders are developed and maintained

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Delivery Program 2026-2030
- Cultural Plan
- Cultural Precinct Study
- Lithgow CBD Revitalisation Action Plan
- Seven Valleys Destination Action Plan 2024-2030
- Smart Places RoadMAP

Visitors to Eskbank House Museum July-December 2026



During the July to December period a total of 1143 visitors attended the museum in comparison to 1227 in the previous period.

- 696 visitors were from across NSW with 328 local (Lithgow LGA) visitors.
- In August 2025, 5 Connecting Seniors and Family History events were held resulting in an increase of 63 visitors to the Museum in comparison to August 2024.
- November was the highest month for visitation with 293 visitors (November 2024 = 175) due to participation in an LGA wide external event resulting in an increase in local visitation and the hosting of the LGA Museum Network Meeting.
- December was the lowest month for visitation (due to closures for Xmas and New Years) with only 62 visitors in comparison to December 2024 (105).

 <p style="margin-top: 10px;">School Visits</p> <ul style="list-style-type: none"> • Portland Central School • Chifley Senior College • Lithgow Highschool 	 <p style="margin-top: 10px;">Eskbank House is operated by 1 Museums Development Officer and 10 Volunteers</p>	 <p style="margin-top: 10px;">\$3,412.21 Received from visitors to the museum</p>
---	---	---

Strengthening our Economy (SE)

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.

SE2.1: Celebrate the cultural diversity and rich heritage of the Lithgow LGA.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Promote opportunities for volunteering at Eskbank House Museum.	Volunteering opportunities at Eskbank House Museum.	≥ 10 volunteers are actively engaged at the Eskbank House Museum	50%	<p>Eskbank House currently has 10 active volunteers assisting with the provision of a museum service, caring for the collection, promoting the history and heritage of the Lithgow LGA and maintaining the Community Heritage Garden, fondly known as Mary's garden.</p> <p>Volunteering at Eskbank House Museum is promoted via social media, by word of mouth in the community and by attendance by the community at events and exhibitions</p>
Work with partners to offer capacity building activities for volunteers.	Build the capacity of Eskbank House volunteers.	≥ 4 capacity building activities delivered	50%	<p>As part of the Museum Advisor Program (MAP) LGA Museums Networking Meetings are held as a way of connecting and sharing museum volunteer experiences and for capacity building. The MAP provides opportunities for the volunteers of all the museums in the LGA to have access to professional advice and hands on activities related to care of collections and promotion of museums and history of the area.</p> <p>Eskbank House also has seasonal visits by Jessica Lawn, horticulturist, to work with heritage garden volunteers to supports them and help to keep the project on track and gain skills</p>

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
The Museums Advisory Program continues to work with Eskbank House Museum and other museums to preserve and promote local history collections.	Museums Advisory Program.	Annual Targets achieved by 30th of June	50%	The Museum Advisory Program is a match funding grant from the Museum & Galleries NSW (M&GNSW) that provides professional services to all the museums and cultural organisations of the Lithgow LGA. M&GNSW also provides a directly funded grant for the travel and accommodation costs. To date the Museum Advisors have delivered 10 of the 20 professional days, advising and training staff and volunteers of museums in the best practice for care of collections and other management issues. The primary consultant also organises three networking meetings per year. In this last six months one meeting was organised and hosted by Eskbank House Museum in November 2025.

Action	Deliverable	Annual Target	Jul-Dec Progress
Plan and manage a range of activities and events including school visits	Diverse range of activities that encourage community members to visit Eskbank House and promote local culture and history are provided.	100% of the annual program implemented by 30th of June	50%

Comments

During July – December 2024 the museum has delivered multiple events to promote the museum, history and local culture by providing community engagement using annual national history heritage celebrations as a scaffold for activities. Celebrating Family History month with five community events, by hosting professional speakers and entertainers in August.

History Week speaker event, providing a well-researched presentation by a long-term volunteer Jean Cullen enhanced by an exhibition of the museum objects in September.

In November the museum also participated in the Lithgow Arts Trail weekend showcasing the Council art collection and hosting an extended exhibition of artwork by Garry Pettitt a local artist.

Each year, in November, the museum is visited by a Sydney school. This campus delivers education to students with a range of challenges, and their visit is a highlight for the museum. The students especially like the community heritage garden.

SE3: Create a vibrant, smart and innovative economy promoting Lithgow LGA as a desirable place to work, live, visit and invest.

SE3.3: A variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all.

Action	Deliverable	Annual Target	Jul-Dec Progress
The collection is promoted through electronic storytelling on the Eskbank House Museum Facebook page and website.	Active and accessible marketing of Eskbank House Museum.	2 website collection updates are implemented annually, and 2 posts are put up weekly on Eskbank House Museum social page	50%
Comments			
Flyers and posters created for upcoming events for distribution by volunteers to key facilities such as libraries, VIC and council.			
Annual Targeted letterbox drops to participants for Connecting Seniors events in August Family History Month was undertaken using a map provided by Community and Culture.			
Social media posts shared to community Facebook Groups to connect with the local community. Posts feature community heritage garden, visitors to the museum, acknowledgment of volunteers and history related posts.			
Continuing project to produce in-house AV display to promote history and exhibitions			

Caring for our Community (CC)

CC1: Plan and provide quality community services for a healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to changes.

CC1.4: The citizens of Lithgow LGA feel valued and connected.

Action	Deliverable	Annual Target	Jul-Dec Progress
Develop and sustain partnerships which activate Eskbank House and support social capital.	Partnerships that develop and support community building.	≥ 2 Partnership activities delivered at Eskbank House	50%
<p>Comments</p> <p>The museum's primary partnership is with the Lithgow LGA community, partnering with volunteers to provide a unique and valuable service to the community and visitors. Lithgow City Council appreciates this generous contribution of assistance that allows the museum to engage with the community in the promotion of the history and heritage of the Lithgow LGA in a tolerant and caring way.</p> <p>Eskbank House Museum also partners with local, NSW and National cultural organisations to deliver community engagement projects by participation in annual festivals and themed celebrations. In this reporting period this has included exhibitions and five events for Family History month in August 2025, funded by the Connecting Seniors program. An exhibition and speaker event for the History Council of NSW's annual History week. And our first year of participation in the annual Lithgow Arts Trail (LAT) weekend, followed by an extended exhibition of artwork from the Lithgow City Council's art collection featuring Clive Roebuck, Bob Cunningham and Cameron Williams.</p> <p>The LAT and Connecting Seniors exhibitions also provided opportunities for collaboration with the community with loan of music and art by Clive Roebuck on loan from his family and art works by our guest artist well-known local, Garry Pettitt.</p>			

CC1.7: Lifelong learning and collaboration to deliver a range of innovative programs and services.

Action	Deliverable	Annual Target	Jul-Dec Progress
Deliver activities associated with the Connecting Seniors Program	Eskbank house museum contributed to adult learning and social connection.	≥ 30 Connecting Seniors activities are hosted by Council at Libraries, Eskbank House Museum and Union Theatre.	100%
<p>Comments</p> <p>Eskbank House Museum has delivered 5 events for the Connecting Seniors program. These events were Annual Targeted at Seniors with family collections and family stories. The museum program provided two sessions with expert advice on the care and digitisation of their objects, photos and documents for preservation, sharing and connecting with family and the like-minded participants; A nature journaling workshop using objects as memory and story inspirations expressed by art and journal keeping; A session on storytelling and family history through stories: the final event with lunch and entertainment by the Stony Broke Band.</p>			

Governance and Civic Leadership (GL)

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

GL1.1: Plans and strategies focused on social and environmental sustainability which informs the council decision making.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Produce a project scope for the development of a Strategic Plan for Eskbank House.	Eskbank House Strategic Plan.	Project Scope Completed by 30th of June	0%	This project will be investigated as part of the service review commencing Q4.

Library services

Division

Community and Culture

Responsible Manager

Manager Community and Culture

Service Statement

Lithgow City Council operates three Libraries across Lithgow and provides a Home Library Service.

Libraries are community hubs with a range of resources, programs and activities which support lifelong learning and social capital. Our libraries also preserve and promote community stories, culture and history.

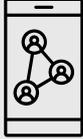
Service Expectations

The Library Service provides

- Specialist collections
- Information and reference materials
- Lifelong Learning Programs
- Wellbeing, Cultural and Creative Programs
- Access to technology and digital literacy support

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Workforce Plan 2026-2030
- Long Term Strategic Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Disability Inclusion Action Plan
- Smart Places RoadMAP
- Customer Service Standards

 <p>26,214 visitors Lithgow</p>	 <p>3,249 visitors Portland</p>	 <p>3,246 visitors Wallerawang</p>
 <p>5,210 computer bookings Lithgow</p>	 <p>535 computer bookings Portland</p>	 <p>570 computer bookings Wallerawang</p>
 <p>682 WIFI bookings Lithgow</p>	 <p>87 WIFI bookings Portland</p>	 <p>102 WIFI bookings Wallerawang</p>
 <p>4 volunteers</p>	 <p>88 children's early literacy sessions</p>	 <p>41 vacation and afterschool activities</p>
 <p>15,663 Library loans Lithgow</p>	 <p>2,004 Library loans Portland</p>	 <p>1,245 Library loans Wallerawang</p>
 <p>4,236 eBook loans</p>	 <p>34 Inter-library loans</p>	 <p>1,048 Reciprocal borrowers</p>
 <p>338 New members</p>	 <p>169 community events and programs held</p>	 <p>56 Home library service members per month</p>

Caring for our Community (CC)

CC1: Plan and provide quality community services for a healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to changes.

CC1.1: A range of needs-based, flexible and accessible services.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop a project scope, including costings, to undertake a SROI study of Lithgow Libraries.	Tracking of the Social Return on Investment of Lithgow Libraries.	Draft project scope complete by 30th of June	50%	<p>Management have reviewed the financial viability of library services and have put in place some measures to sustain services.</p> <p>This review continues to progress including alternative delivery methods. SROI will be included as this review progresses.</p>
Implement the Library Improvements program	Mobile shelving – Portland Library	100% complete	40%	<p>Due to changing hours at the library branches and investigation into alternative premises for Portland Library the funds have been reallocated.</p> <p>The Local Priority Grant Funding portion allocated to this project has been re-allocated to a lifetime subscription for the Tovertafel Magic Table and electronic/digital display screens for all library branches.</p> <p>At this point the Tovertafel subscription has been completed. Investigations into appropriate screens is being undertaken.</p>

CC1.4: The citizens of Lithgow LGA feel valued and connected.

Action	Deliverable	Annual Target	Jul-Dec Progress
Events and activities are delivered in partnership with community partners.	Develop and deliver activities and events which respond to emerging community interests or funding opportunities.	≥ 4 Number of special activities/events delivered (e.g. art exhibitions or author talks)	50%
<p>Comments</p> <p>45 people attended the Lithgow Environment Group talk by Biodiversity Monitoring Services on how the Gardens of Stone Conservation area is recovering post bushfires.</p> <p>70 people attended the inaugural Boogie in The Books event where local bands played in the library in July. It was well received by both young and older alike and it is hoped a repeat can take place in the New Year.</p> <p>ID Support NSW held a talk about protecting yourself online which was attended by 15 people in November.</p> <p>In September the library held a local history display called Water Stories for History Week.</p> <p>Monthly exhibitions and/or displays were conducted during the July to December period including:</p> <ul style="list-style-type: none"> • July - A winter themed window display. • August - The library's Saturday Art Group conducted a display of participants artworks. • September - History Week 2025 - Water Stories, was celebrated in Lithgow Library with a display of historical photographs on the various water-based locations in the LGA. Places including Farmer's Creek dams and floods, Cox's River and other local dams were included. • October - Library windows were decorated for Halloween and there was a short exhibition of library photographs of the Zig Zag Railway for the 50th anniversary of the opening of the tourist railway. • November - Remembrance Day window display • December - A Christmas with a bright and happy Aussie Christmas theme in the library windows. 			
Provide support to existing volunteers to sustain their involvement.	Sustained volunteering opportunities at Lithgow City Council Libraries.	≥ 3 volunteers are actively engaged at Lithgow Libraries	50%
<p>Comments</p> <p>Four volunteers support library programs in various roles, including local history research, window displays at Portland Library, and garden maintenance. Leo Murname, serves as the library's Santa Claus, assisting with Christmas Storytime sessions across all branches and providing family photo opportunities—an important service given the absence of local commercial Santa photography.</p>			

CC1.6: Programs to celebrate and embrace cultural diversity.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Deliver Harmony Week and NAIDOC Week events.	Collaboration with stakeholders to deliver events that celebrate and embrace cultural diversity.	≥ 50 community member attendance of Harmony week and NAIDOC week events	50%	NAIDOC celebrations were held in July 2025 with Barrinang once again delivering a wonderful Storytime celebration with approximately 60 people in attendance.

CC1.7: Lifelong learning and collaboration to deliver a range of innovative programs and services.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Deliver a diverse range of events and activities that foster learning and social inclusion.	Libraries deliver a diverse range of events, activities and are responsive to community and stakeholder feedback	Annual programming Annual Targets are achieved by 30th of June	50%	During the July–December period, the library delivered a range of programs including author talks, a presentation by the Lithgow Environment Group attended by 45 participants, and multiple workshops delivered through the Connecting Seniors Grant program. Regular craft groups—such as the Knitting Group, Sewing Group and Saturday Art Group—continued to meet throughout the period. In November, two staff members also represented the Library at a Career Day event at Lithgow Public School.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Deliver activities associated with the Connecting Seniors Program.	Council libraries contribute to adult learning and social connection.	≥ 30 Connecting Seniors activities are hosted by Council Libraries	90%	<p>The connecting seniors' program has delivered activities at the Union Theatre (First Wednesday Club), Eskbank house (What's your story?) and the libraries</p> <p>Library activities included the Walanbang supported Community Lunch Program at Wallerawang Library which had 3 sessions in the reporting period with 45 people attending.</p> <p>Two new library programs Travel Bugs and Wednesday Lunchtime Book Club were created for Lithgow Library unfortunately neither of the programs managed to gather enough participants to proceed.</p>
Develop and promote the Local History Collection.	Local History Collection.	≥ 2 donations received and ≥ 250 items catalogued annually	50%	<p>Library staff continue to work towards reducing the backlog while cataloguing new donations as soon as they are received.</p> <ul style="list-style-type: none"> • 19 donations to the local history collection and all have been catalogued. • 8 previously uncatalogued archive collections have also been catalogued. • 69 photographs. <p>The Local Studies Officer has undertaken 69 research enquiries</p>

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Proactively participate in the Lithgow Paint the Town REaD Program.	Council libraries contribute to educational and social outcomes for children and young people.	Participate in ≥ 2 partnership meetings and activities bi-annually	50%	During July–December, the Library supported the Paint the Town REaD program through multiple mascot visits, special Storytime sessions, and participation in the Portland Family Fun Day. The Child and Youth Services Librarian also attended program related meetings and maintained regular communication with Communities and Kids. Plans are underway to expand preschool engagement in the coming year.
Promote the benefits of lifelong learning and library membership to the community.	Library memberships.	Annual Targets achieved by 30th of June	50%	<p>Library membership fluctuates as inactive borrowers are removed and new people join. As of 19 December 2025, there are 5,597 members with 338 joining in the six-month period.</p> <p>It was hoped that a membership drive utilising social media, the library website and flyers distributed at the Portland Fun Day and to non-members attending the library during spring would significantly increase membership, but this did not have the desired result with no large spikes in registrations during this period.</p>

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Provide access to computers and WI-FI.	Technology Hub is accessible to the public.	Annual Targets achieved by 30th of June	50%	All libraries provide public computers and WiFi. Usage is inconsistent, as many patrons prefer their own devices and use library technology only when needed. Staff receive frequent requests for printing and basic tech assistance. Between July and December, computer sessions totalled 4,844, with 1,705 requests for mobile device printing support and 874 WiFi connections. WiFi use at Lithgow has improved following the introduction of quiet study areas and booths.

Action	Deliverable	Annual Target	Jul-Dec Progress
Provide early literacy resources through outreach to children in partnership with local pre-school services.	Council libraries contribute to educational and social outcomes for children and young people.	Annual program participation Annual Targets are achieved by 30th of June	50%

Comments

Children's early literacy programs remain well attended and valued by the community. Baby Bounce and Rhyme Time at Lithgow averages around 35 participants each week, and Preschool Storytime continues across all three branches, with strongest attendance at Lithgow. Portland sessions are regularly supported by Blinky Bill childcare, while Wallerawang participation has declined due to a staff vacancy but is expected to improve with a new programs officer.

Between July and 18 December, 1,812 people attended 91 programs.

Special Storytimes were also delivered for NAIDOC Week, Grandparents Storytime and Santa Storytime, all attracting strong participation.

Outreach to local preschools through the Library ReachOut program has been good with 4 preschools participating. Children at the school are enrolled in the library and each month a book is selected for them by library staff and delivered to the schools.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Provide eResources including ebooks, audio books and online media.	Library eResource	≥ 7000 eResource loans	50%	<p>Electronic resource use continues to grow, with monthly loans often exceeding the combined physical loans of the smaller branches. This demand supported the addition of a new platform and increased Council funding. The library now offers four eBook platforms: BorrowBox, Libby, Hoopla and indyreads. Global</p> <p>Newsbank usage remains steady, while Beamafilm has declined and will be discontinued, with Hoopla providing film and TV content instead.</p>
Provide free access to books and other resources.	Free Library loans	Loans at Lithgow, Wallerawang and Portland libraries ≥ 36,000, 4,000 and 5,000 respectively	50%	<p>As of 18 December 2025, total physical loans reached 18,912 (Lithgow 15,663; Portland 2,004; Wallerawang 1,245), including 3,127 loans to Home Library Service customers. Electronic resource use continues to grow, with 4,326 e-loans—now exceeding the combined physical loans of the smaller branches. New items are added regularly to both physical and digital collections to ensure they remain current and appealing.</p>

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Provide library services to people experiencing restricted mobility in their homes.	Home Library Service (HLS).	≥ 50 participants per year	50%	<p>The HLS continues to maintain an average of 56 members per month servicing members of the community in both residential care and private settings. These sustained customer levels serve to demonstrate the ongoing community need for this firmly established and vital outreach service.</p> <p>New equipment has been purchased for deliveries as well as some addition home library resources.</p>

Events

Division

Community and Culture

Responsible Manager

Manager Community and Culture

Service Statement

Lithgow City Council works with a broad range of stakeholders to seed, sponsor and deliver a diverse range of events.

Council led events will

- Promote Lithgow as a unique destination with diverse attributes and contribute to the visitor economy
- Build social capital by strengthening community bonds and celebrating local strengths

Service Expectations

Facilitate community, arts, and tourism industry participation in the program of events

Attract investment, grant funding, partnerships and talent to support a thriving program of events in Lithgow

Contribute to the activation and promotion of significant local assets such as industrial heritage sites

Work in partnership with Councils Tourism team and local stakeholders to produce effective marketing campaigns for the program of events

Monitor event trends, new technologies and software, and opportunities for collaboration which will add value to the events program.

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Delivery Program 2026-2030
- Lithgow Events Plan 2025-2026
- Customer Service Charter
- Lithgow Regional Economic Development Strategy 2023 Update
- Seven Valleys Destination Action Plan 2024-2030
- Lithgow Emerging Economy Plan
- Smart Places RoadMAP
- Customer Service Standards
- Seven Valleys Marketing Plan and Branding Strategy 2025-2028

Strengthening our Economy (SE)

SE3: Create a vibrant, smart and innovative economy promoting Lithgow LGA as a desirable place to work, live, visit and invest.

SE3.2: A variety of events, festivals, venues and activities for locals and visitors, ensuring accessibility for all.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Deliver events identified in the Lithgow Events Plan 2025-2026.	Lithgow Events Plan 2025-2026.	100% of the annual program delivered	80%	All events in the Lithgow Events Plan 2025-2026 for this reporting period have been successfully delivered.
		Capertee Valley Bird Watching Festival	100%	Delivered in September 2025 by the Glen Alice and Glen Davis Community Associations and BirdLife Australia in association with Council.
		EOI New Events Program	90%	Program completed, one of the two events that received sponsorship – Ridgy Didge Running Festival (\$10,000) – is yet to be delivered but is on target for March 2026. The other event, The Foundations Portland Makers Month, was delivered in October 2025 with Sponsorship of \$30,000.
		Lithgow Christmas Concert	100%	Delivered in December 2025 with approximately 950 attendees.
		Lithgow Halloween	100%	Delivered in October 2025.
		Seven Valleys Wild Foods Festival	50%	To be delivered in February 2026.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop an Impact Measurement Framework for events - including sponsorship, partnership and Council led events.	Impact Measurement Framework for Events.	Support for project scope for the development of the Impact Measurement Framework is attained from the Events Working Group by 30th of June	50%	In line with the endorsed Events Plans for 2025-26, the impact of all events delivered to end December 2025 has been measured and will be reported to the Events Working Group. This will inform the development of a framework for the measurement of outcomes which will be delivered to the Events Working Group prior to end June 2026.
Develop and implement a marketing plan for Council-led events.	Marketing for events in the Lithgow Events Plan 2025-2026.	≥ Social media reach and engagement is than previous year	90%	Marketing and communications plans have been developed and implemented for Council led events - Halloween, Christmas Concert and Seven Valleys Wild Food Festival, targeted for each of these major events.
Promote and administer Expression of Interest (EOI) - Events Sponsorship.	Expression of Interest - Events Sponsorship	≥ 3 EOIs received	100%	This initiative was planned, promoted and fully delivered between July and December 2025. 22 submissions were received. Two events were sponsored – Makers Month with \$30,000 and the Ridgy Didge Running Festival with \$10,000. Unsuccessful applicants were invited to an Events Management Bootcamp workshop to further support local event producers.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Support community partners to deliver identified community-led events.	Collaboration and partnerships with community organisations.	≥ 3 partnerships bi-annually	100%	Council has provided support to various community stakeholders both through sponsorship and other logistical support. This included the Capertee Valley Bird Watching festival, Halloween After Dark Ball, Cigar Box Guitar Music Festival, Boogie in the Books, Community Carols and Wallerawang NYE fireworks.

Responsible Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Apply for grant funding to deliver events.	Lithgow Events Plan 2025-2026.	≥ 1 application for funding submitted	30%	A range of funding programs have been reviewed, and submissions are in development for application to the limited pool of eligible funding programs.
Develop a sponsorship prospectus for Council-led events and cultivate corporate partnerships to realise future sponsorships.	Sponsorship prospectus for Council led events and realisation of partnerships	Annual Targets achieved by 30th of June	100%	This action has been completed for each of 3 major events planned for FY 25-26. Combined sponsorship of \$15,000 total was achieved for the Christmas Concert.

Corporate Communications

Division

Organisational Performance and Communications

Responsible Manager

Manager Organisational Performance and Communications

Service Statement

This service is responsible for enhancing the Council's public image by ensuring the delivery of integrated and successful communication across all Council services by:

- Ensuring the implementation of the Council's Communications & Engagement Strategy
- Promoting Council to residents, media and business communities through strategic media and communication.
- Ensuring Council is effectively informing the community of its services, activities and achievements.
- Development and delivery of key marketing activities.

Service Expectations

To enhance Council's public image by ensuring the delivery of integrated and successful communication across all Council's services.

Alignment with Council Plans and Strategies

- Delivery Program 2026-2030
- Community Participation Plan 2020
- Disability Inclusion Plan 2017-2021
- Consultation with Indigenous People
- Smart Places RoadMAP
- Customer Service Standards

Responsible Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress
Deliver regular information to Council's social media platforms to keep residents informed of programs, services and events in real time.	Regular community posts and updates on Council's social media pages and platforms	Annual Targets achieved by 30th of June	50%

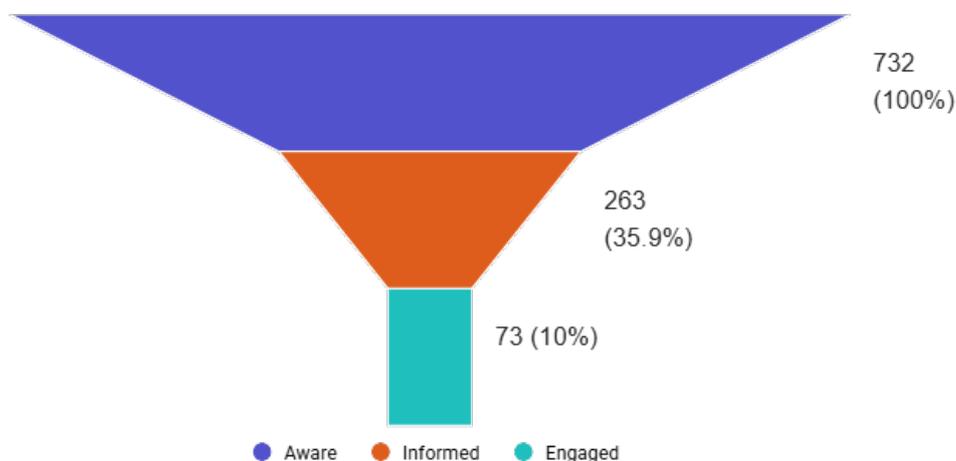
@LithgowCityCouncil

 <p>2,147,105 views +91.7 from previous 184 days</p>	 <p>140,584 engagements +72% from previous 184 days</p>	 <p>7,805 followers +11.5% from previous 184 days</p>
 <p>13,885 reactions</p>	 <p>3,425 comments</p>	 <p>1,998 shares</p>

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Manage Council's website including maintaining content, improving functionality for user experience.	Bug-free Council information channels	≥ 98% of customer reports about problems accessing the website are addressed within one working day	50%	<p>Council's website is monitored and maintained to ensure it is bug-free and responsive.</p> <p>In 2025/26 Council is undertaking a full update of its public website. Stage 1 has seen the launch of https://www.letstalksevenvalleys.com.au/ a new engagement site which provides Council with a range of consultation tools to engage with the community.</p> <p>Stage 2 will see a new Council website launch in June 2026.</p>

www.letstalksevenvalleys.com.au

Visitor engagement



N=1,234 visits to www.letstalksevenvalleys.com.au between launch on 13 November and 31 December 2025.

Site visitor engagement levels – an aware visitor has made at least one visit to your site or project. An informed visitor has clicked on something, and an engaged visitor has contributed to a project using the tools provided.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Produce and distribute official statements and media releases to provide information to external media for public release.	High-quality information is provided to external media sources.	Annual Targets are achieved	50%	The Council has continued to improve and refine the approach to media relations in 2025. Media Releases for key Council activities have been produced and distributed through the Council's Media Contacts to drive Community engagement with the Council.
Publish news, services and events in digital and print channels to residents free of charge.	Effectively promote Council's events, services and programs.	Annual Targets achieved by 30th of June	50%	<p>Council produces a fortnightly full-page advertisement in the Lithgow Mercury and The Village Voice.</p> <p>A weekly subscriber eNewsletter, Council Connections is published on Friday afternoons.</p> <p>Ratepayer newsletter insert was produced and distributed in the August and November rates notices.</p> <p>Regular radio advertising and interviews with the mayor and key Council staff are conducted on 2LT, MOVE FM, 2BS Bathurst and Ask Roz.</p>
Effectively promote Council's events, services and programs.	Celebrate Local Government Week by undertaking activities that focus on Council in the community.	Completed	100%	<p>A social media campaign promoting Council Services and programs were published.</p> <p>The Animal Shelter conducted a free microchipping day at Emora Park with 12 dogs microchipped.</p>

Organisational Performance

Division

Organisational Performance and Communications

Responsible Manager

Manager Organisational Performance and Communications

Service Statement

This service is responsible for enhancing the Council's public image by ensuring the delivery of integrated and successful communication across all Council services by:

- Ensuring the implementation of the Council's Communications & Engagement Strategy
- Promoting Council to residents, media and business communities through strategic media and communication.
- Ensuring Council is effectively informing the community of its services, activities and achievements.
- Development and delivery of key marketing activities.

Service Expectations

To enhance Council's public image by ensuring the delivery of integrated and successful communication across all Council's services.

Alignment with Council Plans and Strategies

- Delivery Program 2026-2030
- Community Participation Plan 2020
- Disability Inclusion Plan 2017-2021
- Consultation with Indigenous People
- Smart Places RoadMAP
- Customer Service Standards

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

GL1.1: Plans and strategies focused on social and environmental sustainability which informs the council decision making.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Review and update the Integrated Planning Documents.	Integrated Planning Framework.	≥ 10% of the community is engaged in the development of the Community Strategic Plan, Delivery Program and Resourcing Strategy.	20%	Council has engaged Cred Consulting to assist with the engagement for the Towards 2050 - Community Strategic Plan and Vision . A project page has been created on the Let's Talk Seven Valleys Website , and we are actively engaging with the community to develop a new vision for the future of the Lithgow LGA and our Seven Valleys.

Towards 2050 – Community Strategic Plan and Vision Webpage summary

Project Page Highlights 13 Nov – 31 Dec	
Total Visits	239
Max Visitors Per Day	14
Engaged Visitors	15
Informed Visitors	65
Aware Visitors	146

Site visitor engagement levels – an aware visitor has made at least one visit to your site or project. An informed visitor has clicked on something, and an engaged visitor has contributed to a project using the tools provided.

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Undertake Service Delivery reviews and implement recommendations to improve productivity throughout the council.	Review of Services and Service Standards.	To conduct service reviews and update service plans for Tourism and Eskbank House Museum by 30th of June.	5%	A scope of works for Service Reviews to be undertaken for Eskbank House Museum and Tourism is being prepared. The Service Reviews will be conducted in the January – July 2026 period.

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

GL2.2: A financially sustainable Council that lives within its means and attracts funding to invest in programs and infrastructure.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Prepare the Integrated Reporting documents in accordance with the requirements of the Local Government Act.	Deliver Integrated Reporting Framework.	Put on exhibition and adopt annual suite of Integrated Planning and Reporting Documents.	70%	An extension to complete the 2024/25 Annual Report and present it to Council in January has been received from the Office of Local Government.

Development planning

Division

Planning and Development

Responsible Manager

Development Manager

Service Statement

Development Planning is responsible for the assessment, reporting and determination of Development Applications and associated planning functions to ensure that legislative requirements are achieved, while providing an efficient and effective service to the community.

Development Planning assists customers and stakeholders navigate complex statutory and regulatory planning processes.

Development Plannings purpose is to ensure that Council meet its statutory and regulatory Planning requirements. Planning provides accurate and technical advice to support customers, and stakeholders navigate complex planning processes.

Protecting and preserving built heritage and natural environment.

Service Expectations

- Ensure Council meets its statutory and regulatory Planning requirements.
- Timely determination of Development Applications whilst ensuring the quality and quantity of the assessment is determined within the prescribed framework.
- Maintain a positive customer experience whilst providing technical and accurate planning advice.
- Provide specialist expertise across various matters including in the implementation of new procedures.

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Delivery Program 2026-2030
- Workforce Plan 2026-2030
- Long Term Financial Plan 2026-2036
- Development Servicing Plans for water supply
- Land Use Strategy
- Community Participation Plan 2030
- Lithgow 2040 Local Strategic Planning Statement
- Customer Service Standards

Developing our Built Environment (BE)

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.

BE1.2: Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
<p>Accept applications for the issue of Planning Certificates.</p> <p>Review and assess the attributes relevant to the site subject to the Planning Certificates requests.</p> <p>Prepare and issue Planning Certificates</p> <p>Update planning certificates in response to changes to regulation and policies.</p>	<p>Enable the issuing of Planning Certificates.</p>	<p>Application response Annual Targets are met.</p>	<p>50%</p>	<p>The issue of Planning Certificates is a requirement under section 10.7 of the Environmental Planning and Assessment Act 1979.</p> <p>Throughout 2025 amendments to Council's template Planning Certificate and updates to land attributes have been made as and when required.</p>
<p>Provide Heritage advice to residents on development matters.</p>	<p>Places of cultural significance are conserved and preserved.</p>	<p>Service is delivered to ≥10 residents per annum.</p>	<p>50%</p>	<p>Heritage advice is provided to residents in relation to property that is registered as a heritage item or within a heritage conservation area, at pre-lodgement meetings or in relation to development applications. The advice consists of consideration of standards and controls under the Lithgow Local Environmental Plan 2014 and Lithgow Development Control Plan 2021.</p>

Strategic land use planning

Division

Planning and Development

Responsible Manager

Development Manager

Service Statement

To plan, manage and regulate the development and use of land within the LGA to support the community's housing, employment, community and recreational needs in an efficient and sustainable manner. It involves evaluating the areas' current conditions, needs and objectives and then developing strategies, policies and plans to guide future land use decisions.

To comply with the provisions of the Environmental Planning and Assessment Act 1979 Local Government Act 1993 and support legislation to responsibly manage the use of land and natural resources in an efficient and sustainable manner. To provide a strategic blueprint for the future use of land to meet the changing needs of the community and align with government policy

Service Expectations

- To meet Council's statutory and community obligation to undertake strategic planning
- To prepare suite of strategic planning documents and statutory plans that are well researched/evidence based, consulted upon with community and government to achieve:
 - Prevention of land use conflict
 - Environmental conservation
 - Efficient provision of enabling infrastructure
 - Sustainable growth
 - Livable communities
 - Managing risks of natural and man-made hazards
- To integrate land use planning with other key areas of Council's decision making and service deliveries.

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Delivery Program 2026-2030
- Workforce Plan 2026-2030
- Long Term Financial Plan 2026-2036
- Community Participation Plan 2020
- Land Use Strategy
- Lithgow 2040 Local Strategic Planning Statement
- Open Space and Recreational Needs Study 2011

Developing our Built Environment (BE)

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.

BE1.2: Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Commence a review of Council's development contributions framework (presently consisting of Voluntary Planning Agreements Policy 7.8 and section 7.12 Development Contributions Plan 2024-2026) and draft appropriate policies and plans to give effect to the outcomes of the review.	Draft appropriate policies and plans for Council's approval.	Ensure policies and plans are appropriate for expected development in Lithgow and updated as necessary.	0%	The scheduled review is on target to commence Q2 2026.
Collaborate with Finance to establish a system for tracking all development contributions and expenses, and identification of the associated project.	Registers containing development contributions financial data are publicly available on Council's website and in the planning portal.	Contribute to compliant Development Contributions Financial Statements by 30th of June.	0%	Registers to be placed on Council's website and in the planning portal from Q4 2026.

Action	Deliverable	Annual Target	Jul-Dec Progress
Finalise the Lithgow Housekeeping Planning Proposal and Local Environmental Plan amendments	Current and compliant land use planning documents and Local Environmental Plan.	Lithgow Local Environmental Plan Amendment 7 gazetted.	60%
Comments			
<p>In November 2025 the Council received all pre-requisite approvals to satisfy conditions 1 to 3 contained within the Gateway Determination issued by the Department of Planning, Housing and Infrastructure to proceed to public exhibition of the Lithgow Housekeeping Planning Proposal.</p> <p>The Housekeeping Planning Proposal was placed formally on public exhibition on the 28 November 2025 and will run until the 31 January 2026.</p> <p>A public hearing into the reclassification of public lands will be scheduled for either February or March 2026 which will finalise the public exhibition requirements set out in the Gateway Determination.</p> <p>A report will be prepared by the administration to Council, summarising the results of the public exhibition and the recommendation for finalisation by the Department of Planning, Housing and Infrastructure, shortly after the public hearing.</p>			
Review and amend Lithgow Development Control Plan 2021	Contemporary and compliant land use planning documents and Local Environmental Plan.	Prepare, exhibit and adopt amended Lithgow Development Control Plan 2021 by 30th of June.	75%
Comments			
<p>Council has placed the amendments to the Lithgow Development Control Plan on public exhibition concurrently with the Lithgow Housekeeping Planning Proposal which will run from the 28 November 2025 to the 31 January 2026.</p> <p>The administration will report the result of the public exhibition of the amendments to the Lithgow Development Control Plan 2021 at the same time as the Lithgow Housekeeping Planning Proposal as to ensure consistency of controls between the Local Environmental Plan and Development Control Plan.</p>			

Lithgow Housekeeping Planning Proposal and Development Control Plan Amendments Webpage summary

Project Page Highlights 13 Nov – 31 Dec	
Total Visits	92
Max Visitors Per Day	11
Engaged Visitors	0
Informed Visitors	26
Aware Visitors	59

Site visitor engagement levels – an aware visitor has made at least one visit to your site or project. An informed visitor has clicked on something, and an engaged visitor has contributed to a project using the tools provided.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Update 2025/2026 Works Schedule in adopted S.712 Local Infrastructure Contributions Plan.	Establish a suite of development contribution and Planning Agreement documents to deliver identified community infrastructure and facilities.	2025/2026 Works Schedule in adopted S.712 Local Infrastructure Contributions Plan is updated by 30th of June.	100%	Council adopted a new section 7.12 infrastructure contributions plan including an updated works schedule in August 2025.

Strengthening our Economy (SE)

SE1: Provide sustainable and planned growth that supports a range of lifestyle choices and employment options.

SE1.2: Infrastructure and land to support residential, rural and economic growth.

Action	Deliverable	Annual Target	Jul-Dec Progress
Co-ordinate and manage external consultancy to prepare a Growth Management Strategy and undertake community and stakeholder engagement.	Deliver Growth Management Strategy that integrates Employment Lands Strategy/Centres Review; Local Housing Strategy, and Rural Residential Strategy.	>90% of the Draft Growth Management Strategy has been prepared with community consultation by 30th of June.	10% Detailed community consultation on the draft Growth management Strategy will commence Q3.
<p>Comments</p> <p>Initial rounds of public engagement for the Growth Management Strategy commenced in early December 2025 and will continue through to February/March 2026.</p> <p>Council has established a dedicated project landing page on the Let's Talk Seven Valleys website, featuring the Growth Management Strategy Survey and an interactive map; Lithgow Locali that allows community members to identify local development issues and their locations.</p> <p>Feedback collected through this engagement process will directly inform the drafting of the three core documents: the Housing Strategy, the Rural and Rural Residential Strategy, and the Employment Lands Strategy</p>			
Undertake community and stakeholder engagement.	Deliver Growth Management Strategy that integrates Employment Lands Strategy/Centres Review; Local Housing Strategy, and Rural Residential Strategy.	Community and Stakeholder consultation for Draft Growth Management Strategy has been undertaken.	20% Detailed community consultation on the draft Growth management Strategy will commence Q3.

Action	Deliverable	Annual Target	Jul-Dec Progress
Comments			
Council has prepared and is currently rolling out a community engagement program for the Growth Management Strategy.			
This program involves the use of multiple venues across the Local Government Area to facilitate discussions with the local community.			
To date, Council has conducted engagement sessions in Glen Alice, Portland and Hartley, supported by market stalls at the Tarana Markets and the Portland Twilight Markets.			
Additional sessions are planned for Q3 , including more in-depth discussions scheduled for February.			
Council has also developed a dedicated webpage to host all information related to the Growth Management Strategy, including features that allow community members to provide feedback for further consideration.			

Growth Management Strategy

Project Page Highlights 13 Nov – 31 Dec	
Total Visits	375
Max Visitors Per Day	39
Engaged Visitors	27
Informed Visitors	88
Aware Visitors	238

Site visitor engagement levels – an aware visitor has made at least one visit to your site or project. An informed visitor has clicked on something, and an engaged visitor has contributed to a project using the tools provided.

Building Control and Compliance

Division

Planning and Development

Responsible Manager

Development Manager

Service Statement

Effectively administer public health, safety & amenity impact related legislative provisions within the built environment. Facilitate innovative, cost effective & sustainable building design to protect the environment.

Mandated under various Acts & Regs to protect public safety, convenience and health.

- To provide quality control within the Building Construction industry through effective management.
- To protect the natural environment from development activity.
- To provide alternative building certification service to private building certifiers.
- To facilitate innovative, cost effective & sustainable building design

Service Expectations

- Adequate level of fire safety within buildings to protect life and building assets.
- Equality for people with disabilities in so far as this relates to access and use of public buildings.
- Innovative, cost effective and sustainable building design
- Reduction in carbon emissions in line with climate change targets
- Increased life cycle for buildings
- Best practice construction methods
- Disincentives to unsupervised unauthorised building work
- Competitive and reliable alternative to private building certifiers
- Minimise litigation against Council associated with defective building work or staff negligence
- Provide consistency in the delivery of services to the targeted demographic
- Meet statutory & customer service targets

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management plan 2026-2036
- Workforce Plan 2026-2030
- Customer Service Standards

Developing our Built Environment

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.

BE1.2: Prepare land use plans and controls that value our heritage, encourage economic development, facilitate local infrastructure improvements and create vibrant precincts.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Conduct inspections of suspected illegal development.	Legislated Regulatory Compliance.	100% of actions are initiated within 1 week (or 5 business days).	50%	Council intends to engage a full-time Development Compliance Officer in Q3. The previous compliance officer retired from the position 21 months ago. At that time the position was a casual role. Reported illegal development activity is triaged as resources allow. When urgent, the necessary resources are diverted from within the Development Department to investigate. This Action is not being satisfactorily addressed at the present time.
Inspection of swimming pools and spas in accordance with NSW Swimming Pool Act.	Public safety and compliance.	100% of swimming pool compliance certificates are issued within 10 working days upon successful passing of inspection.	50%	Swimming Pool Compliance Certificates (SPC's) inspections are actioned within 7 days. Following successful passing of inspection, the certificate is issued within 10 days.

Animal Control

Division

Environment and Compliance

Responsible Manager

Team Leader Environment and Regulatory Services

Service Statement

The Lithgow Animal Shelter provides animal care, community education, facilitates adoption of animals and return of animals to owners when they are lost. Additionally, the animal shelter provides, vaccination, desexing and general animal health services.

Service Expectations

- To facilitate a high level of physical, mental and social health of companion animals and community members by providing education and animal-related services.
- Animal Control:
- Respond to public concerns and complaints regarding nuisance animals, dangerous and barking dogs.
- Manage stock on roads to protect public safety, in adherence with relevant legislative requirements.
- Ensures community compliance and education with the Companion Animals Act.
- Issuing of Nuisance Orders, collection of wandering Companion Animals, Control of dangerous, menacing and restricted breed dogs.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Workforce Plan 2026-2030
- Customer Service Standards



32

Dogs were registered and owner details updated at the free microchipping days held at

- Emora Park in July (12)
- Lake Wallace in September (20)

Caring for our Community (CC)

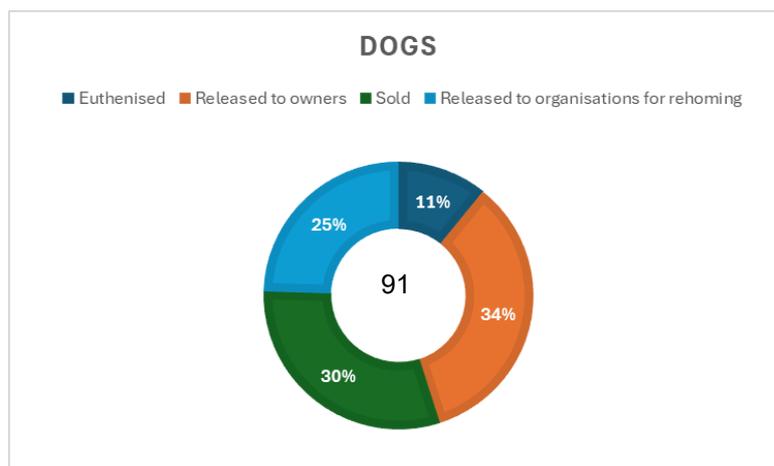
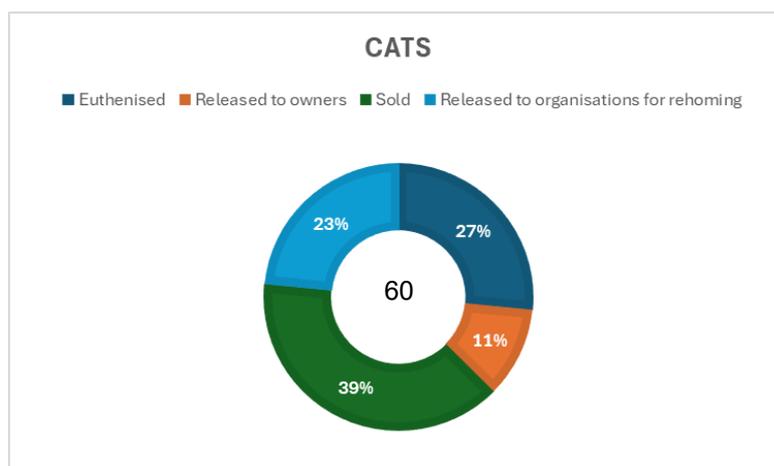
CC1: Plan and provide quality community services for a healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to changes.

CC1.4: The citizens of Lithgow LGA feel safe, valued and connected.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Promote opportunities for volunteering at Lithgow Animal Shelter.	Increased volunteering in the community.	≥ 2 volunteers actively engaged at the Animal Shelter	10%	Investigation has commenced into the WHS considerations associated with having formally untrained non staff persons operating at the shelter.

C3: 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.



Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Encourage permanent identification of all Companion Animals.	Reduced time that animals are kept in the Animal Shelter while their owners are identified.	Registration and microchipping are regularly undertaken.	50%	Free microchipping days, held in partnership with Animal Welfare League, are being offered to assist with the registration and identification animals. Social media posts have been published to ensure the community is aware of their responsibilities to microchip and register companion animals.
Encourage responsible pet ownership.	Council records show a reduction in nuisance and animal roaming complaints.	decrease in the number of nuisance and animal roaming complaints than previous year.	50%	A Companion Animal and Rehoming grant is currently before Office of Local Government which will be Annual Targeted at this subject. 163 companion animal complaints were received by Customer Service during the July – December period.
Facilitate and promote the return of companion animals or their rehoming.	Responsible care and welfare of companion animals at the Lithgow Animal Shelter.	Increase the number of companion animals returned or rehomed.	50%	Free microchipping days, held in partnership with Animal Welfare League (AWL), are being offered to assist with the registration and identification animals. Social media posts have been published to ensure the community is aware of their responsibilities to microchip and register companion animals

CC3.2: Infrastructure and facilities for the safe exercising of domestic animals.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Upgrade the Lithgow Animal shelter ensuring legislative and compliance requirements are met.	Responsible care and welfare of companion animals at the Lithgow Animal Shelter.	Animal Shelter upgraded in accordance with identified capital works program by 30th of June	65%	Shelter improvements are being undertaken. Shade cloth installed in outdoor dog runs. New fencing and painting to occur in January to June period.

CC3.3: Education and services relating to animal health and wellbeing.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop promotional materials to encourage identification of Companion Animals and educate nuisance related complaints from barking.	Education regarding responsible pet ownership.	Promotional materials are developed and Social Media campaign conducted.	50%	<p>2 free microchipping days held</p> <ul style="list-style-type: none"> Emora Park with 12 dogs microchipped as part of Local Government Week in July. Lake Wallace on 3/09/2025 resulted in 20 animals being registered and owner details being updated. <p>Grants submitted to receive funding to hold further free microchipping, this grant was unsuccessful.</p> <p>Further free microchipping days, held in partnership with AWL, are being offered to assist with the identification of lost animal</p>
Encourage owners of Companion Animals to identify mental and physical challenges for their animals to improve their welfare and reduce negative impacts on the community.	Increased visibility of the Lithgow Animal Shelter in the community.	100% of the annual program completed by 30th of June	50%	Social media posts promoting the shelter and its animals have been highly successful, generating strong engagement from the community.

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

GL1.1: Plans and strategies focused on social and environmental sustainability which informs the council decision making.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop a Companion Animal Management Plan.	Companion Animal Management Plan	Companion Animal Management Plan is adopted by 30th of June	0%	Task to be completed January to June period

Ranger services

Division

Environment and Compliance

Responsible Manager

Team Leader Environment and Regulatory Services

Service Statement

The overarching aim of the service is to monitor and police activity to provide a safe environment for the public and community members within the LGA. Protecting public safety through the adherence to legislation and policing of laws.

Service Expectations

Preserve public safety and community compliance in matters including abandoned articles, environmental issues (air, water and noise pollution), illegal dumping incidents, parking compliance, illegal camping, obstruction of public places/roads and school zone safety.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Workforce Plan 2026-2030
- Long Term Financial Plan 2026-2036

Caring for our Community (CC)

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.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Impound abandoned articles from public places in accordance with the impounding act.	Community Safety.	Conduct regular inspections for abandoned articles.	50%	19 Abandoned vehicles were removed from public places during the reporting period.
Undertake parking patrols in the CBD and School Zones.	Community Safety.	Conduct ≥ 100 CBD parking patrols and ≥ 12 school patrols bi-annually.	50%	During the reporting period 26 on-street parking patrols were undertaken in the Lithgow CBD and 18 school zone parking patrols.

Environmental compliance

Division

Environment and Compliance

Responsible Manager

Team Leader Environment and Regulatory Services

Lithgow City Council employs Environmental Health Officers who play a crucial role in protecting public health and the environment. Their responsibilities include inspections of food premises, public pools, and onsite sewage systems, as well as responding to public health concerns. Additionally, they work on initiatives like reducing wood and coal smoke and enforcing relevant regulation.

Service Expectations

- Inspections of various premises to ensure public health and safety.
- Provide oversight of environmental water sampling and contaminated land assessments.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Workforce Plan 2026-2030
- Long Term Financial Plan 2026-2036
- Customer Service Standards

Protecting our Natural Environment (NE)

NE1: Conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

NE1.6: Planning and development activities provide a balance between the built and natural environments.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Implement an inspection regime of onsite sewer management systems (OSMS) and take appropriate action where systems are failing.	Public safety and compliance.	<ul style="list-style-type: none"> Monitor service records for aerated wastewater systems via desktop audit conduct ≥ 10 routine onsite sewage management system (OSMS) inspections per month based on risk level of OSMS. 	50%	1,388 service records were monitored during the reporting period. Appropriate action is taken where required
Inspect registered food premises in accordance with the Food Act 2003.	Public safety and compliance	<ul style="list-style-type: none"> 100% of food complaint are responded to within two (2) business days ≥ 24 premises inspection is carried out annually. 	50%	10 Food inspections were undertaken during the reporting period. 5 businesses were compliant with the <i>Food Act 2003</i> and Food Standards Code. 5 Improvement Notices and 2 Penalty Notices were issued

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Inspection of environmental hazards and illegal dumping with response determined on severity of risk.	Environmental Hazards, pollution and Illegal dumping are reduced.	100% of reported incidents are inspected within five (5) business days.	50%	Complaints are assessed based on risk and responded to accordingly. Due to limited resources, responses have not consistently met the five-business-day timeframe; however, a risk-based approach continues to be applied to ensure higher-risk matters are prioritised.
Respond to complaints in relation to the regulation of cooling towers and systems.	Public safety and compliance.	Undertake 100% of inspections within 24 hours.	50%	No complaints were received in relation to cooling towers and systems during the reporting period.
Respond to urgent environmental nuisances and high-risk public health.	Reduction in environmental Hazards, pollution and Illegal dumping.	Response is provided within 24 hours	50%	Complaints are assessed on risk and responded to appropriately.

Protecting our Natural Environment (NE)

NE2: Enhance, manage and maintain the Lithgow region's distinct and exceptional natural environment for the enjoyment of current and future generations.

NE2.4: Sustainability and environmental education programs delivered to local communities, groups and schools.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop and deliver education materials and programs to deter Illegal dumping, public health incidents and clean air initiatives.	Environmental Health Campaign.	100% of annual program completed by 30th of June	0%	Application for an EPA funding grant to set up illegal dumping deterrence cameras was unsuccessful. Task will be undertaken in the January – June Period

Natural Resource Management

Division

Environment and Compliance

Responsible Manager

Team Leader Environment and Regulatory Services

Service Statement

Lithgow City Council plays a key role in the protection, management, and sustainable use of our region's natural assets. This service is committed to sustainable management, protection, and enhancement of our natural environment so that current and future generations can continue to enjoy and benefit.

We aim to foster collaborative stewardship between both the local community and other land managers to ensure the diverse values and needs of our community are recognised and respected. We encourage a sense of community ownership and place.

Service Expectations

Practical and informed programs and projects that respond to the unique needs and values of the Lithgow LGA. An approach that is collaborative, inclusive, and guided by science, traditional knowledge, and local experience.

Programs and initiatives delivered by this service include:

- Sustainable Land Management
- Biodiversity protection and enhancement
- Waterway protection and enhancement
- Climate change adaptation and resilience
- Community engagement and partnership

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Our Place Our Future Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Workforce Management 2026-2030
- Smart Places RoadMAP
- Lithgow Floodplain Management Strategy 2023
- Farmers Creek Precinct Masterplan
- Crown Reserve Plans of Management (various)

Caring for our Community (CC)

CC1: Plan and provide quality community services for a healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to changes.

CC1.4: The citizens of Lithgow LGA feel valued and connected.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Continually monitor and improve and seek advice from other Councils and experts on opportunities to improve.	Strategies that effectively deliver of community education and engagement programs and interpretation of our natural areas and reserves.	Attend ≥ 1 networking meeting/forum event(s) annually.	50%	Working collaboratively with neighbouring councils and through alliances such as the Central West Joint Organisation Environment and Waterway Alliance and the Local Government Biodiversity Network.
Facilitate a sense of community ownership and stewardship through providing support to community groups on joint projects.	Collaborative projects and partnerships with established community groups.	Participation in ≥3 joint projects with community groups annually.	50%	<p>During the reporting period the Council has worked with several community groups and partner organisations to deliver projects. For example:</p> <ul style="list-style-type: none"> • Lake Pillans maintenance with Lithgow Oberon Landcare, • Restoration of Glen Davis Reserve with Capertee Valley Landcare, • Indian Myna Control Program with Lithgow Environment Group • Water Quality Improvement Project scoping with Wallerawang Acclimatisation Society.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Promote opportunities for volunteering in Landcare and natural resource management programs.	Increased volunteering in the community.	To increase the numbers and diversity of participating in Landcare volunteers.	70%	Opportunities for volunteering with Landcare have been promoted through social media, Direct mail outs, radio and podcasts.
Undertake community consultation programs to gain a deeper understanding of the community's values and needs.	Strategies that effectively deliver of community education and engagement programs and interpretation of our natural areas and reserves.	Interoperative strategy developed and delivered by 30th of June.	30%	Consultation for the updated Farmers Creek Precinct Masterplan was undertaken to better understand what Farmers Creek means to the community.

Protecting our Natural Environment (NE)

NE2: Enhance, manage and maintain the Lithgow region's distinct and exceptional natural environment for the enjoyment of current and future generations.

NE2.3: Natural area ecosystems and waterways are improved and protected.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Community volunteer Landcare groups are supported in carrying out weed control and revegetation works on public reserves and private lands.	Engagement with Local Land Services (LLS), BCT and external agencies such through Landcare.	Hold regular citizen science initiatives	50%	The Local Landcare Coordinator delivered several Landcare workdays each month with community volunteers carrying out weed control and revegetation works on public lands.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Deliver and support Natural Resource Management (NRM) projects in partnership with community groups.	Natural Resource Management (NRM) projects delivered in partnership with community groups.	100% of annual projects completed by 30th of June	50%	<p>During the reporting period the Council worked with several community groups and partner organisations to deliver projects. For example:</p> <ul style="list-style-type: none"> • Lake Pillans maintenance with Lithgow Oberon Landcare, • Restoration of Glen Davis Reserve with Capertee Valley Landcare, • Indian Myna Control Program with Lithgow Environment Group • Water Quality Improvement Project scoping with Wallerawang Climatisation Society.
Deliver workshops and events that raise community capacity in NRM and promote citizen science.	Development of relationships with local and regional Landcare Networks.	≥3 regular monthly Landcare workgroups are held	50%	<p>Local Landcare Coordinator delivered workshops on Landscape Rehydration, Feral Animal Control and Weed Control.</p> <p>A film night on Mycology was held as well as regular Landcare days that provided training for community volunteers in Natural Resource Management activities.</p>
Prepare a Wildlife Corridor Strategic Plan in collaboration with Greater Eastern Ranges.	Wildlife Corridor Strategic Plan.	Grant funding for plans secured and report delivered by 30th of June.	50%	Grant funding application was submitted. However, it was unsuccessful.
Prepare site management plans in collaboration with community groups.	Sustainable and informed management of Council owned Reserves.	Deliver all plans and reports by 30th of June	40%	Draft site management plans have commenced in conjunction with community groups for Glen Davis Reserve and Lake Pillans Wetland Reserve.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Prepare Urban Waterways and Riparian Area Strategy for Lithgow.	Urban Waterways and Riparian Area Strategy.	Grant funding secured and report delivered by 30th of June.	0%	Not due to start, pending grant funding.
Promote Landcare events within Lithgow LGA.	Engagement with Lithgow LGA community to raise profile and activity in Natural Resource Management (NRM).	≥3 workshops with external Natural Resource Management (NRM) agencies.	50%	Local Landcare coordinator has engaged with the Lithgow LGA community to raise the profile and activity in Natural Resource Management through organising community capacity building workshops in Landscape Rehydration, Weed Control Techniques as well as running community planting events.
Update Farmers Creek Masterplan with community consultation and in partnership with Water NSW.	Deliver Farmers Creek Precinct Masterplan.	Grant funding secured; Farmers Creek Precinct Masterplan delivered by December 2025.	80%	The Draft Farmers Creek Masterplan has gone out for community consultation along with Draft Riparian Corridor Management Plan. Consultation is due to end late Feb 2026. The draft reports will be finalised following consultation.
Update the Crown Lands Plans of Management.	Up to date Plans of Management (PoM) for Crown Reserves.	Deliver Crown Reserves Management Plans by 30th of June.	10%	Updating of the Hassans Walls Reserve PoM has commenced.

Tourism

Division

Tourism

Responsible Manager

Tourism Manager

Service Statement

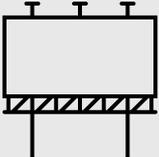
Seven Valleys Tourism supports the growth and sustainability of tourism in the Lithgow Local Government Area through a combination of strategic and operational services. Key functions include high-quality visitor servicing via the Visitor Information Centre, destination marketing guided by long-term planning documents, and coordination of film permit applications. An integrated approach ensures alignment between personal visitor experiences and broader marketing efforts across digital, print, and social media platforms. This cohesive strategy strengthens the region's appeal and drives economic benefits for the local visitor economy.

Service Expectations

- Satisfied Customers providing positive feedback
- Satisfied Members seeing an increase in membership
- Wider knowledge of the Seven Valleys Tourism Area/Lithgow Local Government Area
- Increased Filming
- Greater numbers of visitors to the Area and increase in all key metrics
- Quality Events demonstrating an ROI, including flow into the visitor and Wider LGA economy
- increase in the number of non-council Events
- increase in Souvenir Sales

Alignment with Council Plans and Strategies

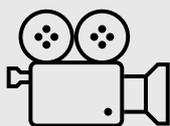
- Our Place Our Future Community Strategic Plan 203540
- Delivery Program 2026-2030
- Workforce Strategy 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Customer Service Charter
- Lithgow Regional Economic Development Strategy 2023 Update
- Seven Valleys Destination Action Plan 2024-2030
- Seven Valleys Destination Marketing Plan 2025-2028.
- Seven Valleys Place Brand Strategy 2025-2028
- Hassans Walls Reserve Plan of Management
- Lithgow Emerging Economy Plan
- Hyde Park Management Plan
- Maiyingu Marragu Management & Biodiversity Plan
- Smart Places RoadMAP

 <p>1126 Local visitors to VIC</p>	 <p>10,438 NSW visitors to VIC</p>	 <p>710 Victorian visitors to VIC</p>
 <p>769 Queensland visitors to VIC</p>	 <p>147 ACT visitors to VIC</p>	 <p>32 Northern Territory visitors to VIC</p>
 <p>178 South Australian Visitors to VIC</p>	 <p>201 Western Australian visitors to VIC</p>	 <p>68 Tasmanian visitors to VIC</p>
	 <p>728 International visitors to VIC</p>	
 <p>26,400 Unique website hits</p>	 <p>312 New followers</p>	 <p>2,718,305 views -33.4% from previous 184 days</p>
 <p>23,512 followers +12.2% from previous 184 days</p>	 <p>1,357 Comments</p>	 <p>1,319 Shares</p>
 <p>228 Social media advertisements</p>	 <p>\$22,674 Souvenir sales</p>	 <p>9 New tourism members</p>

Strengthening our Economy (SE)

SE3: Create a vibrant, smart and innovative economy promoting Lithgow LGA as a desirable place to work, live, visit and invest.

SE3.1: Active marketing of the Lithgow region and our capabilities to existing and potential residents, businesses, investors and visitors.



7

- MeMo Media and Motorsports.
- Boss Cat Film Productions
- LDV TV Commercial
- Homebodies
- Outback Truckers
- Salvation Army

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop and implement the Main Street Banner Program promote community events, encourage shop local and tourism.	Promotion of events and tourism/shopper campaigns.	≥10 rotations	20%	Banners have been in place during the July – December period promoting: <ul style="list-style-type: none"> • Shop Local • Christmas • Halloween
Develop and implement joint Council and industry tourism marketing campaigns.	Vibrant visitor economy.	Attend Tourism Networking Meetings and tourism forums.	25%	A joint industry campaign will be developed and implemented by June 2026 through the commissioned work of Destination Store. In the interim, collaborative social media activity with local industry partners has continued since the commencement of outsourced social media services. Tourism Network meetings are due to start in the second half of 2025-26 in line with the rollout of an industry marketing campaign. A Tourism Forum is scheduled to be held in May 2026.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Implement the Seven Valleys Destination Marketing Strategy.	Vibrant visitor economy.	Annual Actions under the Seven Valleys Destination Marketing Strategy are implemented by 30th of June.	25%	Destination Store, with established knowledge of the project through its work on the Destination Action Plan and the Marketing and Branding Strategy, has been engaged to deliver the key recommendations of the Marketing Strategy. Implementation will commence in January 2026 with the launch of the new Seven Valleys website.
	Christmas Decorations and Lighting.		100%	Limited Christmas decorations were installed in Cook Street Plaza and Pioneer Park. A program to add to the decorations into Main Street is being developed for 2026-27.
	Pearson's Lookout Maintenance Signage and Vegetation Management.		80%	The REF for required tree removal to restore Pearson's Lookout, including improvements to access, visual amenity, signage and overall presentation approved. Tree removal procurement is complete, signage has been received, and a contractor has been engaged to undertake repairs to fencing, bins and associated signage.
	Seven Valleys Website		90%	Seven Valleys Tourism Website framework is complete. Soft launch of the site is due for late February 2026.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
The Seven Valleys Visitors Centre is open and operational.	Visitor Information Services.	Annual increase in visitation of the Seven Valleys Visitors Centre.	50%	The Seven Valleys Visitors Centre is open 7 days per week and disseminates information to visitors to The Seven Valleys and locals alike
				The VIC sells souvenirs, drinks and maps. It is the focal point of the 7V website and social media directing people to that website. Statistical data on page 75.
	Tourism Staff visit tourism businesses at least twice a year to familiarise staff with tourism products and ensure marketing and communications are up to date.			Tourism staff attend local businesses to familiarise themselves with product and ensure they have a good supply of marketing materials.



Tree plantings and outdoor gym equipment installed along the Farmers Creek Shared Pathway in August 2025

Infrastructure and Project Delivery

Assets and infrastructure planning

Asset management and planning

Building and recreation facilities

Buildings and facilities

Cemeteries

JM Robson Aquatic Centre

Recreation

Roads and transport

Fleet management

Roads and transport maintenance

3 division | 7 services

Asset management and planning

Division

Asset and Infrastructure Planning

Responsible Manager

Assets & Infrastructure Planning Manager

Service Statement

To provide infrastructure engineering legislative approvals and inspections to ensure the safety of the community and proper operation and management of the infrastructure asset portfolio. To deliver infrastructure projects to a high quality within approved timeframes and allocated budgets to improve Council's infrastructure asset portfolio.

Approvals including Section 68 Stormwater Assessment and Approvals (LGA1993), Section 125, 138 and 144 Assessment and Approvals (RA1993) for driveways, road obstructions, hoarding, parking, footpath trading, and temporary road / footpath closures, flood information certificates and Subdivision Works Certificates and Asset Risk Inspections are provided to ensure compliance with legislation and reduce risks to both Council and the community.

Traffic Functions including the preparation of Traffic Guidance Schemes, Road Naming, Private Signage, and Traffic Counts are provided to improve asset identification and asset management. Project management services are provided to ensure projects are delivered on time, within budget, and to an agreed standard to ensure that assets are created, operated, managed and disposed of efficiently and effectively

Service Expectations

- Services are provided to improve the level of compliance with legislation and therefore reduce the risks to Council and the community by improving the condition and standard of infrastructure assets that are constructed, operated and maintained.
- Services are provided to improve Council's asset knowledge including locations, capacity, function, lifecycle, and condition to accurately plan for replacement, renewal or disposal.
- Services are provided to improve Council's understanding of asset condition, valuation, and operating costs and their impacts on the community
- Services are provided to ensure there are efficiencies in staff resources whilst maintaining legislative compliance reducing the risks and ensuring the safety of the community whilst using Council's infrastructure assets.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Strategic Asset Management Plan 2026-2036
- Long Term Financial Plan 2026-2036
- Workforce Plan 2026-2030
- Smart Places RoadMAP

Developing our Built Environment (BE)

BE2: Plan and provide quality recreational facilities and promote healthy active lifestyles in a safe environment.

BE2.5: An extensive network of shared use paths to create connections within Lithgow, Wallerawang, Portland and villages to allow active transport.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Audit kerbside pram and accessibility ramps for compliance and improve/replace in accordance with a prioritised maintenance program.	Within the allocated maintenance budget, deliver improved to current standards kerb ramps.	100% of annual program completed	20%	Planning works commenced, full audit expected to be completed in Q3.
Submit applications and apply for funding where applicable to deliver projects identified and prioritised in the Active Transport Plan.	Implementation of Active Transport Plan.	Implemented by 30th of June.	100%	Get NSW Active Round 3 applications submitted to TfNSW.

Governance and Civic Leadership (GL)

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

GL1.1: Plans and strategies focused on financial, economic, social and environmental sustainability which informs council decision making.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Continue to implement the actions identified in adopted Infrastructure Services Strategic Asset Management Plans.	Asset Management Plans developed and implemented.	Asset Management Plans is implemented and reviewed annually, by 30th of June	50%	Draft Asset Management Plans developed, pending finalisation and adoption in Q3.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Undertake planning and design works for the GWH shared pathway between Mudgee Street, Bowenfels and Main Street, Lithgow.	GWH Shared Pathway Plan and design adopted by Council.	Completed by 30th of June	80%	<p>Council was met with some areas that required complex design solutions to meet outcomes, including additional surveys of historic infrastructure. This resulted in some delays to the project. The work was 80% complete in December 2025, with 100% completion anticipated by 30 June 2026.</p> <p>The draft designs will be reported to Council's Infrastructure Committee April meeting prior to being referred to the next stage of design which will incorporate placemaking elements which seek to integrate infrastructure with Lithgow's sense of place.</p>

Protecting our Natural Environment

NE1: Conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

NE1.6:  Planning and development activities provide a balance between the built and natural environments.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Complete the George Coates Avenue Drainage Improvement Works.	To deliver flood improvements at George Coates Avenue, the High School detention basin, and amplification of Farmers Creek.	100% completed by 30 June	70%	Stage 1 works completed in October 2025, Stage 2 works being designed and will be constructed in Quarter 4

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Ensure flood data in Lithgow FRMS2023 are available to the NSW SES for improvement of flood emergency planning.	In accordance with available internal or external funding, implement the Lithgow Floodplain Risk Management Plan 2023 by regularly engaging with the LEMC and other forums and providing information to all agencies, as requested.	100% of annual program completed.	0%	All available flood mitigation funding has been allocated to the George Coates Avenue works. This project will be considered for future internal or external funding applications.
	Develop an integrated flood warning system for Lithgow.			
Implement flood awareness and education program.	Delivery of a flood awareness and education program.	100% of annual program completed.		
Prepare a stormwater and flood risk management strategy for Marrangaroo Fields and future release areas located in the Marrangaroo Creek Catchment.	Deliver a new flood risk management strategy and a new Stormwater Management Plan.	100% completed by 30 June	5%	Draft specification has been drawn up for internal review. Quotes to be sought prior to commencement
Submit applications (where possible) to provide stormwater infrastructure to allow for sustainable growth and development of the area and alleviate flooding.	To deliver an improved in capacity and resilience Lithgow's stormwater infrastructure in line with ongoing development and growth of the city.	100% completed by 30 June	0%	No funding programs have been announced that permit applications of this nature. Council continues to monitor such opportunities and will apply for funding once programs are announced.

Buildings and facilities

Division

Building and Recreation Facilities

Responsible Manager

Building and Recreation Facilities Manager

Service Statement

Manage, operate and maintain community buildings and facilities on behalf of the community. To meet the needs of the community through the provision of specific purpose-built facilities.

Service Expectations

- Buildings are available of hire
- Clean and safe for use
- Ensure integrity of heritage buildings are met
- Bus shelters are maintained and appropriate located

Ensure public amenities are available clean and safe for use

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Strategic Asset Management Plan 2026-2036
- Workforce Plan 2026-2030
- Asbestos Management Plan
- Disability Inclusion Action Plan
- Smart Places RoadMAP
- Customer Service Standards

Governance and Civic Leadership (GL)

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

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

Hall/Facility	Number of bookings	Revenue received \$
Civic Ballroom	10	8,836.36
Crystal Theatre	4	1,890.91
Hermitage Hall	10	5,529.54
Mac Scott Hall	1	88.18
Vale Hall	10	756.64
Cullen Bullen Hall	0	0
Cook Street Plaza	5	100.00
Wallerawang Main Street (Street Stall Space)	1	75.00
Wolgan Street Portland (Street Stall Space)	1	20.00

Developing our Built Environment (BE)

BE2: Plan and provide quality recreational facilities and promote healthy active lifestyles in a safe environment.

BE2.6: Provide a range of needs-based, flexible and accessible services, buildings and facilities.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Maintain and upgrade community buildings and structures to meet the needs of the community while ensuring commercial viability.	Civic Ballroom, Lithgow - Stormwater protection	100% of annual program completed by June 30.	10%	Investigations currently underway, on the most appropriate design to manage stormwater away from the asset.
	Crystal Theatre, Portland - Maintenance to Stormwater, downpipe and roof.		20%	Works beginning on site this week, hopefully will see this completed this Calendar year or next

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Hartley building Electrical Upgrade.		5%	Investigations are currently underway regarding the relocation of all staff and other tenants from this building, due to its age, non-compliance issues, and future planning for the Community Civic Centre within this precinct.
	New Master Key System for all Council and Public Assets		0%	Scheduled to be undertaken in Jan-June period.
	Union Theatre upgrade		100%	Completed
	Union Theatre, Lithgow - Installation of a Height Safety System for internal staff and external contractors to maintain and inspect our asset with a high level of safety		15%	Scheduled to be undertaken in Jan-June period.
	Upgrade Building Management System (BMS) for Air-Condition Control - Council Administration Centre and 176 Mort Street (former Centrelink building)		10%	A contractor has been selected to upgrade the BMS for Council Admin, 176 Mort Street, and Charles Hoskins building. Still awaiting on our plumbers to install isolation valves for heat plates so they can be serviced.
	Visitors Information Centre - Building and Lamp Maintenance.		100%	Work to repair the Lamp roof, rendering repairs and painting completed December 2025

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Work with local bus services to ensure bus shelters are strategically placed to meet community Assets demand for the service.	To deliver bus shelters as need.	100% of annual program completed by June 30.	50%	<p>Council maintains regular communication with local bus operators to confirm that required safety standards are consistently met. This oversight supports safe public transport across the region, with particular emphasis on school bus services that operate through numerous residential streets.</p> <p>Council also provides a responsive service for vegetation management. When requests are received for tree pruning along bus routes, crews assess and address the issue to ensure buses have unobstructed and compliant travel paths. This work reduces the risk of vehicle damage, improves visibility, and supports reliable service delivery.</p>

Protecting our Natural Environment (NE)

NE1: Conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

NE1.2: The organisation and the community on the path to net zero emissions through adaptation of climate change risks and opportunities.

Action	Deliverable	Annual Target	Jul-Dec Progress
Undertake energy audits of Council Buildings and Facilities.	To deliver emission reductions achieved through monitoring and reporting on energy efficiencies and savings.	< (lower) emissions than recorded for the previous reporting period	50%
<p>Comments</p> <p>Council is actively progressing a program of continuous improvement to enhance the energy efficiency of its asset portfolio. This work supports long-term sustainability goals, reduces operational costs, and aligns with broader environmental commitments across the region.</p> <p>A key focus of this program is the identification and implementation of solar energy opportunities. Where suitable, Council assesses the feasibility of installing solar photovoltaic systems or other renewable technologies to reduce reliance on grid electricity and improve the resilience of community facilities.</p> <p>Many of Council's buildings are ageing assets, and their structural condition varies significantly. To ensure any proposed solar installation is safe, compliant, and cost-effective, detailed engineering inspections and structural assessments are required. These assessments confirm whether each facility has the necessary structural integrity to support solar infrastructure and identify any upgrades that may be required before installation can proceed.</p> <p>This staged and evidence-based approach ensures that Council invests responsibly, maximises the benefits of renewable energy initiatives, and maintains the long-term safety and performance of its built assets.</p>			

Cemeteries

Division

Building and Recreation Facilities

Responsible Manager

Cemeteries and Administration Supervisor

Cemeteries across our LGA provide a place for the community to place remains of deceased relatives either within a burial plot or interment of cremations within Columbarium's and Gardens to commemorate their life.

Cemeteries are an essential service for the community. The council is responsible for maintaining the grounds and facilities across all 16 graveyards (12 still active for use) and providing interment services whether they be burials or cremations as per the Cemeteries and Crematoria Act 2013.

Service Expectations

- Burial Services (Religious & Non-denominational)
- Cremation Internments
- General Maintenance (i.e. Mowing / Whipper Snipping / Garden)
- Plaques for Memorialisation (Bronze & Satin Chrome Styles)
- Location Service / Local Family History Searches

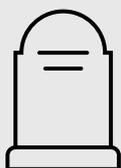
Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Workforce Plan 2026-2030
- Smart Places RoadMAP
- Customer Service Standards

Developing our Built Environment (BE)

BE2: Plan and provide quality recreational facilities and promote healthy active lifestyles in a safe environment.

BE2.7: Development and design Cemeteries, sensitive to environmental and heritage issues to conserve and protect monuments.



2

Requests for grave maintenance to be undertaken at Lithgow and Portland cemeteries during the July – December period:

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Maintain and upgrade Cemeteries to meet the needs of the community.	Maintenance and development of cemeteries.	100% of annual program completed.	50%	Council continues to maintain all cemeteries within the LGA and action customer requests within a timely manner.
	All Cemeteries - Signage Audit and implementation		5%	Planning in progress to design signage and find suitable locations. Project expected to be Completed by 30 th June 2026.
	Hartley Cemetery - Construction of New Columbarium Wall.		90%	The Columbarium has been delivered and installed onsite. Records are being updated and positions will be available for purchase by 30 th April 2026.
	Lithgow Cemetery - New Garden and Columbarium		90%	Columbariums have been delivered and installed. Records are being updated and positions will be available for purchase by 30 th April 2026. The 2 new gardens have been established (Harmony & The Circle of Life) with the database created for record keeping purposes. Awaiting on signage installed.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Portland Cemetery - Construction of New Columbarium & Seating Area.		65%	The shelter has been purchased and installed at the Cemetery. A seat was recycled from the Main Street upgrade and refurbished by the Cemeteries team to use in the area. This component of the project is complete.
	Wallerawang Cemetery - New Road Construction		0%	Project deferred to address ongoing unrestricted ash situation as per Min.No.26-36 Ordinary Meeting 23 February 2026.

Governance and Civic Leadership (GL)

GL1: 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.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Submit applications and apply for funding where applicable to deliver projects in the Cemeteries Capital works program.	Maintenance and development of cemeteries.	100% of annual program completed.	50%	Grant Funding applications are applied for cemetery works when eligible. To date there have been no eligible programs that support funding for cemeteries.

JM Robson Aquatic Centre

Division

Building and Recreation Facilities

Responsible Manager

Cemeteries and Administration Supervisor

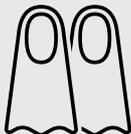
An Aquatic Centre provides the community with health and fitness, recreation and water safety education.

Service Expectations

- To provide a safe, clean and affordable centre for lap swimming, recreational swimming and aquatic programs
- To provide water safety education to patrons in our LGA

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Workforce Plan 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Disability Inclusion Action Plan
- Smart Places RoadMAP
- Customer Service Standards

 <p>24,054 Visits</p>	 <p>301 July – September 403 October – December Children registered in the Learn to Swim program.</p>	 <p>539 participations in Aqua Classes. (4 classes per week plus Aqua Ladies also conducted two per week)</p>
	 <p>14 Children's party hires</p>	

Developing our Built Environment (BE)

BE2: Plan and provide quality recreational facilities and promote healthy active lifestyles in a safe environment.

BE2.3: Sporting and recreational facilities that support a healthy lifestyle.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Maintain and upgrade the JM Robson Aquatic Centre to meet the needs of the community.	To deliver sporting and recreational facilities that support a healthy lifestyle by implementing capital and maintenance works programs.	100% of annual program completed by 30th of June	60%	<p>Council have progressed capital projects to date, replacing the outdoor pool gas heating with new more efficient units.</p> <p>As part of preventative maintenance program pumps were overhauled, the plantroom roof was replaced to ensure that all operational components are protected.</p> <p>Council has a preventative maintenance program with a selected specialist pool company ensuring smooth continued facility operation.</p>
	Aquatic Centre - Indoor electrical switchboard upgrade		15%	<p>Currently assessing quotes and details of the scope of works.</p> <p>A contractor will be engaged in January</p>
	Aquatic Centre - Pool plant and equipment replacement.		100%	New gas Boilers for the 50m Outdoor pool were purchased and installed as well as a new heat exchanger.
	Aquatic Centre Plant Room Roof Replacement.		100%	Completed mid-December
	Aquatic Centre Playground		100%	A new playground has been installed at the aquatic centre providing additional attraction to the facility. This additional asset provides further benefits to health, fitness, wellbeing and cognitive skill for kids visiting the facility.

Recreation

Division

Building and Recreation Facilities

Responsible Manager

Building and Recreation Facilities Manager

Service Statement

To provide the local community and visitors to the area with safe quality Parks, Open spaces, playgrounds & Sporting Fields. Enhance existing facilities to encourage more outdoor activity, health and wellbeing for all and encourage and promote sports by providing quality sporting facilities.

To promote health & well-being. Provide an array of sporting facilities.

Service Expectations

- Provide quality sporting fields & facilities.
- Aesthetically please open space areas.
- Safe playgrounds for families and kids
- Provide accessible areas for those with health and mobility issues.
- Provide areas for events
- Provide areas for camping / leisure
- Provide safe areas for water sports
- Dog Parks
- Golf Club

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2032
- Strategic Asset Management Plan 2026-2036
- Long Term Financial Plan 2026-2036
- Workforce Plan 2026-2030
- Open Space and Recreation Study
- Disability Inclusion Action Plan
- Smart Places RoadMAP
- Masterplan for Tony Luchetti Sporting Precinct
- Customer Service Standards

Developing our Built Environment (BE)

BE2: Plan and provide quality recreational facilities and promote healthy active lifestyles in a safe environment.

BE2.3: Sporting and recreational facilities that support a healthy lifestyle.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Manage and prepare playing fields ensuring availability for use except in exceptionally wet weather Recreation conditions.	To deliver sporting and recreational facilities that support a healthy lifestyle.	100% of annual programs completed by 30th of June	50%	<p>Council staff have been working hard over the past few months managing and preparing our cities sporting fields, ensuring local sports have quality facilities and playing surfaces to be proud of and to present to visiting teams, to date preparation has seen successful seasons of Soccer Rugby League & Cricket. Council has also successfully prepared facilities for various events.</p> <p>As we head into the next seasons of Sports and scheduled events the field are in quality shape for the coming seasons.</p>

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Bowenfels Gun Emplacements Safety Improvement Program.		30%	<p>Council has investigated potentially fencing the gun emplacement sites by encircling each site with sandstone blocks and installing a palisade-style fence on top of the blocks.</p> <p>This proposal negates the need to disturb the ground complimenting the site's heritage features. Each emplacement will have a gate to allow access during events and the scope of works also includes repairs to the emplacement's surrounding earthen mounds, which have been damaged by erosion and a rabbit infestation.</p> <p>However, Council does not have sufficient budget to carry these works out and has applied for a grant via the federal government to assist with the construction. The outcome of the grant application is expected to be announced in mid-April 2026.</p>
	Lake Pillans - Vehicle Bollards.		5%	Investigation into the locations to be determined. Followed by a suitable contractor
	Playgrounds renewal program.		20%	All components of playgrounds are currently being fabricated.
	Queen Elizabeth Park Nursery - Removal of decommissioned sheds, and installation of new machinery shed and amenity.		20%	<p>The location and final design have been determined.</p> <p>Still awaiting demolition of the two decommissioned buildings.</p> <p>Awaiting Development Application & Construction Certificate approvals.</p>
	Sporting Fields and Facilities - Lighting upgrade		0%	Currently identifying suitable lighting engineers to carry out design and costings.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Town Tree Planting - development of tree planting strategy and implementation.		0%	To be undertaken in Jan – June period.
	War Memorial Upgrade - Repair statue on Queen Elizabeth Park Memorial and upgrade accessibility to Portland Memorial		20%	Awaiting quotations. Working with the Portland Tidy Towns representatives on the proposed upgrade to Portland Memorial.

Caring for our Community (CC)

CC1: Plan and provide quality community services for a healthy, vibrant and harmonious community that embraces challenges and has the resilience to adapt to changes.

CC1.9: Activities and programs for young people.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Implement Sports Star Awards Program.	Sports Star Awards Program.	100% of annual program completed by 30th of June.	50%	Sports Star Award Program continues throughout the year with applications being received and reviewed at an available sports advisory committee meeting that are held bi-monthly.
Review and update the Sports Star Awards Program.	Reviewed and updated Sports Star Awards program.	Completed by 30th of June.	50%	Council continues to work with the Reg Cowden Trust and the Sports Advisory Committee to administer the Reg Cowden Sports Star Awards Program.
We will host events, festivals, sporting and cultural activities that allow our communities to connect and celebrate.	Sport development Programs.	100% of annual program completed by 30th of June	50%	See below comments.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Comment				
<p>Local sporting organisations continue to play a vital role in ensuring the success and long-term sustainability of sport within the region. Through strong collaboration with these organisations, sporting events are able to proceed with minimal to no disruption, supporting both participation and community engagement.</p> <p>Council also partners with external providers, including Creative Community Concepts, to activate Council-owned assets and promote a diverse range of sports and recreational activities. These partnerships enhance community access to programs and encourage broader involvement across age groups and interests.</p> <p>In addition to sporting initiatives, Council works closely with community groups and other organisations to deliver major community events. Recent examples include the Christmas celebrations, Halloween activities, and the inaugural Wild Foods Festival. These events contribute significantly to local culture, tourism, and community wellbeing.</p>				

Governance and Civic Leadership (GL)

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

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



2

Recipients of financial assistance to attend special sporting events during the July – December period:

- Lyndall Peychers (swimming) was provided \$300.00 towards the cost of competing in the 2025 NSW PSSA Swim Team.
- Adeline Hemmy (Hockey) was provided \$300.00 towards the cost of competing in the PSSA National Hockey Championships

Road and transport maintenance

Division

Transport

Responsible Manager

Transport Manager

Service Statement

The Council is responsible for the proactive and reactive maintenance of road and footpath assets to ensure safe and reliable vehicle and pedestrian access across the Local Government Area (LGA). These pathways support access to essential services, community activities, and social connections. Additionally, the Council provides and maintains plant and vehicles to support its operations, including servicing Rural Fire Service (RFS) vehicles to ensure they are emergency-ready.

Service Expectations

- Free movement of population
- Safety of people using the assets
- Encourage movement of people around the LGA
- Linkages across different sections of society
- Encourage fitness within the community
- Pool cars
- Specialised plant and equipment
- Service and maintain RFS vehicles
- Providing and maintaining leaseback vehicles

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Our Place Our Future Delivery Program 2026-2030
- Strategic Asset Management 2026-2036
- Long Term Financial Plan 2026-2030
- Workforce Plan 2026-2030
- Disability Inclusion Action Plan
- Smart Places RoadMAP
- Active Transport Plan
- Farmers Creek Management Plan
- Customer Service Standards

Developing our Built Environment

BE3: Our roads and associated infrastructure will ensure connected and efficient movement through the Lithgow region.

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.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Our roads and associated infrastructure will ensure connected and efficient movement through the Lithgow region.	Construction and maintenance of transport infrastructure.	100% of annual program completed by 30th of June	40%	Council currently has 3 grader teams undertaking maintenance on Roads in Sodwalls, Hartley and Capertee.
	Blackheath Creek Road rehabilitation.	50%	20%	Works are being undertaken by Council teams. The works are due to start by February 16.
	Browns Gap Road rehabilitation.		15%	The scope and contract for the tender has been written with the tender to be determined in early 2026
	Cooerwull Road rehabilitation.		10%	Currently looking at the methodology to rehabilitate Cooerwull Road with works to start in March 2026.
	Dark Corner Road rehabilitation.		65%	Drainage works are 90% complete with works to start on the road patching in January 2026.
	Fields Road rehabilitation.		35%	Drainage works have started with tail outs and open drains being cleared.
	Footpath Continuous Improvement Program		40%	Various footpaths have been repaired in Main Street, Wallerawang as well as the Lithgow CBD as locations are identified.
	Glen Davis Road rehabilitation		70%	Roads have been rehabilitated with sealing to occur in early 2026
	Hampton Road rehabilitation.		25%	Tender has been awarded and design completed, works to commence in early 2026

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Hartley Vale Road rehabilitation.		10%	Minor drainage works have occurred, design for the rehabilitation not due until late March, works will commence once the design has been confirmed
	Lowther Siding Road - Land Slip.		15%	Tender documentation complete, works to go to tender mid-January.
	Lowther Siding Road rehabilitation.		15%	Tender documentation complete, works to go to tender mid-January
	Magpie Hollow Road - Land Slip.		15%	Preparing detail to go to tender for the survey and design,
	Magpie Hollow Road rehabilitation.		15%	Preparing detail to go to tender for the survey and design.
	Old Bathurst Road - Land Slip.		15%	Preparing detail to go to tender for the survey and design.
	Portland Sunny Corner Road rehabilitation.		20%	Tender is currently out for the works. Tender will close mid-January
	Range Road rehabilitation		0%	Works have been deferred to 2026/27 financial year.
	Sir Thomas Mitchell Drive - Land Slip.		15%	Preparing detail to go to tender for the survey and design.
	Sodwalls Road rehabilitation.		20%	Works currently out to tender, due to be determined and reported to February Council meeting.
	Urban Drainage Improvements - Kerb and Gutter Renewal		30%	Works on Portland Cullen Bullen Road completed, roadside drainage and culverts opened and repaired. Kerb and gutter repaired on Williwa Street, Portland

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Wolgan Road (North) - Land Slip.		15%	Preparing detail to go to tender for the survey and design
	Wolgan Road (Valley floor).		60%	Works have started with rehabilitation to Wolgan Road in several sections well underway.

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Maintain plant and fleet to ensure maximum availability of plant and equipment assets adequately fulfil their role and facilitate the completion of local maintenance, renewal, and construction requirements.	Reliable plant and fleet that meet Council's needs.	100% of annual program completed by 30th of June	75%	The vehicle replacement program is on track with 2 pieces of plant to be replaced to finalize the program. Various Utes and smaller plant have been replaced with the new items being in service currently.

Protecting our Natural Environment (NE)

NE2: Enhance, manage and maintain the Lithgow region's distinct and exceptional natural environment for the enjoyment of current and future generations.

NE2.2: Weed management strategies across the LGA are implemented.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Work with Central Tablelands Weeds Authority to implement the roadside weed management program.	Implementation of weed management strategies across the LGA.	100% of annual program completed by 30th of June	50%	Works have been completed in the Portland, Cullen Bullen and Meadow Flat locations with works continuing on a 3-year cycle to cover the whole LGA

Waste management services

Division

Waste and Recycling Operations

Responsible Manager

Waste and Recycling Manager

Service Statement

Council delivers comprehensive waste management services, including solid waste collection, treatment, and processing, along with landfilling operations, resource recovery, recycling, and Food and Garden Organics (FOGO) collection and processing. These services aim to follow best practices to improve landfill diversion and support the transition to a circular economy. The Council is also committed to community education, environmental protection, and local economic support, with recycling materials transported to a Materials Recovery Facility (MRF).

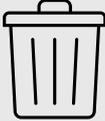
Service Expectations

- Reduce total waste generated in Australia by 10% per person by 2030.
- 80% average recovery rate from all waste streams by 2030.
- Significantly increase the use of recycled content by governments and industry.
- Separate collection of food and garden organics, and
- Make comprehensive, economy-wide and timely data publicly available to support better consumer, investment and policy decisions.

Protection of the environment

Alignment with Council Plans and Strategies

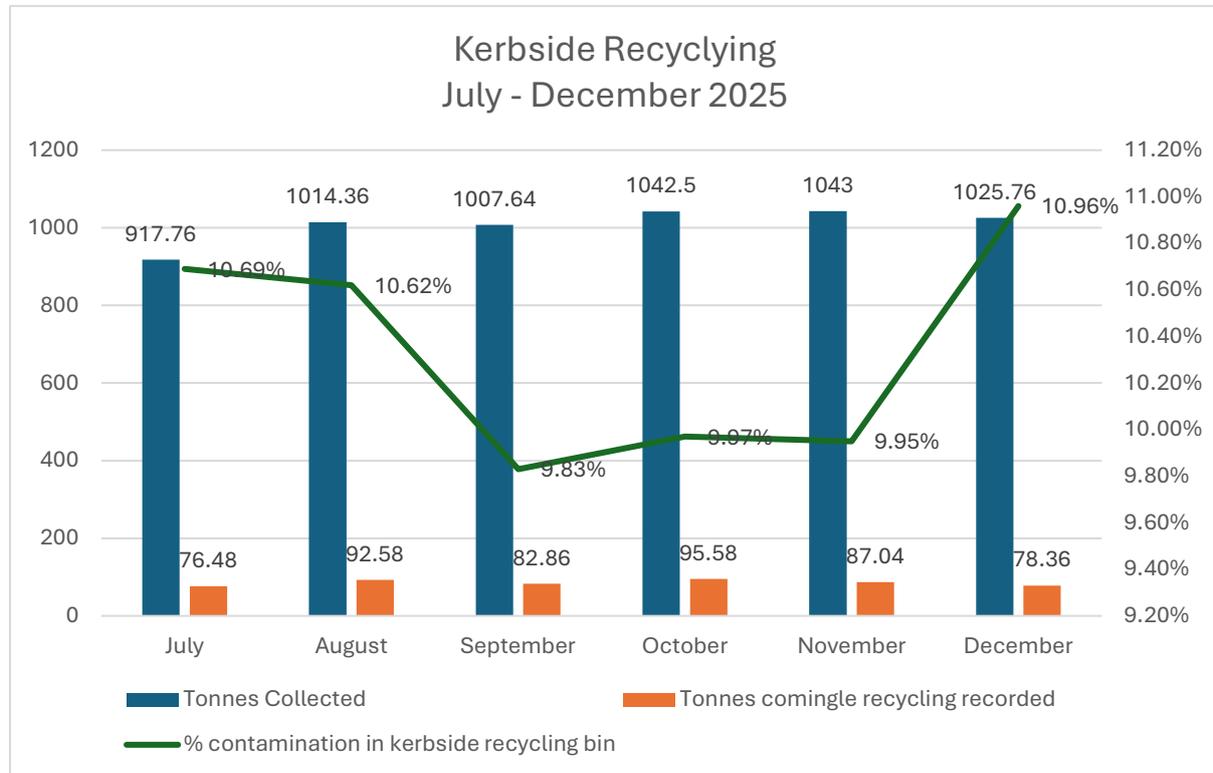
- Our Place Our Future Community Strategic Plan 2040
- Our Place Our Future Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Workforce Plan 2026-2030
- Waste Management and Resource Recovery Strategy 2022-2026
- Smart Places RoadMAP
- Customer Service Standards

 <p>6,051t Recycling materials collected</p>	 <p>123kg Kerbside recycling collected per capita</p>	 <p>513t Comingle recycling</p>
 <p>966t Kerbside waste collected per capita</p>		 <p>60 Penalty infringement notices issued through incident dumping</p>
 <p>17,096t Collected at Lithgow Solid Waste Facility</p>	 <p>1,974t Collected at Portland Garbage Depot</p>	 <p>296t Collected at Capertee Garbage Depot. In December 2025 this facility changed to a Waste Transfer Station.</p>
 <p>37t Collected at Glen Davis Transfer Station</p>	 <p>84t Collected at Angus Place Transfer Station</p>	 <p>43t Collected at Hampton Transfer Station</p>
	 <p>37t Collected at Meadow Flat Transfer Station</p>	

Protecting our Natural Environment (NE)

NE1: Conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

NE1.5: Innovative new technologies in the management of waste are embraced.



Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Provide kerbside garbage disposal facilities within the Lithgow local government area.	Implementation of Lithgow City Council Waste Strategy capital works program.	100% of the annual program implemented.		See progress below.
	Design, approval and construction of Capertee Transfer Station.		100%	Project complete and working well. Additional signage has helped with material separation.
	Implement capital works at LWSF related to Waste Management and Resource Recovery Strategy.		40%	Leachate and hydrogeological study commenced. Some cover material delivered.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Lithgow Solid Waste Facility Gatehouse and Weighbridge upgrade		50%	Building complete at workshop and due for delivery January 2026. Footings poured, electrical work commenced. Software supplier, boom gate supplier, weighbridge technicians scheduled on site early February.

NE2: Enhance, manage and maintain the Lithgow region's distinct and exceptional natural environment for the enjoyment of current and future generations.

NE2.4: Sustainability and environmental education programs delivered to local communities, groups and schools.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Conduct community waste education activities.	Implementation of Lithgow City Council Waste Strategy.	Minimum of 2 waste education programs per annum.	50%	<ul style="list-style-type: none"> Halloween Waste Education stall - Get Your Scrap Together and Great Unwaste Macrame Upcycling Workshop 22 November 2025

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Attendance and participation in more than 6 meetings concerning NetWaste and other programs considered beneficial for the Lithgow LGA (Local Government Area).	Acquisition of new knowledge, resources, and sharing of skills to deliver services with greater efficiency.	≥ 6 meetings attended	50%	<p>During the July – December period, the following networking events:</p> <ul style="list-style-type: none"> REROC conference Wagga Wagga LEAKS - landfill gas network meeting. EPA regional infrastructure strategy meeting – Orange NetWaste - Cobar

Water

Division

Water and Wastewater Operations

Responsible Manager

Director, Water and Wastewater

Service Statement

To provide safe, secure water transportation and treatment to the community and customers.

Service Expectations

Long-term health and amenity of the community and environment

- safe and environmentally sound treatment of sewer
- reliable and sound engineering practices in infrastructure development,
- effective compliance and enforcement action to reduce burden on the systems,
- utilise wastewater in the most effective ways possible

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Delivery Program 2026-2030
- Strategic Asset Management Plan 2026-2036
- Long Term Financial Plan 2026-2036
- Workforce Plan 2026-2030
- Customer Service Standards

 <p>Water Main Replacement Project</p>	<p>1,160m</p> <p>of pipeline replaced at Oxley Street, Mackenzie Street, Lidsdale Street and Hume Avenue Wallerawang.</p>	<p>92</p> <p>New service connections created</p>
<p>80km</p> <p>Water mains cleaning completed in the Villages.</p>		

Developing our Built Environment (BE)

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.

BE1.4: Essential and affordable water infrastructure that supports growth and sustainability.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Clarence to Wallerawang pipeline design and environmental assessments to ensure any impacts from the pipeline will be mitigated and positive outcome for the environment, the community and government are realised.	Water Resourcing and Security Project.	100% of annual program completed by 30th of June	0%	Council will be progressing with an Aquatic Ecology Study to assess the impacts to environment across the project lifespan as a part of the planning and environmental studies. This report will help inform the progression forwards and the impacts and mitigation strategies Council will utilise for the project throughout its lifecycle.
Water Infrastructure Program.	Construction Truck and Excavator.		100%	Completed
	Dam Safety Works Program.		20%	Statutory Risk and safety report are being completed by Council's contractor. This has taken considerable time due to the various inputs required to model the downstream effects of various dam break scenarios. Some inputs needed are environmental, heritage, population and property.
	Reservoirs - Capital Works - Cook Street High Reservoir - New coating, electrodes and chlorine mixers.		5%	TAG diving has been engaged for a scoping study and send a final report to Council and recommend the extent of remediation works required.
	Water infrastructure mapping.		0%	Deferred to 2026/27.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Watermains - Cleaning to maintain flow and pressure in pipework and to remove build up and debris in pipework		50%	<ul style="list-style-type: none"> 80 km of water mains cleaning completed in the Villages. Council awaiting a preliminary report for review

Protecting our Natural Environment (NE)

NE1: Conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

NE1.7: The Lithgow region's water supply is protected.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Comply with the Environment Protection Licenses for Treatment Plants and implement Pollution Incident Response Management Plans when required.	Incidents are reported and detailed on the Council's website.	100% of incidents are recorded	0%	All incident reports are available on Council's website here: EPA Monitoring

NE2: Enhance, manage and maintain the Lithgow region’s distinct and exceptional natural environment for the enjoyment of current and future generations.

NE2.4: Sustainability and environmental education programs delivered to local communities, groups and schools.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Deliver the Smart Water Community Education Program.	Waterwise community.	Provide weekly water saving tips on social media and implement Schools Water Program.	50%	Smart Water Saving tips are regularly posted on Council's Facebook page.
Participate in Water Night.	Waterwise community.	An annual increase of 5% in the number of participants registered for Water Night.	100%	Council completed its sponsorship and participation in Water Night Oct 2025. Significant drop in the number of local registrations from 2024 to 2025. May be due to the early connection with schools and the public via Council social media.

Sewer

Division

Water and Wastewater Operations

Responsible Manager

Director, Water and Wastewater

Service Statement

To provide safe, secure sewerage transportation and treatment to the community and customers.

Service Expectations

Long-term health and amenity of the community and environment

- safe and environmentally sound treatment of sewer
- reliable and sound engineering practices in infrastructure development,
- effective compliance and enforcement action to reduce burden on the systems,
- utilise wastewater in the most effective ways possible

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Delivery Program 2026-2030
- Strategic Asset Management Plan 2026-2036
- Long Term Financial Plan 2026-2036
- Workforce Plan 2026-2030
- Customer Service Standards

Developing our Built Environment (BE)

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.

BE1.9: Essential and affordable sewer infrastructure that supports growth and sustainability.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Provide a secure and reliable sewer reticulation system to residents of the Lithgow LGA.	Reliable sewer reticulation system.	100% of annual capital program completed by 30th of June	See below program updates	
	Church of England SPS - Replacement of Electrical Switchboard, Mechanical Fabrications, Minor Civil Works, Davit installation.		0%	Prior to proceeding with the project, the Council is working on the sewer strategy with the Foundations, Portland As part of assets rationalization and efficiency a survey and investigation into the feasibility of removing several sewage pumping stations and using gravity pumping stations instead. This will reduce operational costs and maintenance required.
	Crane Audit and renewals at each pumping station		10%	Following RFQ, prices came back outside of budget. This project is on hold whilst the other options are assessed for a way forward.
	Sewerage Treatment Plant Program - Licensing and automation improvements, Biosolids investigations and commencement of Recycled Water investigation and Framework setup.		30%	New automation and licensing works has been undertaken with additional works undertaken to improve remote monitoring and automation of the water and sewer plants and pumping systems. Due to budget constraints, some projects have been proposed for deferral to later financial years whilst planning, budgeting and technical specs are developed further to remove potential variations and changes to scope

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Sewermains Program - Smoke Testing, Manhole Inspections and Assessments and CCTV inspection and assessment		0%	A long-term tender package is being developed for these projects to be undertaken by a panel. RFT development is nearing completion, and the ongoing works package development is being produced.
	Tweed Mills SPS Electrical Upgrade.		100%	Completed
	Wastewater infrastructure mapping		0%	With implementation of new asset and works management system, the works will shift to be undertaken in house with existing resources. Potential requirement for external contractors as asset data collation and mapping inputs however will progress internal to reduce costs.

Protecting our Natural Environment (NE)

NE1: Conserve and preserve the natural environment whilst balancing the impact of development to ensure a sustainable and healthy community.

NE1.6: Planning and development activities provide a balance between the built and natural environments.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Comply with the Environment Protection Licenses for Treatment Plants and implement Pollution Incident Response Management Plans when required.	Environmental Compliance.	To report all incidents and have their details available on Council's website.	50%	All incident reports are available on Council's website here: EPA Monitoring



Students learning about the different jobs at Council - Annual High Schools Try-Trade-Day, July 2025 at Lithgow High School.

Finance and Governance

Financial services

- Customer service
- Financial management
- Property and Legal

3 divisions | 7 services

Governance and Risk

- Governance
- Internal stores
- Organisation forecast
- Procurement
- Risk management
- Work health and safety

Human resources

- People and culture

Information Technology

- Corporate records
- Information management and technology

Customer service

Division

Financial Services

Responsible Manager

Financial Service Manager

Service Statement

The Customer Service Charter sets our commitment to providing excellent customer service, as we aim to deliver a welcoming, consistent and positive customer service experience for every interaction. The council is committed to providing its customers with a reliable and responsive service.

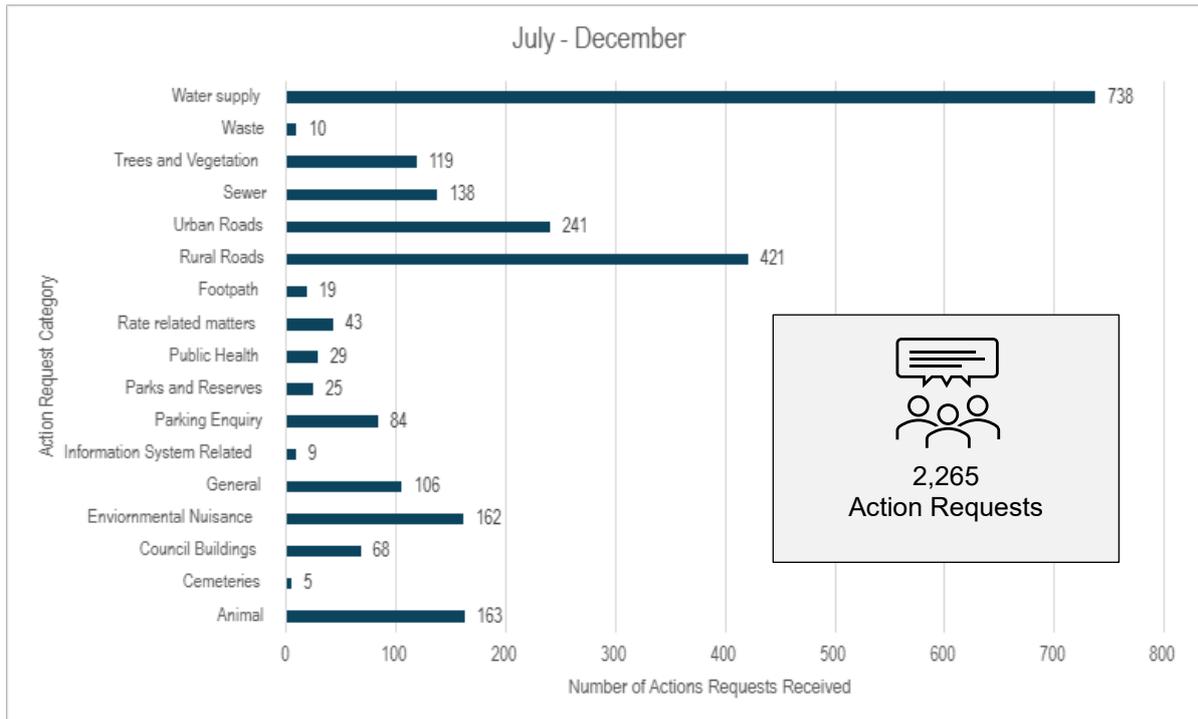
To improve consistency of service delivery, Council has organisation-wide service standards to advise customers about timeframes by which we will endeavour to respond to requests, and the levels of service which should be expected.

Service Expectations

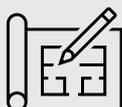
- Provide accurate and reliable information in a timely manner
- Handle enquiries with confidentiality and respect, resolve enquiries at first contact where possible or explain how the matter will be progressed and who is responsible
- Provide reference numbers and timeframe for service requests
- Regularly review and improve processes
- Be respectful and consistent on every occasion.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Customer Service Charter
- Customer Service Standards



NOTE: In October 2025, the Council experienced a major water outage in Lithgow. During this time 465 Customer Action Requests were received by Council's Customer Service Team. This is not reflected in the graph above.

 11 Certificate Linen Releases requests registered within 2 days.	 863 Certificates processed within 14 days	 18 Complying Development applications registered within 2 days
 42 Construction Certificates registered within 2 days.	 109 Development Applications registered within 2 Days.	 12 On-site Sewer Management Applications registered within 2 days
 39 Quotes for applications issued on request.	 11 Sewer Applications registered within 2 days.	 12 Water Applications registered within 2 days.

Financial management

Division

Financial Services

Responsible Manager

Financial Service Manager

Service Statement

The Financial Services Department provides the following Services to council:

- Information provision for Decision Making
- Regulatory Reporting
- Cash Flow management to ensure all debts are paid and collected in a timely manner
- Monitoring and reporting of budgetary performance
- Optimisation of investment income based on available rates and surplus cash

Service Expectations

- Accounts Payables
- Accounts Receivable
- Banking Services (Bank Rec, Investing & Loans)
- Payroll
- Budgeting
- Financial Reporting, including internal & regulatory reporting (Financial Statements, BAS, FBT, Quarterly Reviews)
- Financial Asset Register
- Fees + Charges Register

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Financial Sustainability Plan and Productivity Improvements Program
- Investment Policy

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Annual Financial Statements prepared, audited, and lodged with the Office of Local Government (OLG).	Prepared audited Financial Statements.	Statements endorsed by Council and lodged with OLG by 31st of October.	100%	Annual Financial Statements prepared, audited with an unmodified audit opinion and lodged with the Office of Local Government by the due date of 31 October 2025. The Statements were received and noted at the Council Meeting held 1 December 2025.
Review and update the Long-Term Financial Plan as required.	Reviewed and updated Long-Term Financial Plan (LTFP).	To present LTFP for exhibition to Council in May and have the plan adopted by Council before the 30th of June.	5%	Fortnightly meetings held to monitor Jul-Dec Progress of LTFP Review. Review of the Community Strategic Plan has scheduled for Q4, which will impact upon the robustness of the LTFP. Any necessary adjustments will be made in the following review of the LTFP. Supplier has been engaged to assist with the review.

Governance

Division

Governance and Risk

Responsible Manager

Governance and Risk Manager

Service Statement

Governance provides assurance that Council is complying with its framework accountability and acting within authority, as required under relevant legislation and policy settings. To put simply, governance assures the system by which the Council is directed and controlled.

Governance's service purpose is to ensure Council meets all its statutory and compliance obligations. Governance provides assurance to stakeholders that Council's compliance systems are efficient, effective and accountable in the way the Council is directed and controlled.

Good governance provides assurance to the community ensuring transparency and accountability.

Service Expectations

- Ensure Council meets all its statutory and compliance responsibilities.
- Ensure Council's policy and procedural register is administered with current information, and any outstanding actions are completed.
- Ensure Council's Fraud and Corruption Control Plan is completed, and Council officials adhere to that plan.
- Measurement and reporting of KPIs to measure the effectiveness of Council's governance process and strategies.
- Ensure that Council has a risk based 4-year internal audit plan.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 20126-2030
- ARIC Charter
- Enterprise Risk Management Framework

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Carry out governance functions, provide advice and conduct education programs to comply with legislation and best practice.	Modern and relevant Policies that work towards best practice.	100% of annual program completed by 30th of June	35%	<p>Compliance Register has been developed within Pulse software system and is being used to monitor compliance.</p> <p>Delegations Register software is being reviewed to ensure that it is up to date with legislation.</p> <p>Returns as required for GIPA and PIDs have been lodged in line with legislative requirements.</p> <p>Some delays in programs due to vacancy of Governance & Risk Manager position.</p>

Rates and Revenue

Division

Rates and Revenue

Responsible Manager

Financial Service Manager

Service Statement

Responsible for the levying and collection of rates and annual charges to property owners in the Lithgow Local Government Area.

Service Expectations

- To levy rates and fees and charges to provide income for council to use to fund its general operations.
- Reconcile debts on outstanding properties, follow debt collection process, including reminder notices + legal services and sale of properties for unpaid rates.
- Produce an annual Revenue Policy for adoption by council.
- Refund overpayments
- Pensioner Rebates
- Set up payment arrangements

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Workforce Management 2026-2030

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Debt Recovery is undertaken in accordance with Council Policy.	Debt Recovery Management.	Maintain outstanding Rates & Annual Charges Ratio < 10%.	50%	Debt recovery continues to be undertaken in a timely manner. This is undertaken in conjunction with Recoveries & Reconstructions (Aust) Pty Ltd who are Council's appointed debt recovery agents.

Procurement

Division

Governance and Risk

Responsible Manager

Governance and Risk Manager

Service Statement

The management of purchases and tenders in accordance with Councils purchasing policy that is governed by Section 55 of the Local Government Act 1993 and the Local Government (General) Regulation 2005.

Development of procurement policies, maintenance of supplier records and contribution to efficient and effective spending.

To ensure the responsible and effective use of public funds, comply with legal requirements, promote competition, achieve cost savings, and enhance the overall quality and efficiency of procurement services.

Service Expectations

- Efficient resource allocation
- Advice and support to all stakeholders
- Compliance with regulations
- Efficient and effective procurement process
- Quality service to all stakeholders
- Risk management in all facets of the procurement process
- Transparency
- Support for local economic development
- Adoption of innovation and best practices

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Workforce Management 2026-2030

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Implement management actions from internal audit.	Undertake procurement in accordance with Council Policy and legislation in an efficient and cost-effective manner.	>95% of annual program completed by 30th of June	20%	Implementation of internal audit recommendations has been delayed due to the vacancy of the Procurement Coordinator and Governance & Risk Manager roles. A review has been undertaken on processes and updating of forms to enable a more streamlined approach has also occurred. It is likely that the Annual Target will not be met by 30 June and will continue into 2026/2027.

Workplace Safety & Risk Management

Division

Governance and Risk

Responsible Manager

Governance and Risk Manager

Service Statement

Maintain and improve an Enterprise Risk Management Framework that is consistent with the current Australian risk management standard and OLG guidelines to manage Council's Strategic and Operational risks. The Risk Management Framework defines the procedures, roles and responsibilities, monitoring and reporting requirements for the management of risks within Lithgow City Council.

Maintain Councils risk registers to ensure that risk assessments are conducted on a regular basis and identified risks are prioritised based on the potential impact.

Maintain and improve the Council's business continuity planning and assurance.

Prevent work related injury and ill health, through provision of safe and healthy work environments, facilities, equipment and systems for workers, volunteers, contractors, visitors and members of the public. WHS service includes identification of risk management activities and translation of risk management activities into WHS procedures.

Service Expectations

- Risk Management is integrated into all Council activities and decision-making processes.
- Risk Management is a structured and comprehensive process that achieves consistent and comparable results.
- Risk Management Framework and process is customised to Council.
- Risk Management is inclusive of all stakeholders and enables knowledge, views and perceptions to be considered.
- Risk Management is dynamic and able to respond to changes and events in an appropriate and timely manner.
- Decisions from risk management processes are based on the best available information and consider any limitations and uncertainties.
- The enterprise risk management framework and processes are continuously and periodically evaluated and improved through learning and experience.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2036
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Workforce Plan 2025-2030
- Enterprise Risk Management Framework
- Statewide Mutual (Liability Scheme)
Lithgow City Council Operations Climate Change Risk Assessment Report

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Enterprise Risks are reviewed and subsequent actions determined by the Enterprise Risk Committee (ERC).	Enterprise Risk Management (ERM) is embedded throughout the Council.	Enterprise Risk Committee Meetings conducted, and minutes regularly reviewed by Executive Leadership Team.	40%	<p>ERC charter outlines meetings to be held monthly. Four meetings were held during the reporting period.</p> <p>Continuous Improvement program for 2025 completed and scores reported for:</p> <ul style="list-style-type: none"> Bridges 65.95%. Incident and Investigation 13.71%; Trees and Tree Roots 79,74%. <p>Progress against Actions plans are reported to ERC, Executive Leadership Team and Audit, Risk & Improvement Committee quarterly.</p> <p>Some delays have been encountered due to vacancy of Governance & Risk Manager position.</p>

People and Culture

Division

Human Resources

Responsible Manager

Human Resources Manager

Service Statement

The service provides advice, support and recommendations to Council's Executive Leadership Team and employees regarding Human Resources (HR) and Workforce planning. This advice, together with fit for purpose systems and processes, ensures Council complies with industrial legislation and regulations relating to employment matters.

The HR service plays a lead role partnering with other departments of the Council in recruitment and selection, change management, training and development, performance management, workers compensation, injury prevention and management.

The HR service also maintains the key HR employee information system (HRIS) To retain a productive and competent workforce as well as attract new employees and to ensure the Council has the right number of people, with the right skills in the right jobs at the right time, now and into the future.

To ensure that the workforce is capable and has the appropriate resources to deliver Council services as set out in Council's Delivery Program.

Service Expectations

- Support and promote contemporary operating systems, processes & practices
- Facilitate a motivated and adaptive workforce
- Provide a flexible and adaptive HR service to internal and external customers
- Foster an open and transparent organisation
- Create and maintain a diverse workforce

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Workforce Strategy 2026-2030
- Long Term Financial Plan 2026-2036

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Develop and Implement Council's Values.	Implementation of the Workforce Plan.	Council's values inform actions of the implemented Workforce Plan.	35%	<p>Council's Unity Project Team have developed a new set of Council Values through consultation with staff; Communication, Accountability, Respect, Empathy, Support (CARES).</p> <p>An implementation plan is being developed with the Unity Project and Human Resources Team which will inform the rollout and embedding of values across Council.</p>
	Council's values are implemented into performance appraisals and staff recognition		25%	<p>Council's Staff Recognition Awards were mapped to the new Council values for the 2025 calendar year. The Human Resources team will look to incorporate VALUES into the appraisals measuring 2026, and within the probation appraisal. Staff will be consulted on proposed changes to the appraisal content.</p>
	Council's values are implemented into recruitment processes and service processes.		15%	<p>HR have commenced amending recruitment documents to include Council's new values, beginning with our written correspondence. Council's job advertisements will be transitioned, and a current review of recruitment practices will identify other areas for embedding CARES for action in H2.</p>

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Council's values are implemented into training.		10%	HR are developing the 2026/27 Training Plan, populated from annual appraisals and training needs identified by Council's executive. The HR team will be looking to map the Training Plan to the Capability Framework and will look to incorporate CARES into our training of Council Policy and Process, as well as mapping external training to specific values where applicable.
	Council's values inform internal communication and customer service standards.		10%	Council's Unity Project and HR team are developing an implementation plan for the embedding of values across the organisation. The method of embedding these within internal communications and customer service standards will be addressed and actioned from this plan.

Comments

The Health & Wellbeing program for this reporting period centred around implementing a Psychosocial Strategy and Action Plan, following on from the People at Work Survey and facilitated FOCUS Groups completed in August 2024 and consultation of the plan being conducted in early 2025 at HSC and JCC.

Councils HR Team have been scheduling training in accordance with the Psychosocial and Behaviour Training Needs Analysis developed in 2025.

A review is also currently being undertaken on our Employee Assistance Program, with the aim to secure the most suitable service provision to meet our wellbeing needs.

Council introduced a trial Employee Care program to provide face to face support to staff with a qualified psychologist.

HR have made changes to our position-specific vaccination program to enhance and streamline the process and will aim to conduct the Annual Flu Vaccinations in May 2026.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Enhance the skills and knowledge of the workforce.	Implemented Workforce Plan.	100% of annual actions for implementing the Workforce Plan are completed by 30th of June.	60%	Council had a cohort of 5 staff complete a Leadership Development Program through Local Government Professionals in 2025. A new nominations process will be completed for a cohort to commence a Leadership Development Program in 2026. Council's training has been developed for 25/26 and quarterly Jul-Dec Progress meetings are scheduled with each Manager and Director to ensure the training plan allocations are utilised, and the training plan is delivered. E-learning courses have been created by GRC solutions and have been rolled out with additional courses developed ad hoc, as needed.

Corporate records

Division

Information Technology

Responsible Manager

Information Technology Manager/Right to Information Officer

Service Statement

The management of Council records in accordance with the State Records Act.

Facilitate information accessibility, and enhance business by supporting program delivery, management and administration.

Service Expectations

- Registration and delivery of incoming Council correspondence
- Providing access to information by the public via informal and formal request processes in accordance with GIPA and PPIA
- Management of Council documents in accordance with State Records Act.
- Management of Council's Name and Address register
- Assist staff in locating both hard files and electronic documents

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
 - Delivery Program 2026-2030
 - Long Term Financial Plan 2026-2036
 - Strategic Asset Management Plan 2026-2036
 - Workforce Plan 2026-2036
 - IT Strategy
- Data Breach Response Plan

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Provide access to information held by Council unless exempt under the GIPA Act.	Determined information request inquiries.	Determine information inquiries within 20 working days.	50%	There were 9 formal GIPAs processed during this period. All were completed within legislated timeframes.

Information management and technology

Division

Information Technology

Responsible Manager

Information Technology Manager/Right to Information Officer

Service Statement

The advancement of information technology and digital services to enhance customer service and increase business efficiencies.

To enable new ways of working, deliver digital services to the community, develop and improve business systems and strength the Information and Communication Technology (ICT) environment with a focus on risk management and system availability and security.

Service Expectations

- Maximise security while maintaining performance and access
- Develop ICT capabilities to support Council's changing needs
- Ensure business continuity and disaster recovery align with ICT capabilities
- Provide staff with resources to work from remote sites
- Implement ongoing transition to cloud technologies to enable efficiencies.
- Ensure ICT assets are utilised to obtain value for money
- Business improvement approach to developing systems.
- Understand and better utilise current systems

Alignment with Council Plans and Strategies

- Our Place Our Future Community Strategic Plan 2040
- Our Place Our Future Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management Plan 2026-2036
- Workforce Plan 2026-2036
- IT Strategy
- Data Breach Response Plan
- Smart Places RoadMAP
- Customer Service Standards
- Cyber Security Incident Response Plan

Caring for our Community (CC)

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.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
The CCTV network is improved and maintained within the Lithgow CBD and Council facilities.	CCTV is managed and maintained to ensure monitoring of the CBD and Council facilities.	100% of annual maintenance works are completed by 30th of June.	50%	CBD network has been maintained and renewed as required. Seven requests for CCTV footage have been received from NSW Police and provided.

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Implement new systems to increase efficiency and reduce costs.	Modern operating systems for staff and community.	100% of the annual program completed by 30th of June	50%	New Enterprise Receipting System implemented in preparation for CIA Live project commencing early 2026.
	All software licensing is current		100%	Software licenses renewed and all current.
	IT Capital Program.		0%	The CIA Live Upgrade – Property & Rating is delayed by Tech 1 due to slowness of early adopters to complete project.
	Technological solutions for staff working in the field.		50%	iPads delivered to Transport Teams to assist with implementation of Donesafe WHS system. Laptops provided to Water and Wastewater operators to assist with management of SCADA.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
	Replace computers and servers in accordance with priority program.		50%	Priority replacing PCs running Windows 10. Rollout of laptops to staff continues.



Visit to Lithgow by Premier Chris Minns in August 2025. Mayor Coleman and Deputy Mayor Ring along with Senior Staff and the Adaptive Skills Hub / Lithgow Emerging Economy Team (see page x).

Executive

Office of the General Manager & Mayor
Councillor Support

Economic Development
Lithgow Emerging Economy Plan

2 divisions | 2 services

Councillor Support

Division

Office of the General Manager

Responsible Manager

General Manager

Service Statement

Ensuring transparency and accountability.

Service Expectations

- Ensure effective governance and Councillor functions.
- Liaise with community to respond to enquiries and complaints.
- Management of Councillor functions including meetings, resolutions and Councillor facilities.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2016-2030
- Long Term Financial Plan 2026-2036
- Strategic Asset Management plan 2026-2036
- Workforce Plan 2016-2030
- Customer Service Standards

Governance and Civic Leadership (GL)

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress
Advocate for substantial review and reform of the funding arrangements for local government to provide the sector with the capacity to meet the many challenges of the 21st century.	Advocacy and reform of the funding arrangements for local government.	100% of the annual program delivered by 30th of June.	50%
<p>Comments</p> <p>The key advocacy action was to provide input and support for the Central NSW Joint Organisation's submission to the Federal Inquiry into Local Government Funding and Fiscal Sustainability.</p> <p>In August 2025, Premier Chris Minns attended a meeting with Mayor Cass Coleman and Deputy Mayor Steve Ring at the Central West Adaptive Skills Hub.</p> <p>Mayor Coleman, Deputy Mayor Ring and Council's Executive, provided an update on the actions being undertaken to facilitate a successful economic transformation through the Lithgow Emerging Economy Plan - LEEP</p> <p>It was a fantastic opportunity to showcase how LEEP and Council is proactively addressing the need for the region's economic transformation.</p> <p>The meeting was also an opportunity for Council to advocate for:</p> <ul style="list-style-type: none"> Continued funding of the Central West Adaptive Skills Hub to upskill our workforce and encourage entrepreneurship and innovation. Improved and Increased rail services for Lithgow. Lithgow LGA to house the Central West Office of the Future Jobs and Investment Authority and for funding from the authority to be spent in Lithgow. Enhanced State government support as Lithgow prepares for the delivery of future large scale infrastructure projects. 			

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

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

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Conduct the business of the council in a transparent and democratic manner.	The council's decision making is transparent, accessible and accountable.	Annual Targets achieved by 30th of June	50%	<p>Ordinary Meetings of Council were held on the fourth Monday of the month except for the November meeting which was moved to 1 December due to LGNSW Conference.</p> <p>Business Papers, livestream video and minutes are available on Council's website for the information of the community.</p>
Ensure Councillors are supported in their role.	Councillor information sessions	>10	50%	Councillor Information sessions were held on 21 July, 11 August, 1 and 15 September, 20 October, 17 November 2025.

Economic development

Division

Emerging Economy

Responsible Manager

General Manager

Service Statement

Lithgow City Council's focus related to Economic Development has shifted these past two years, from a traditional Economic Development approach to that more targeted to the needs of an economic transition as Australia moves to net zero. As such, this position will coordinate an interdisciplinary team of internal and external economics, land-use planning, education, training, communications, community engagement, and transitions management professionals to align with the work of the Australian Net Zero Authority and the proposed NSW Government's Central West Jobs and Investment Authority. Council's Ec. Dev. tasks aim to develop partnerships with leading transition actors from across the Region and particularly from the government, knowledge, workforce union and private sectors to implement a leading-practice economic and social transition for the city, post-coal and mining.

Lithgow Council is firmly committed to broadening and growing the local economy to offset the disruption that will result from a reduced level of mining and power generation. Leading edge research has been undertaken to inform of the broad set of actions that will be required. The final report from that research is the Lithgow Emerging Economy Plan 2023

Service Expectations

- Develop a planning framework for Lithgow that is conducive of effective placemaking, local planning for community growth and development, and regional planning around business capability and local investment.
- Leverage Lithgow's key advantages in the space of energy infrastructure, land availability, water and solar resources, cultural heritage and human capital.
- Pivot from coal fired power generation to renewable sources.
- Leverage Lithgow's strong history as a centre for industrial innovation to establish the likes of clean manufacturing hubs related to defence, fabrication etc.
- Maximise the potential of local natural and cultural assets, with a focus on Lithgow's proximity to Sydney.
- Grow Lithgow's established, well integrated foundational services related to health and ageing.
- Maximise the presence of established public administration services.

Alignment with Council Plans and Strategies

- Community Strategic Plan 2040
- Delivery Program 2026-2030
- Long Term Financial Plan 2026-2036
- Workforce Plan 2025-2030
- Strategic Asset Management Plan 2026-2036
- Community Participation Plan 2020
- Cultural Precinct Study
- Development Servicing Plans for water supply & storage
- Economic Development Strategy 2015
- Land Use Strategy
- Lithgow Regional Economic Development Strategy 2023 Update
- Open Space and Recreational Needs Study 2011
- Tourism Destination Management Plan
- Youth Strategy and Action Plan 2015-2020

- Facilitate an orderly transition that recognises the highest order use of disused mining and power production lands and utilises with respect to local employment and economic value add.
- Lithgow Emerging Economy Plan
- Smart Places RoadMAP

Governance and Civic Leadership (GL)

SE1: Provide sustainable and planned growth that supports a range of lifestyle choices and employment options.

SE1.1: Economic growth and diversity through the attraction of new business and investment.

Action	Deliverable	Annual Target	Jul-Dec Progress	Comments
Implement the Lithgow Emerging Economy 2025/2026 Action Plan endorsed by the Council.	Deliver annual program from LEEP Action Plan .	100% of the annual program delivered by 30th of June	30%	