



*Lithgow*  
CITY COUNCIL

# Annual Report

## A Year in Review

### 2018/2019

MERV CRANE  
MEMORIAL PARK

# Message from the Mayor

Councilor Ray Thompson



It gives me great pleasure to present the 2018/19 Annual Report. This report shows the commitment of the Council and its employees to ensuring the long-term sustainability of the Lithgow LGA.

The 2018/19 Annual Report – A Year in Review highlights the extent of Council’s operations; from the provision of traditional services and assets such as roads, rubbish, community facilities and rates to wellbeing and social services which help to make our community vibrant, inclusive, economically viable and sustainable.

In 2018/19 we were pleased to launch the long-anticipated Adventure Playground. The playground caters to all ages and abilities. It provides a fun, safe, interesting and unstructured play area for children to develop their creative, social and cognitive skills. Since its launch it has been extremely popular with locals and attracts many families from surrounding areas who come to experience what we have to offer.

Over this past year, Council has progressed a number of major projects for the area such as:

- Investigated options for the provision of a sewerage service to the village of Cullen Bullen. This scheme will connect over 90 residential properties to the service in an area where over 73% of onsite wastewater management systems inspected are failing.
- Commenced a \$1.175m upgrade of the Union Theatre to install dressing rooms, a lift, a green room, accessible toilets, workshop and storage areas. This will increase marketability of the theatre to travelling acts in the future.
- Continued to extend the walkway/cycleway along the Farmers Creek precinct with the installation of a pedestrian bridge over Farmers Creek at Sandford Avenue as part of the implementation of the Farmers Creek Masterplan.

During 2018/19 Council implemented the ‘360° of Lithgow’ Digital/Online Destination Marketing Campaign in collaboration with tourism operators’. The industry buy-in into the campaign matched Council’s budget – meaning increased online advertising spots were secured allowing Council to deliver strong tourism marketing, an area very important to the community resulting in:

- Tourism industry collaborative destination marketing initiative.
- First solely digital/online campaign.
- Increase in social media and website traffic to Lithgow Tourism and industry partners.

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

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The Following documents are available under separate cover and may be viewed in conjunction with the 2018/19 Annual Report – A Year in Review on Council’s website <http://council.lithgow.com/ipr/>

- General Purpose Financial Statements 2018/19
- Supplementary State of Environment Report 2018/19
- Disability Inclusion Action Plan Report 2018/19

# LITHGOW AT A GLANCE

**AREA:** 4,567KM<sup>2</sup>

**POPULATION:** 21,636 ERP 2018

**POPULATION DENSITY:**  
0.5 PERSONS PER HECTARE



**45** is our Median Age



**9%** of residents were born overseas



**5.7%** of residents are Aboriginal and Torres Strait Islander decent



**11%** of the population are older couples without children



**22%** of the population are couples with children

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

**\$1.27 billion**  
GROSS REGIONAL PRODUCT



**1,313** local businesses  
**8,601** local jobs  
**8,843** employed residents

**7.7%**  
Unemployment

**13**  
Schools

**10** Primary Schools  
**2** High Schools  
**1** Central School

**Plus** **1** TAFE &  
**1** University



**9%** of residents attend University

Public Administration & Safety is our largest employer generating 1,050 local jobs.



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



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



**10%** of housing is Medium and high density housing



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

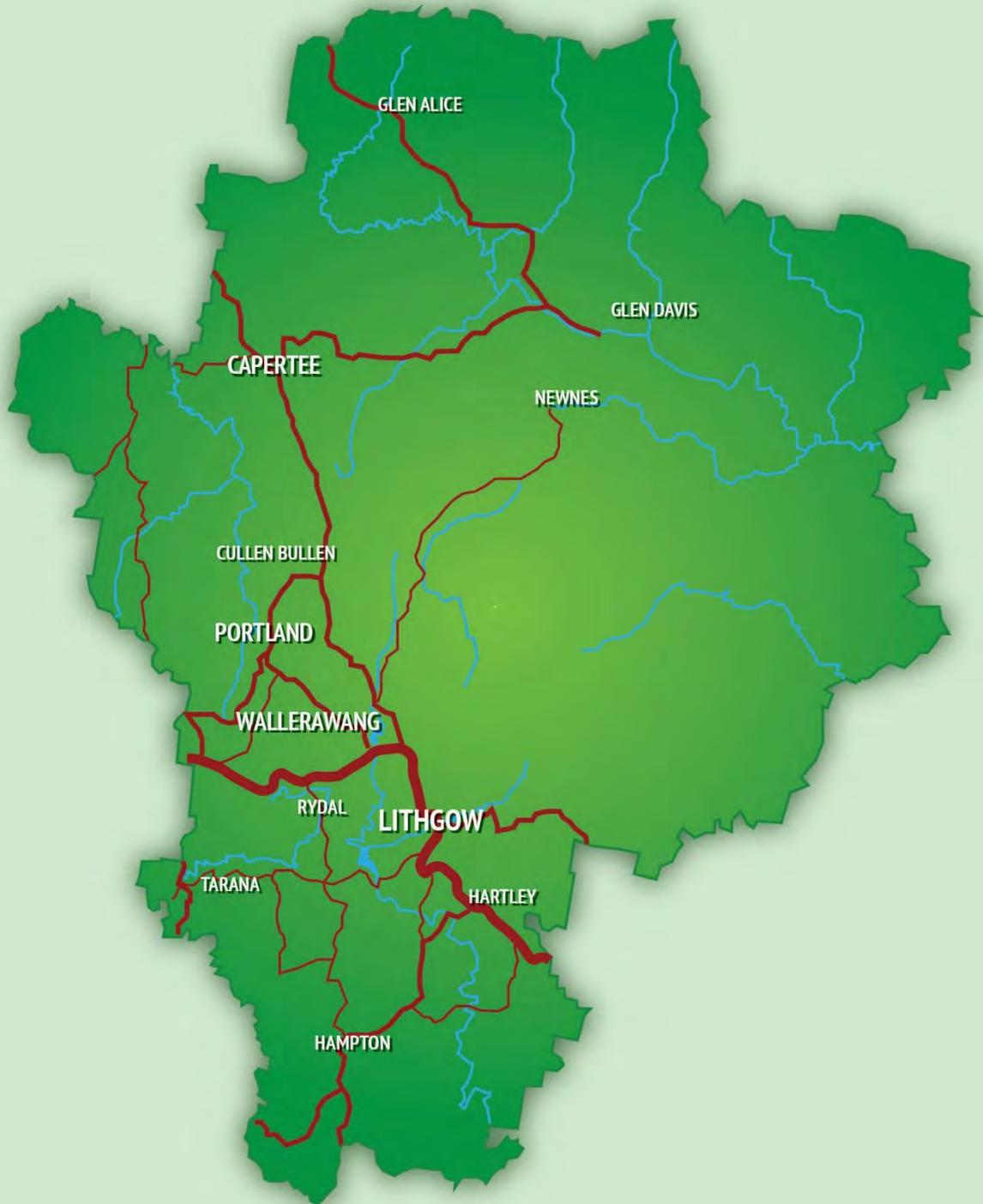


**YOUR council**

Employs **177.4** FTE which equals **8.2** FTE per 1,000 residents. Total employee costs per 1,000 residents is **A\$768k**

Source: <http://council.lithgow.com/community-profile/> and Local Government Performance Excellence Program FY17 Report (Dec 2018).

# Lithgow City Council Local Government Area



# Who are we?

The Lithgow local government area is located on the western ramparts of the Blue Mountains, 140 kilometres from Sydney. The Lithgow Local Government area totals 4,567 square kilometres from the Capertee and Wolgan Valleys in the north, Little Hartley in the east, Tarana in the south and Meadow Flat in the west.

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

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

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

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

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

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



Lithgow LGA - Total People		2016			2011			Change
Population group	Number	%	Regional NSW %	Number	%	Regional NSW %	2011 to 2016	
Males	10,689	50.7	49.2	10,291	51	49.3	+398	
Females	10,401	49.3	50.8	9,870	49.0	50.7	+531	
Aboriginal & Torres Strait Islander Population	1,208	5.7	5.5	900	4.5	4.7	+308	
Australian Citizens	18,018	85.4	88.7	18,040	89.5	90.8	-22	
Eligible voters (citizens aged 18+)	14,104	66.9	68.3	13,864	68.8	69.1	+240	
Population over 15	17,494	82.9	81.6	16,386	81.3	80.6	+1,108	
Employed population	7,796	92.2	93.4	8,063	92.8	93.9	-267	
Overseas visitors (enumerated)	45			55			-10	

Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Usual Residence). Compiled and presented in profile.id by .id the population experts [www.profile.id.com.au/lithgow/home](http://www.profile.id.com.au/lithgow/home).

## Recognising Aboriginal Custodians

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

Lithgow City Council recognises the contribution that Indigenous people may make and of the damage that may be caused to Indigenous culture and heritage from planning decisions and resultant actions. The objectives of Policy 4.8 - Consultation with Indigenous People aim to:

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

## Lithgow Declared Refugee Welcome Zone

On 23 October 2017, Council resolved to declare the Lithgow LGA a Refugee Welcome Zone. The Refugee Welcome Zone Declaration is a commitment to:

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

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

Council hosts multiple citizenship ceremonies throughout the year, including on Australia Day.

Council organises events and festivals to celebrate Harmony Day, Refugee Week and Social Inclusion each year.



Harmony Day March 2019 at Lithgow Library

Lithgow LGA - Overseas born (Usual residence)		2016		2011			Change
Birthplace	Number	%	Regional NSW %	Number	%	Regional NSW %	2011 to 2016
United Kingdom	690	3.3	3.4	701	3.5	3.7	-11
New Zealand	208	1.0	1.1	159	0.8	1.1	+49
Philippines	94	0.4	0.4	58	0.3	0.3	+36
Germany	78	0.4	0.4	90	0.4	0.5	-12
India	63	0.3	0.5	39	0.2	0.3	+24
Netherlands	57	0.3	0.3	55	0.3	0.3	+2
China	53	0.3	0.4	47	0.2	0.3	+6
Italy	52	0.2	0.3	44	0.2	0.4	+8
United States of America	42	0.2	0.3	41	0.2	0.3	+1
Vietnam	40	0.2	0.1	17	0.1	0.1	+23
Ireland	31	0.1	0.2	34	0.2	0.2	-3
South Africa	27	0.1	0.3	33	0.2	0.3	-6
Fiji	26	0.1	0.1	17	0.1	0.1	+9
Malaysia	25	0.1	0.1	23	0.1	0.1	+2
Thailand	23	0.1	0.1	14	0.0	0.1	+9
Austria	23	0.1	0.1	22	0.1	0.1	+1
Poland	19	0.1	0.1	16	0.1	0.1	+3
Lebanon	19	0.1	0.1	14	0.1	0.0	+5
Iraq	19	0.1	0.0	13	0.1	0.0	+6
Serbia/Montenegro (former Yugoslavia)	18	0.1	0.1	16	0.1	0.1	+2
Hong Kong	16	0.1	0.1	16	0.1	0.1	0
Croatia	15	0.1	0.1	23	0.1	0.1	-8
Sri Lanka	15	0.1	0.1	16	0.1	0.1	-1
France	15	0.0	0.1	8	0.0	0.1	+7
Chile	14	0.1	0.1	14	0.1	0.1	0
Indonesia	14	0.1	0.1	13	0.1	0.1	+1
Greece	13	0.1	0.1	11	0.1	0.1	+2
Canada	13	0.1	0.1	14	0.1	0.1	-1
Malta	12	0.1	0.1	11	0.1	0.0	+1
Hungary	12	0.1	0.0	13	0.1	0.1	-1
Iran	12	0.1	0.0	4	0.0	0.0	+8
Papua New Guinea	12	0.1	0.1	19	0.1	0.1	-7
Slovenia	11	0.1	0.0	5	0.0	0.0	+6

# Introduction

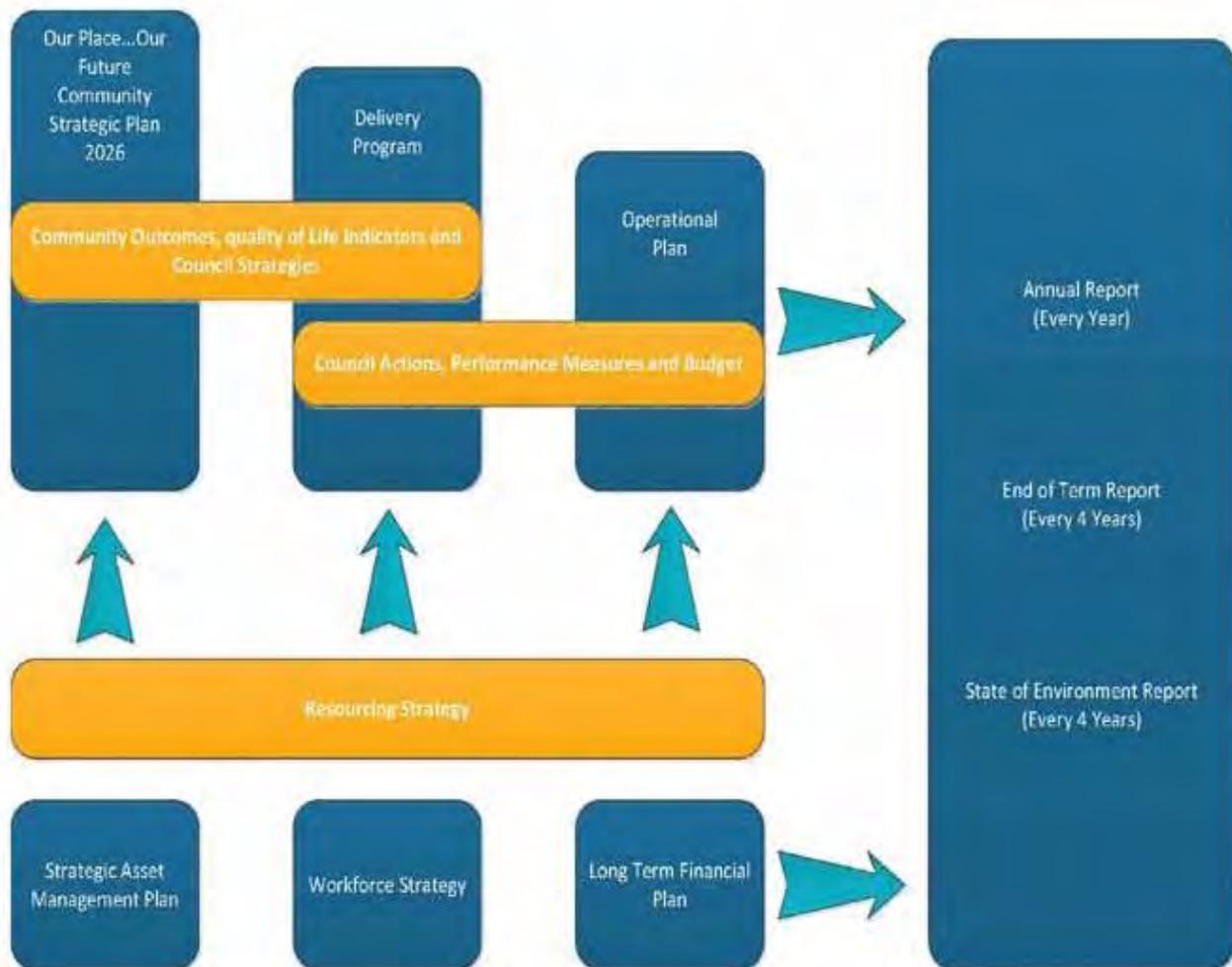
Lithgow City Council is pleased to present its Annual Report for 2018-19. This report has been developed for our community, to share our progress over the past financial year. It provides a summary of the achievements we have made in working towards the Community Strategic Plan.

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

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

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

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



# Strategic Direction

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

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*"A Centre of Regional Excellence that  
Encourages community growth and development and  
contributes to the efficient and effective management of the environment, community and economy  
for present and future generations."*

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## CARING FOR OUR COMMUNITY

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

## STRENGTHENING OUR ECONOMY

- Providing for sustainable and planned growth that supports a range of lifestyle choices and employment opportunities.
- Exploring and discovering the richness in our society through the pursuit of educational, creative and cultural opportunities to diversify our economy, skills base and employment opportunities.

## DEVELOPING OUR BUILT ENVIRONMENT

- Planning for suitable infrastructure development to promote sustainable and planned growth, while enhancing the existing identity of the towns, villages and rural areas of the LGA.
- Ensuring sustainable and planned growth through the provision of effective public and private transport options and suitable entertainment and recreational facilities to enhance the lifestyle choices of the community.

## ENHANCING OUR NATURAL ENVIRONMENT

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

## RESPONSIBLE GOVERNANCE AND CIVIC LEADERSHIP

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

# Engaging our Community

Council's Community Engagement is based on the fundamental principles for engagement of social equity and justice.

- Inclusiveness and diversity
- Openness, respect and accountability
- Leadership
- Purpose
- Information sharing
- Feedback and evaluation
- Resourcing and timing

## Consultation Framework

Council's engagement strategy is based on the the five pillars of community engagement which can be defined as follows:

**Inform** – Giving information to the local community

**Consult** – Seeking feedback from the local community

**Involve** – Working directly with the local community

**Collaborate** – Creating partnerships with the local community to produce recommendations and solutions.

**Empower** – Putting final decision-making in the hands of the community

## Council meetings

During the reporting period, Lithgow Council resolved to meet on the fourth Monday of each month. Min No. 17-235 (14/8/17), in the Council Chambers, 180 Mort Street, Lithgow to consider matters requiring a decision by Council.

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

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

## Participation in Decisions

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

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

## Section 355 Committees

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

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

## Haveyoursay.lithgow.com

During 2017/18, Council changed the way we engaged with the community. We implemented the

Have Your Say website; <http://www.haveyoursay.lithgow.com/>. This website was developed as a portal to drive community input into the development of Council plans and strategies. The website is supported by an eNewsletter (haveyoursay.lithgow.com) which is emailed monthly, providing subscribers with details of plans, strategies, policies and documents currently on exhibition, surveys and other community engagement activities.

## Volunteer Working Parties

Council convened three (short-term) Volunteer Working Parties to assist the Economic Development Committee in researching and developing policy and strategies on a range of economic development initiatives. In 2017/18, Council convened the working parties to investigate Tourism Opportunities, Events and the Decline in Retail.

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

## Communication Channels

Council utilises a wide range of communication channels to ensure that the community is informed of Council programs and activities and is continuing to adapt to the changing environment of modern communications.

### Media Releases

Media Releases are distributed weekly to local and regional print, radio and television media. Once released they are posted on Council's website and relevant social media sites.

### Letterbox Drops

When required, council will undertake a mailout or letterbox drop to affected residents in relation to a matter which will impact residents.

### Inserts in Rates and Water Accounts

Council inserts promotional information and updates on Council activities in the mailout of Rate Notices and Water Billing to ratepayers.

### Council Column

A weekly column detailing Council initiatives, programs and legislatively required activities is published in the Village Voice each Friday.

## Advertising and Promotional Materials

Where required and within budget, council produces advertising materials, radio and television advertising to inform the community of major events.

## Council Connections eNewsletter

A weekly subscriber newsletter for the community which provides information on Council activities, links to media releases and opportunities to participate in Council engagement activities encouraging the community to have their say on matters on exhibition. Members of the community can subscribe on Council's website at <http://council.lithgow.com/council-publications/> Information published in the eNewsletter is also published in the Council Column of The Village Voice, a free community newspaper, distributed Friday's throughout the LGA.

## HaveYourSay eNewsletter

A monthly subscriber newsletter to promote opportunities for the community to provide input into plans and strategies being developed, surveys, and policies or documents on exhibition. The newsletter also provides readers with a full list of recent media releases. Members of the community can subscribe on Council's website at [www.haveyoursay.lithgow.com](http://www.haveyoursay.lithgow.com) Information published in the eNewsletter is also published in the Council Column of The Village Voice, a free community newspaper, distributed Friday's throughout the LGA.

## Lithgow Tourism & Business Matters

A monthly subscriber newsletter for tourism and business operators to keep them informed of upcoming events, council activities, educational opportunities and business improvement initiatives. Local business and tourism operators can subscribe by Contacting Councils Economic Development Manager on 6354 9999.

## Websites and Social Media Channels

The following websites and social media channels are managed and maintained by Council:

### Websites

- [www.council.lithgow.com](http://www.council.lithgow.com)
- [www.tourism.lithgow.com](http://www.tourism.lithgow.com)
- [www.library.lithgow.com](http://www.library.lithgow.com)
- [www.eskbank.lithgow.com](http://www.eskbank.lithgow.com)
- [www.invest.lithgow.com](http://www.invest.lithgow.com)
- [www.haveyoursay.lithgow.com](http://www.haveyoursay.lithgow.com)
- [www.drought-communities.lithgow.com](http://www.drought-communities.lithgow.com)

- @revitaliseLithgow
- @LithgowLgaYouth
- @LithgowAnimalShelter
- @lithgowHalloween
- Lithgow Halloween – Businesses (closed group for Lithgow LGA Business operators)

### Twitter

### Facebook

- @LithgowCityCouncil
- @LithgowLibrary&Museum
- @lithgowtourism

- @Lithgow Council

### Instagram

- @lithgow\_tourism
- @LithgowHalloween

# Council's role

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

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

## Community Financial Report

### Fit for the Future

On 6 December 2016, Council received a 'Notice of intention to issue a Performance Improvement Order to Lithgow City Council under Section 438A of the Local Government Act 1993' from the, then Minister for Local Government, the Hon. Paul Toole, MP.

The Minister identified the following reasons for issuing the Notice:

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

### Moving Forward

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

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

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

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

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

The Morrison Low report found that although Council's overall financial management systems, practices and processes are at a basic level of competency there are a number of practices that are requisite foundation elements for sound financial principles. These include

- robust financial delegations are in place
- WHS system and processes are largely embedded and working well
- very responsive to community's needs
- a project management framework is in place for managing major works
- sound capital project reporting
- proactive supervision of construction projects
- good investment in systems including Tech One, Finance One and Pulse
- Finance One system is highly reliable with information current and largely accurate
- reserve programs are in place for S94, waste and sewer funding
- attracting grants for capital works and reporting to government
- the finance area is generally proactive and appear to have good working relationships with key users.

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

During 2017/18, Council undertook asset renewal expenditure across all asset classes as part of the Financial Management Improvement plan and Financial Management Maturity Assessment.

## Infrastructure Improvements

Year	Project	Grants \$
2016/17	Portland Sewerage Treatment Plant Upgrade	7,147,259
	Landfill Consolidation Grant - NSW Environmental Trust (EPA)	6,493
	Community Recycling Centre (CRC) - NSW Environmental Trust	133,706
	Community Building Partnership - All Abilities Round About	16,000
	NSW War Memorial Grant Program	8,595
	Roads to Recovery Program	1,585,252
2017/18	CBD Revitalisation	652,275
	BlackSpot - Hartley Valley Road	362,643
	CCTV Tony Luchetti Showground	10,000
	Blast Furnace	1,298,050
	Adventure Playground	343,962
	Lithgow Tennis Courts	36,006
	Lithgow Basketball Courts	74,315
	Portland Sewerage Treatment Plant	652,714
2018/19	Barton Avenue – Repair Grant	145,000
	CBD Revitalisation	521,800
	Blackspot – Hartley Valley Road	35,264
	Wallerawang Skatepark	66,000
	Portland Skatepark	66,000
	Adventure Playground	698,346
	Lithgow Croquet Club	52,934
	Lithgow Golf Club	69,608
	Marjorie Jackson Oval	55,406
	Union Theatre	698,098
	Portland Sewerage Treatment Plant	568,522
	Roads to Recovery Program	817,138

## Rates and charges written off

During the year, in accordance with Section 428 of the Local Government Act 1993 & Clause 132 of (General) Regulation 2005 Council abandoned \$911,216.70 in rates and charges.

- Pensioner rebate \$866,243.98
- Postponed rates -
- Other rates & charges \$44,972.72

## Financial ratios

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

	Benchmark	2015/16	2016/17	2017/18	2018/19
<b>Operating Performance Ratio</b>					
Measures Council's achievement of containing operating expenditure within operating revenue.	0%	7.75%	4.18%	-1.99%	-3.08
<b>Unrestricted Current Ratio</b>					
Measures the adequacy of working capital and its ability to satisfy obligations in the short term as they fall due	1.5%	4.08	2.72	1.81	1.93
<b>Own Source Operating Revenue Ratio</b>					
Measures Council's degree of reliance on external funding sources such as operating grants and contributions.	60%	67.23%	64.90%	73.97%	75.47%
<b>Debt Service Ratio</b>					
Measures availability of operating cash to service debt including interest, principal and lease payments.	2	2.91	5.45	4.49	3.71

Note: Ratios for 2018/19 are preliminary ratios and not audited ratios.

# Special Rate Variation

In January 2019, the Council resolved to proceed with making an application to IPART following consideration of the outcomes of an extensive community engagement process for a Special Rate Variation.

The proposed SRV represented the continuation of the existing 4.77% SRV together with a further 4.23% plus rate peg (which is 2.7% for 2019/20); in total 11.7% in 2019/20.

On 13 May 2019, IPART announced that it had decided to approve the proposed SRV in part for an increase of 9.0%. The rate increase may be retained in the Council's general income base permanently.

The decision reflects IPART's concern that the Council did not ensure the higher figure (11.7%) was broadly understood by the community, in the context of the substantial impact of the proposed increase on ratepayers. IPART stated in its media release "over 66 submissions received from the community mentioned the 9.0% total cumulative impact instead of the requested 11.7% cumulative increase".

As the 2019/20 rate peg of 2.7% was announced by IPART on 11 September 2018, Council could only specify the proposed cumulative increase of 11.7% in its community consultations from that date. Earlier communications referred to the proposed increase as being 9% plus rate peg.

The approved SRV represents an increase of 1.53% on 2018/19 rates (including the expiring SRV of 4.77%) plus the 2.7% standard rate peg increase. Council may increase the average residential rate by \$29 in 2019-20. IPART's decision means the Council is now able to increase the average residential rate by \$29 in 2019/20. Average business rates would rise by \$165, average farmland rates by \$55 and average mining rates would increase by \$6,099 in 2019/20. The breakdown of the approved SRV is shown in the table below:

IPART Decision – Lithgow City Council	
Approved Special Variation: percentage increase to general income	
	2019/20
Increase above rate peg – permanent	6.3
Rate peg	2.7
<b>Total increase</b>	<b>9.0</b>

## IPART Conditions

IPART'S approval of the Council's application for a special variation in 2019-20 is subject to the following conditions:

- The Council uses the additional income from the special variation for the purposes of improving financial sustainability and as outlined in the Council's application and listed in Appendix B.
- The Council reports in its annual report for each year in 2019-20 and 2020-21 on:
  - The program of expenditure that was actually funded by the additional income.
  - The actual revenues, expenses and operating balance against the projected revenues, expenses and operating balance, as outlined in the Long-Term Finance Plan provided in the council's application, and summarised in Appendix C.
  - Any significant variations from its proposed expenditure as forecast in the current Long-term Financial Plan and the reasons for such variation.

- Expenditure consistent with the Council's application and listed in Appendix B, and the reasons for any significant differences from the proposed expenditure, and
- The outcomes achieved as a result of the actual program of expenditure.
- The Council is required to reduce its income for Year 2019-20 to reflect the expiring special variation amount of \$636,992 before increasing its general income for that year.

## Council Resolution

At the Ordinary Meeting of Council of 27 May 2019 (Reconvened 11 June 2019), Council considered a report detailing IPART's approval of the Special Rate Variation and conditions and resolved as follows:

Minute No. 19-136

RESOLVED THAT Council:

1. Notes the partial approval by the Independent Pricing and Regulatory Tribunal (IPART) under S508(2) of the Local Government Act 1993 of the Council's application for a permanent Special Rate Variation from 1 July 2019.
2. Notes the following conditions of approval:
  - a. The Council uses the additional income from the special variation for the purposes of improving financial sustainability and as outlined in the council's application.
  - b. The Council reports in its annual report for each year in 2019-20 and 2020-21 on:
    - The program of expenditure that was actually funded by the additional income,
    - The actual revenues, expenses and operating balance against the projected revenues, expenses and operating balance, as outlined in the Long-Term Financial Plan provided in the council's application,
    - Any significant variations from its proposed expenditure as forecast in the current Long-Term Financial Plan and the reasons for such variation
    - Expenditure consistent with the council's application and listed in Appendix B, and the reasons for any significant differences from the proposed expenditure, and
    - The outcomes achieved as a result of the actual program of expenditure.
  - c. The Council is required to reduce its income for Year 2019-20 to reflect the expiring Special variation amount of \$636,992 before increasing its general income for that year.
3. Endorses and approves the IPART determination on the Council's application for a special variation to rates for implementation from the 2019/20 year.
4. Prepare a discussion paper for a future Finance Committee Meeting on the benefits and consequences of loan borrowing specifically to repair chronic infrastructure needs of roads and drains.

MOVED: Councilor S Lesslie SECONDED: Councilor S Ring CARRIED:

### Divisions

**FOR:** Councilor C Coleman, Councilor D Goodsell, Councilor D Goodwin, Councilor J Smith, Councilor M Statham, Councilor R Thompson, Councilor S Lesslie, Councilor S Ring

**AGAINST:** Councilor W McAndrew

# Improving Organisational Performance

Council has recognised the importance of developing, planning and facilitating business improvement across the organisation and has created a Business Improvement Team with the aim of integrating corporate performance with the strategic direction established by the Integrated Planning and Reporting Framework.

In 2018/19, Council appointed a Service Review Coordinator to work across divisions and with the community to develop Service Plans for Council services. However, due to the resignation of the first Service Review Coordinator the program was put on hold temporarily between November and May until a new person was appointed to the role. The program has been resumed and the following four service areas are currently being reviewed:

- **Ranger Services** – Animal Control, Animal Shelter, Law Enforcement and Compliance.
- **JM Robson Aquatic Centre**
- **Cemetery Services**
- **Library Services** – Lithgow, Wallerawang and Portland

By working together to identify 'agreed services levels at best value' we can ensure we are meeting the needs of the community.

In 2019/20, our focus will be on establishing a Business Improvement Framework and undertaking process improvement to identify efficiencies, improve organisational performance and work towards ensuring that your council is 'Fit for the Future'.

The Service Planning Framework will integrate our Integrated Planning and Reporting process with our service delivery and provide a connector between individual and organisational performance.

In 2019/20 Council will be purchasing Process Mapping Software. The software will enable Council to build, improve and share processes as well as identify blockages and efficiencies through process mapping.

## Outcomes

- A service-based approach to planning
- An integrated process for planning and budget development
- Consideration of service delivery to inform budget needs
- Increased community and employee engagement in relation to planning and delivery
- Efficient processes and knowledge sharing.

## An Integrated Approach

### People

- Workforce employee engagement, salary & behaviours, performance management, learning and development, Work Health & Safety.

### Planning and Reporting

- Integrated planning, reporting, measuring and engaging with the community.

## Process Improvement

- Service focus, service reviews, process mapping, continuous improvement





# Caring for our Community Actions

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

Performance Measure	Target	Achieved	Comment
Promote and administer Youth Scholarships.	20 Scholarships offered per annum.	1	There was only 1 application and award for this program. Due to low uptake this program is being redesigned.

## CC3.2.2 Participate in the Local Liquor Accord

Performance Measure	Target	Achieved	Comment
Manager Community & culture to attend meetings of the Local Liquor Accord	100% of meetings attended	0%	The Liquor Accord is not currently active

## CC3.2.5 Implement the Crime Prevention Plan

Performance Measure	Target	Achieved	Comment
Meetings of the Crime Prevention Committee to be conducted in accordance with the Terms of Reference	100% of meetings attended.	0%	The Crime Prevention Committee did not meet during the year however it has recommenced meeting 2019/20

37 actions

34 completed

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

## NAIDOC Week 2018

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

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

Lithgow City Council supported the Mingaan Wiradjuri Aboriginal Corporation to provide an exciting program for NAIDOC Week 2018. Following the success of the event in 2017, the community again offered a cultural exchange and camp-over. The theme for the 2018 NAIDOC Week celebration was 'Because of her, we can' celebrating the contribution of Indigenous Women to our communities, our families, our rich history and our nation. The event was based 'on country' in the scenic Capertee National Park and included a range of cultural activities, such as Wiradjuri language workshops, basket weaving, bush tucker lunch, Taronga Reptile show, stone tool-making, ochre painting, discovery spot light tour and live entertainment. The evening session included a bush dinner, camp fire yarn up, as well as an outdoor cinema screening of The Sapphires and Tent Boxers. Camping facilities were also available on site.

### The Impact

This instilled a greater sense of belonging and empowerment in the local Aboriginal people and forged stronger connections with the broader community. There were approximately 120 people in attendance. Council awarded the Mingaan Wiradjuri Aboriginal Corporation with \$3,000 in funding from its Financial Assistance Scheme in support of NAIDOC Week 2018 celebrations.

### Learnings

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

## CC1.1.1 Assistance provided to support the activities of local Aboriginal and Cultural and Linguistically Diverse Organisations

Performance measure	Target	Achieved	Comment
NAIDOC Day held each year with participation of Council and other organisations.	100% complete	100%	See above
Community Development Officer to provide assistance to Mingaan Aboriginal Corporation as required.	100% complete	100%	The Community Development Officer attended Mingaan Aboriginal Corporation meetings as required.
Harmony Day held each year with participation of council and other organisations.	100% complete	100%	See over page

## CC1.1.2 Conduct and celebrate Naturalisation Ceremonies as required

Performance measure	Target	Achieved	Comment
Naturalisation Ceremonies conducted.	100% complete	100%	3 Naturalisation Ceremonies were held during 2018/19; 30 July 2018, 26 January 2019 and 27 June 2019.

## Harmony Day 2019

*Celebrating and supporting our cultural diversity – “Everyone Belongs”*

To support the growing cultural diversity, Lithgow City Council works closely with the Multicultural community to organise a special event for Harmony Day each year. Harmony Day aims to engage people to participate in their community, respect cultural and religious diversity and foster a sense of belonging for everyone.

Harmony Day was celebrated on 20 March 2019 at the Lithgow Library and Learning Centre. The day included a special Harmony Day Storytime. Storytime is an early literacy program aimed at preschoolers and their families.

Guests heard stories from around the world, fun songs, craft, activities, delicious Vietnamese rolls from Pho 68 and other multicultural treats.



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

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

Performance Measure	Target	Achieved	Comment
Coordinate activities to celebrate Seniors Week.	100% complete	100%	Council held a poetry slam and art show at the Library.
Gifts sourced and distributed to residents at Nursing Homes.	100% complete	100%	The Mayor's Christmas Appeal was conducted in October-November 2018 and presents delivered to aged care residents throughout December 2018.

# CC1.3 We are a Family Friendly community

## CC1.3.1 Implement the Family Friendly Strategy

Performance Measure	Target	Achieved	Comment
Priority actions from the Family Friendly Strategy implemented as resources allow.	3 priority actions implemented	100%	<ul style="list-style-type: none"> <li>Completed construction of Lithgow Adventure Playground</li> <li>Coordinated activities to celebrate the annual Seniors Festival and Grandparents Day.</li> <li>Women's Advisory Committee established and supported to promote gender equity programs.</li> </ul>

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

Performance Measure	Target	Achieved	Comment
Assistance provided to conduct Community Fun Days.	100% complete	100%	Financial Assistance was provided to Lithgow Cares to host the Portland Family Fun Day in October 2018.
Community Development Officer to attend meetings of the Lithgow Cares Partnership.	100% of meetings attended.	100%	The Community Development Officer regularly attended the Lithgow Cares Interagency meetings.

## Intergenerational Playgroup

The Intergenerational Playgroup aimed to reduce the social isolation of older people living in Portland Tabulam aged.

The project was broadly promoted, and this attracted the attention of the local preschool, which has subsequently joined Tabulam Cottages to continue providing enrichment opportunities to residents and pre-schoolers. Once a fortnight on a Monday Tabulam residents' go on an excursion to Blinky Bill (down the road), to visit their friends and take part in teaching and learning experiences. Furthermore, Communities & Kids have decided to continue hosting playgroups at Tabulam every other

alternate Monday, which enables the broader community to connect with the residents.

- Intergenerational connections between participants
- Increased self-esteem amongst older people
- Older people forged new friendships
- Enhanced wellbeing of the residents at Portland Tabulam Health Centre
- Older people participated more fully in society
- Enhanced dignity of older people, particularly people with dementia
- Enhanced social inclusion
- Promoted a positive image of ageing
- Older people reported that they feel like they are contributing and adding value to society again.

The Intergenerational Playgroup won a 2019 Nepean Blue Mountains Local Health District Quality Award in the Collaborative Care category.

16 playgroup sessions held

21 residents at Tabulam Aged Care Facility participated

12 adults/carers with 24 children participated

## CC1.4 Assistance is provided to community groups and organisations

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

Performance Measure	Target	Achieved	Comment
Program advertised and submissions received in April and November	100% processed	100%	Two rounds of the Financial Assistance Program were undertaken during the year with a total of \$85,057 Financial Assistance allocated.  A full list of donations to the community organisations is available on in the Statutory Information Section.

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

Performance Measure	Target	Achieved	Comment
Community Development Officer to provide support to the Lithgow Wallerawang and Portland Men's Sheds as required.	100% complete	100%	Council assisted the Portland Men's Shed group with a grant submission to undertake improvements to facilities at Kremer Park, Portland.

# CC1.5 Celebrate and grow volunteering

## CC1.5.1 Celebrate the contribution that volunteers make to our community.

Performance Measure	Target	Achieved	Comment
National Volunteers Week held each year with participation of Council and other organisations to recognise volunteers in Lithgow.	Event held	100%	A volunteer appreciation morning tea was held at Lithgow Library the first week of June with approximately 25 people in attendance.

## CC1.5.2 Enhance volunteering opportunities in the community.

Performance Measure	Target	Achieved	Comment
Recognition and promotion of volunteering undertaken through: <ul style="list-style-type: none"> <li>• Youth Council</li> <li>• Youth Networks</li> <li>• Media</li> <li>• Social Media</li> <li>• Website.</li> </ul>	100% complete	100%	Lithgow Youth Council members were recognised for their volunteer contribution to Youth Week and Youth Awards via media releases and during the events.



# CC1.6 Improved quality of life for our youth

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

Performance Measure	Target	Achieved	Comments
Meetings held	8 per annum	100%	The Youth Council meets monthly and is supported by Council's Community Development Officer. There are currently 8 Youth Councillors.  The Youth Council designed and delivered the 2019 Youth Week event and also contributed to the design and development of the Lithgow Youth Awards.

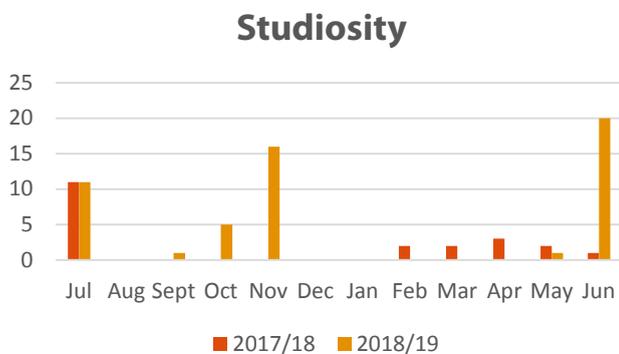
## CC1.6.2 Implement priority actions from the Youth Strategy

Performance Measure	Target	Achieved	Comments
Youth Week conducted annually.	1 event per annum	100%	A Youth Fun Day was designed and developed by the Youth Council at the Tony Luchetti Sportsground. Activities included Laser Tag, Bumper Balls, Gaming Truck and the Lithgow Youth Awards.

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

Performance Measure	Target	Achieved	Comments
Promote and administer Youth Scholarships.	20 Scholarships offered per annum.	1	There was only 1 application and award for this program. Due to low uptake this program is being redesigned.

## CC1.6.3 My Tutor maintained and available on the website



Council continues to promote this service to local schools. High usage is experienced during June/July with students preparing for exams and November the writing feedback service was utilised.

Annual Studiosity usage Totals:

2017/18 = 21

2018/19 = 54

**61%** annual increase

## Future Finders

### *Supporting young people's leadership and career development*

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

In 2018/19 Council continued its Future Finders Program funded by the Youth Opportunities grant provided by the Department of Families and Communities. The Future Finders program was a careers and leadership program that aimed to build young people's skills, opportunities and community recognition.

From mid-2018 Council continued to roll out support that recognised the changing landscape of education and employment for our young people and aimed to build skills that support, inspire and encourage young people to consider building a career in the Lithgow Local Government Area; through small business start-ups, existing industry and employment opportunities or local education and training.

Council supported entrepreneurship and business workshops for young people aged 14-25 years with the workshops not only focused on traditional business skills but also freelancing and start-ups; to expose young people to the shifting nature of the global workforce; highlighting that there are opportunities to work anywhere, without having to leave town. Complementing this, education and employment tasters were also delivered with Emirates One & Only Wolgan Valley, Energy Australia, Universities and TAFE showcasing local opportunities.

Local young people were celebrated during Youth Week for their efforts at the inaugural Lithgow Youth Awards, where 25 young people were celebrated in areas related to the arts, sport, community spirit and employment. In addition, one lucky young person was also awarded the Future Finders Career Helper, to professionally record two songs to add to her portfolio.

### The Impact

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

- From July 2018 – June 2019 a total of 271 participated in the Future Finders program.
- All participants have been awarded with a certificate outlining their learnings; and achievements have been highlighted through local media outlets
- Participants have reported a sense of increased employability and leadership skills and a new confidence to apply for jobs

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*The Future Finders program was nominated for the NSW 2019 Youth Work Awards for Outstanding work with Young People.*

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### Learnings

Through the implementation of the Future Finders program it has become evident that many young people felt a lack of employability skills and knowledge. This is where the program has been most successful, as it provided skills such as customer service, business development, teamwork, and marketing – that can be implemented in the workplace; but also highlighted in a resume and portfolio. Also, of importance to young people was the exposure to workplaces - getting a behind the scenes look at large employers helped illustrate the reality of different careers.

Overall the Future Finders program was incredibly successful in that its development provided Council with a well branded youth careers program that can continue into the future, that relationships between Council and the community (schools, businesses and young people) strengthened, and that young people within Lithgow were celebrated and viewed more positively. The funding for the program has ceased but Council hopes to continue aspects of the Future Finders program to support skills, leadership and career development opportunities for local young people.

### Youth Strategy and Action Plan 2015-2020

Priority Area 1: Education and Employment

Priority Area 6: Participation and Engagement

271  
participants in  
the program

25 young people  
were celebrated in  
the Inaugural  
Lithgow Youth

## CC 2.1 Increased awareness of local services and facilities

### CC2.1.1 Information placed on community noticeboards weekly.

Performance Measure	Target	Achieved	Comment
Community noticeboards updated and maintained weekly at: <ul style="list-style-type: none"> <li>• Council Administration Centre</li> <li>• Cook Street Plaza</li> <li>• All branch Libraries</li> </ul>	100% complete	100%	All sites were maintained with community notices except for Cook St Plaza which did not have a noticeboard for the duration of 2018/19 due to improvement works at that location.

### CC2.1.2 Develop and implement the Accessibility Campaign to encourage and assist services in the Lithgow LGA to be more accessible for those with a disability.

Performance Measure	Target	Achieved	Comment
Training and awareness programs rolled out to local business.	100% complete	100%	An Accessible Tourism workshop and 5 access audits were conducted by access specialist Melissa James in June. Due to a low uptake the original 3 workshops were amalgamated into 1 and access audits were conducted for businesses that indicated an interest in being assisted.

## CC 2.2 We provide a range of health services which meet the needs of the community

### CC2.2.1 Participate in the Community Services interagency.

Performance Measure	Target	Achieved	Comment
Regular attendance by the Community Development Officer at Community Services Inter-agency meetings and participation in events.	100% of meetings attended.	100%	The Community Development Officer attended Lithgow Cares Inter-Agency meetings and co-coordinated activities for the Local Drug Action Team.

## Lithgow Headspace

prepared for its official opening in early 2019/20

## \$1 million funding

from the Commonwealth Government Drought Communities Program allocated to Lithgow Council for projects that respond to the impact of drought or build resilience against future drought.

## Lithgow Rural Adversity Mental Health Program

based at Lithgow Hospital which focusses on information, education and social connection around mental health within rural communities.

## New Access Mental Health Program

an early intervention/low intensity program based on a Beyond Blue model. It is self-referral with up to 6 sessions either face to face or by phone.

# Library Services



Mayor Ray Thompson at the 2019 John Wellings Award Presentation

# CC 2.3 there are services and facilities that suit our needs

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

## Changing how we do things

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

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

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

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

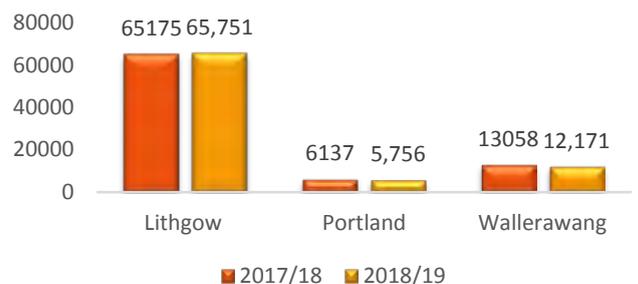
## Service Review

During 2018/19, Council commenced a service review of library services. The review is focused on the three Library Branches; Lithgow Library Learning Centre, Wallerawang and Portland to determine how each individual branch is utilised by their surrounding communities. The review is looking at all aspects of Library operations including usage trends, impacts of global trends on changing usage, levels of service, engagement with the community and the range of activities and resources provided to the community. The service review will be finalised by June 2020.

### Total Library Loans

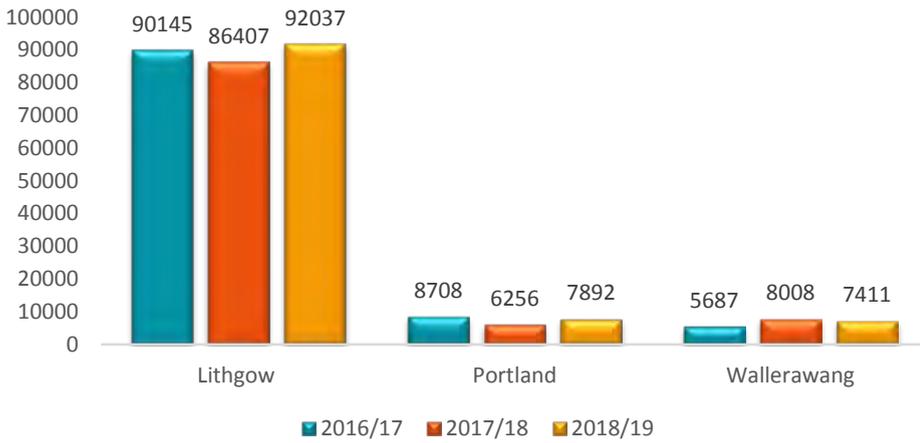


### Library Loans

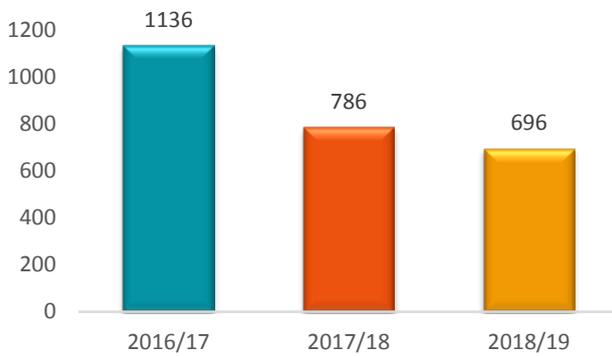


In 2017/18 collection of data was broken down into Branches.

## Library Visitors



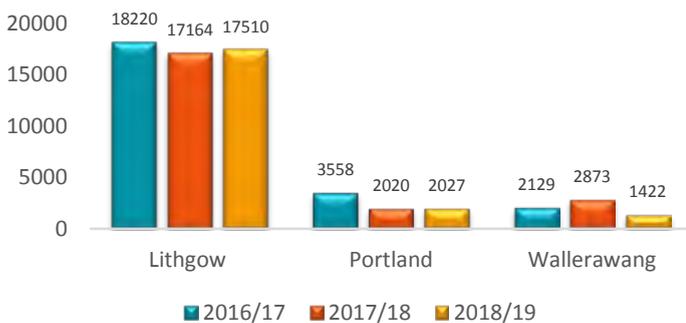
## New Members



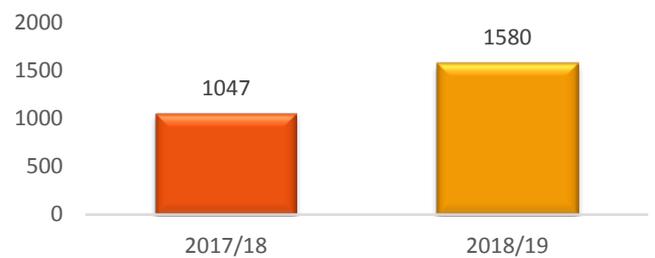
## WIFI Bookings



## Computer Bookings



## eResource Loans



In 2018/19 the Library moved to a Consortia to provide an extended service with more resources including magazines and a large collection of eAudio.

Lithgow Library

**6,209** members

Portland Library

**664** members

Wallerawang Library

**444** members

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

Performance Measure	Target	Achieved	Comment
Children's story time activities held twice weekly during school term.	20 sessions per term	100%	144 sessions were conducted during 2018/19.
Children's Vacation Activity Program held 2 days per week during school holidays	100% complete	100%	29 sessions were conducted during the school holiday periods for 2018/19.

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

Performance Measure	Target	Achieved	Comment
Replace furnishing, fittings and shelving at all branch Libraries as required.	100% complete	100%	At Lithgow Library the following improvements were undertaken: <ul style="list-style-type: none"> <li>• Blinds replaced.</li> <li>• Damaged compactus removed and replaced with static shelving.</li> <li>• Large screen television was purchased for Library events.</li> </ul>

### CC2.3.3 Maintain membership of the Australian Learning Community Network

Performance Measure	Target	Achieved	Comment
Membership paid	100% complete	100%	Membership paid.

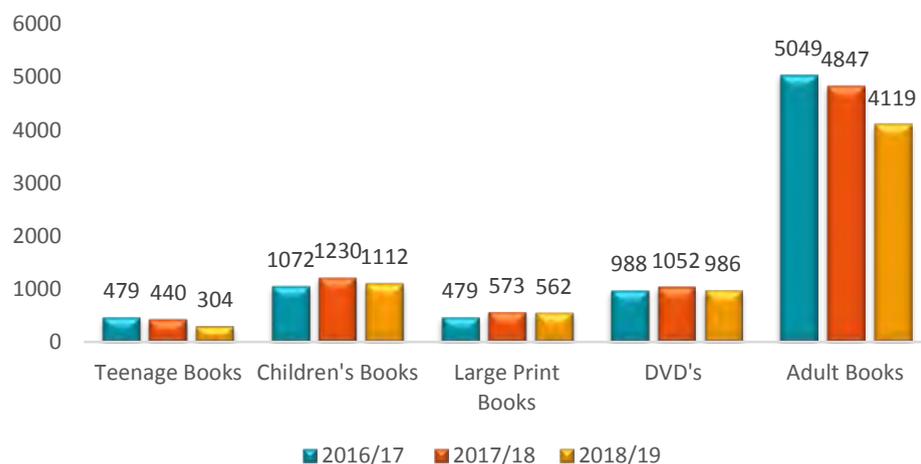
**144** Children's story time sessions

**29** children's vacation activity programs held

## CC2.3.4 Enhance the adult, children, DVD, talking book, large print, language and teenage sections of the Library collection and provide kits for the Books for Babies Program.

Purchasing has continued to provide the community with quality, current reading materials in a range of accessible formats. Purchasing is guided by Best Seller Lists; quality Award nominees, both local and international; Book Review services; and engagement with the local community through purchase suggestion processes.

### Collection Purchases



**360** books were purchased for the Books for Babies Kits.

**1,039** donations received

## CC2.3.5 Share Library resources with other communities

Performance Measure	Target	Achieved	Comment
The number of reciprocal borrowers	100% processed	100%	Lithgow Library is active in sharing library resources with other communities.  In 2018/19 the number of inter-library loans reduced due to the deletion of the Stack Collection.  As at June 2019, there were 385 active reciprocal borrowers. All inactive borrowers were deleted from the system.
The number of inter-library loans			

## CC2.3.6 Conduct exhibitions and displays

Performance Measure	Target	Achieved	Comment
Exhibitions and displays conducted annually	10 per annum	16	There has been a very diverse collection of exhibitions held in the Library during the last year. Art exhibitions ranging from sculpture to paintings and the ever-popular Halloween skulls to History Week and Heritage Month. Other history exhibitions were held in conjunction with the Lithgow & District Family History Society. The walls in the library have an ever-changing display of both art and history items.

### CC2.3.7 Develop the local history collection

Performance Measure	Target	Achieved	Comment
<ul style="list-style-type: none"> <li>The Births Deaths &amp; Marriages from the Lithgow Mercury Indexed.</li> <li>Donated items catalogued and stored.</li> <li>Digitised photographs incorporated into the library collections.</li> </ul>	100% complete	100%	<p>Re-organisation of the Local History area was a priority in the latter part of the year due to the installation of archive shelving in the Stack area following removal of a damaged compactus.</p> <p>Donated items and photographs will be recorded in the library catalogue once the upgrade of the Library Management system is finalised in 2019.</p> <p>Photographs are being digitised by library volunteers as an ongoing project.</p> <p>Indexing Births, Deaths and Marriages from the Lithgow Mercury is undertaken weekly.</p>

### CC2.3.8 Provide a community and education information service through events, displays, noticeboards and pamphlet holders.

Performance Measure	Target	Achieved	Comment
Community and education information areas updated.	100% complete	100%	<p>Library notice boards are updated daily with local information and events.</p> <p>The pamphlet area is monitored weekly and contains pamphlets and brochures ranging from health information, to legal information and local events.</p> <p>The library has held several information type events, including history events, book launches, and special events such as Wattle Day.</p>



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

Performance Measure	Target	Achieved	Comment
Community events and programs held regularly.	Number of events and programs held	741	<p>A total of 741 programs with 11,164 people across all age ranges attending were held at all library branches during the year. These figures include programs at all branches. It represents a huge increase from the previous year with 426 programs held and 6,321 attendees.</p> <p>These ranged from children's Storytime to ukulele group, chess club, holiday activities, senior's computer classes plus special events like book launches and history events.</p> <p>Programs like the ukulele group continue to grow. This group invites anyone to join or come and sing along and it is common to see the Community Support Groups bringing their clients along to participate. Children's Storytime is a popular weekly activity and was also introduced to Wallerawang Library in September 2018.</p> <p>History events continue to be well attended. Other events such as author talks, and book launches have been well attended and one of the most inclusive events held this year was the Wattle Day event in September 2018. Senior's Week saw a very different event with the first ever poetry slam and art competition. The response to this event was very positive.</p>

### CC2.3.10 Provide outreach programs for housebound and isolated residents within the LGA.

Performance Measure	Target	Achieved	Comment
Home Library Service Provided to residents in Wallerawang, Portland and Lithgow	Number of participants	65	The number of clients participating in the Housebound service was 65 in June 2019. This figure goes up or down marginally each month as new clients join and others leave. The service is still well utilised and there are an increasing number in private homes using the service. Nursing home clients continue to utilise this service.

**741** programs attended by  
**11,164** people in 2018/19

**426** programs attended by  
**6,321** people in 2017/18



# Lithgow Animal Shelter

## CC 3.1 Community safety and compliance is monitored

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

Performance Measure	Target	Achieved	Comment
Responsible Companion Animals Ownership education activities undertaken.	100% complete	100%	<p>Over 560 animals were received at the Lithgow Animal Shelter over the 2018-19 financial year. There has been a 22% increase in the number of animals at the Lithgow Animal shelter over the past 12 months. Over 85% of these animals have been returned to their owners, rehomed or rescued through registered rescue organisations. Council would like to thank all the volunteers and rescue organisations that have assisted in making this possible.</p> <ul style="list-style-type: none"> <li>■</li> </ul>

22% increase in the number of animals at the Lithgow Animal Shelter with 85% returned, rehomed or rescued

Month	Total No. Animals Impounded	Total No. Animals returned to owners	Total No. Animals Destroyed **	Total No. Animals rescued or sold	Total No. of Animals retained at end of month
July	42	25	2	13	8
August	51	18	11	24	5
September	43	11	2	27	9
October	24	15	4	10	3
November	54	19	9	18	12
December	46	6	10	32	7
January	64	25	5	32	14
February	48	18	7	31	3
March	88	15	8	48	22
April	49	23	15	21	13
May	37	20	8	8	8
June	23	7	7	9	6

\*\* Total No. Animals Destroyed Includes:

- Animals euthanized that are not suitable to rehome (including feral animals)
- Animals euthanized that are unable to be rehomed.
- Animals euthanized at the request of owners (surrendered)
- Animals that are sick/died at the shelter.

The Animal Shelter plays a vital role in the community. Council acknowledges that the ownership of companion animals can contribute to improved physical and mental health of owners and plays an important role in the development of young children. Council strives to develop a family friendly community, and as such, is committed to provision of a high standard of animal care, community education and a safe community.

Programs such as free microchipping days and Operation Cat aim to provide education opportunities to the community about responsible companion animal ownership. Council Rangers in partnership with local veterinarians developed the first Lithgow Animal Shelter calendar, highlighting successful animal rescues while providing helpful tips and reminders in responsible pet ownership.

## Service Review

During 2018/19, Council commenced a service review of the Lithgow Animal Shelter as part of the Ranger Services Review. The review is looking at all aspects of our Animal Shelter operations including trends in usage, engagement with the community, levels of service and resourcing. The service review will be finalised by June 2020.

# CC 3.2 Crime prevention and safety strategies are actively promoted

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

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

## CC3.2.2 Participate in the Local Liquor Accord

Performance Measure	Target	Achieved	Comment
Manager Community & culture to attend meetings of the Local Liquor Accord.	100% of meetings attended	0%	The Liquor Accord is not currently active

## CC3.2.3 CCTV System managed to ensure monitoring of the CBD

Performance Measure	Target	Achieved	Comment
Requests from Police for CCTV footage processed.	100% processed	100%	All requests from the Police for footage were processed.
CCTV services maintained.			CCTV Services were managed and maintained.

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

Performance Measure	Target	Achieved	Comment
Number of abandoned cars and/or articles impounded.	100% processed	32 articles impounded. ■	Council continues to facilitate a safe community in public places through the removal and impounding of abandoned articles including vehicles in accordance with the Impounding Act 1993.

### CC3.2.5 Implement the Crime Prevention Plan

Performance Measure	Target	Achieved	Comment
Meetings of the Crime Prevention Committee to be conducted in accordance with the Terms of Reference	100% of meetings attended.	0%	The Crime Prevention Committee did not meet during the year however it will be reconvened in 2019/20.

### CC3.2.6 Continued participation and support the Lithgow Cares Coalition

Performance Measure	Target	Achieved	Comment
<p>Community Development Officer to attend meetings of the Lithgow Partnerships Against Domestic Violence and Family Abuse Committee (LPADVFA).</p> <p>Assistance provided to conduct:</p> <ul style="list-style-type: none"> <li>• White Ribbon Day</li> <li>• International Women’s Day</li> <li>• Domestic Violence Awareness Programs</li> </ul>	100% complete	100%	<p>The Community Development Officer attended meetings of the Lithgow Partnerships Against Domestic Violence and Family Abuse Committee.</p> <p>Council provided \$3,000 Financial Assistance during the year for the Lithgow Cares Coalition Community fun days and \$1,000 for the White Ribbon Day Trivia Night.</p>

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

Performance Measure	Target	Achieved	Comment
<p>Director Infrastructure Services to attend meetings of:</p> <ul style="list-style-type: none"> <li>• The Local Emergency Management Committee</li> <li>• Bushfire Advisory Committee</li> </ul>	100% of meetings attended	<p>Councils Director of Infrastructure Services has attended 3 Bush fire advisory Committee Meetings.</p> <p>Both the Director of Infrastructure Service and Assets Manager have attended 2 meetings of the LEMC (Local Emergency Management Committee).</p>	

**\$3,000** financial assistance provided to Lithgow Cares Coalition for Community Fun Days **\$1,000** for White Ribbon Day Trivia Night

### CC3.2.8 Ensure available parking for residents and visitors

Performance Measure	Target	Achieved	Comment
On-street parking enforcement in the Central Business District of Lithgow conducted.	200 parking patrols per annum	280	On street parking patrols were completed in a timely manner. Patrol targets were exceeded with positive outcomes; with over 280 parking patrols completed over the reporting period. School Zone safety and educational patrols were also conducted on a regular basis with over 40 patrols completed over the reporting period.
On-street parking enforcement in school zones conducted.	24 parking patrols per annum	40	

### CC3.2.9 Enforce legislative requirements

Performance Measure	Target	Achieved	Comment
Traffic Authority Local Committee meetings conducted in accordance with the terms of reference.	Traffic Authority Local Committee meetings conducted in accordance with the terms of reference.	100% complete	TALC meetings held where relevant items have been determined. Occasionally deferred due to a lack of agenda items.



**280** parking patrols in the CBD

**40** school zone parking patrols



**H&R BLOCK**  
TAX ACCOUNTANTS

廣州酒家 GUANG ZHOU GARDEN  
☎ 63525528 CHINESE RESTAURANT

*Strengthening  
our  
Economy*



# Strengthening our Economy Actions

## SE1.2.1 Prepare and implement the Rural Lands Study

Performance Measure	Target	Achieved	Comment
Prepare and implement the Rural Lands Study	Plan prepared, consulted upon and adopted by Council	5%	<p>Work has stalled on the preparation of the Rural and Rural Residential Strategy pending the finalisation of the Lithgow LGA Agricultural Lands Mapping Project. This project is being undertaken jointly with the NSW Department of Planning Industry and Environment and Department Primary Industries (Agriculture).</p> <p>The preparation of the Rural and Rural Residential Strategy will be ongoing into the first half of 2019/2020 year.</p>

## SE1.2.3 Support the Bells Line and M2 Extension.

Performance Measure	Target	Achieved	Comment
Attend meetings of the Bells Line Expressway Group as required.	100% meetings attended	0%	No meetings were attended.

## SE2.3.5 Develop marketing/communications for Eskbank House Museum

Performance Measure	Target	Achieved	Comment
Museums Advisor Program continuing to work with Eskbank House and other museums to preserve and promote local history collections.	100% complete	0%	Due to limited staff capacity the Museums Advisor program was not delivered. A revised structure for the program has been proposed which will see the appointment of a specialist each year to deliver against a priority area of cultural organisation operations.

25 actions

22 completed

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

## Lithgow Regional Economic Development Strategy (REDS) Implementation 2018/2019

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

The development of the Lithgow REDS 2018-2022 was undertaken to identify new opportunities for employment and economic growth in the Lithgow region and 2018/2019 saw its first year of implementation.

Six strategic elements underpin the REDS:

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

The REDS has:

- Provided context and direction for local economic development across the Lithgow Local Government Area:
- Is an important part of Council's decision-making framework and has regard to other key policy documents; and
- Has established a whole of Council approach to the delivery of services which advance local economic development.

Key outcomes in 2018/2019 were:

- **Enhanced Industry Engagement** - built business database (1,700) and launched monthly Economic Development eNewsletter to ensure regular communication with industry, and established Business Leaders Luncheons.
- **Labour Force Capability** - Assembly of Lithgow Workforce Capability Cluster.
- **Lifestyle Infrastructure and Local Place-Making** - Lithgow Adventure Playground. Lake Wallace Plan of Management underway. Lithgow CBD Revitalisation Stage 1.
- **Collaborative and Vibrant Community** - Business Leaders Luncheon on 'Creative Industries'. Western Sydney University Lithgow "Just Transition" strategy on campus use. Support of Portland Foundations.
- **Tourism and Marketing** – Relaunch of Lithgow Visitor Centre, new Gateway Billboards, Event Attraction – Resilience Music Festival and Jet-Black Mountain Bike 2HR. Halloween Festival 2018 delivered. Produced 7 Destination Movies and delivered digital marketing campaign. LithGlow 2019 delivered. Ironfest sponsorship.
- **Local Business Capability and Inward Business Investment** - Marrangaroo Employment lands business case developed. Established Home-based Business Network. Launched Lithgow Retail Business Accelerator Program. Developed "Invest Lithgow" Website.

## SE1.1.1 Implement the new Marketing and Branding Strategy

Performance Measure	Target	Achieved	Comment
Assemble content and launch the Economic Development Place Branding Plan.	Strategy implemented	100%	New tourism website launched.  7 Destination Movies produced. Digital/social media marketing campaign developed and launched April 2019.  <a href="http://tourism.lithgow.com/">http://tourism.lithgow.com/</a>

## SE1.1.2 Develop and implement a tourism digital/social media promotional plan.

Performance Measure	Target	Achieved	Comment
Positive trended upwards growth in digital engagement statistics.	100% complete	100%	Digital/social media campaign in market April - June 2019.

55,205 movie views

18,149 website traffic (↑ 25%)

Google search  
16,324 Impressions  
1,332 Clicks

Display campaign  
64,000 Impressions  
183 Clicks

Facebook  
160,003 Impressions  
1,581 Clicks

Google Display Network  
249,238 Impressions  
638 Clicks

## SE1.1.3 Take a lead role in business and investment attraction

Performance Measure	Target	Achieved	Comment
Develop and distribute comprehensive online and offline Lithgow investment collateral as key location profiling and marketing tools for investment and attraction.	100% complete	100%	Developed "Invest Lithgow" website which will be launched in 1 <sup>st</sup> quarter of 2019/2020 financial year.
Attended economic and tourism forums to profile Lithgow and advocate for development and business opportunities within the LGA.	4 per annum	100%	Four forums attended.
Identify priorities and build business cases for business investment opportunities (the gaps and opportunities).	100% complete	100%	Business case completed for Marrangaroo Employment Lands/Economic Zone.
Respond to business/investment enquiries and coordinate with other departments as per Policy 4.6	Number of enquiries processed.	10	Business enquiries were processed.

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

### SE1.2.1 Prepare and implement the Rural Lands Study

Performance Measure	Target	Achieved	Comment
Prepare and implement the Rural Lands Study	Plan prepared, consulted upon and adopted by Council	5%	<p>Work has stalled on the preparation of the Rural and Rural Residential Strategy pending the finalisation of the Lithgow LGA Agricultural Lands Mapping Project. This project is being undertaken jointly with the NSW Department of Planning Industry and Environment and Department Primary Industries (Agriculture).</p> <p>The preparation of the Rural and Rural Residential Strategy will be ongoing into the first half of 2019/2020 year.</p>

## SE1.2.2 Ensure the long-term sustainability of infrastructure and land that underpins and supports the growth of the LGA

Performance Measure	Target	Achieved	Comment
Process and issue building and planning certificates in accordance with regulatory requirements. <ul style="list-style-type: none"> <li>Section 149 Certificates</li> <li>Building Certificates</li> <li>Subdivision Certificates</li> </ul>	90% processed within 7 working days	100%	Certificates processed as required.
Audit/map Lithgow employment land	100% complete	100%	Completed - will be an ongoing "live" exercise. No industrial vacant land identified, however a number of vacant properties were identified (primarily in Lithgow's Main Street). All available commercial properties, and land that becomes available, will be added monthly to the "Invest Lithgow" website.
Explore re-purposing unused land and properties.	100% complete	100%	Ongoing - dependent on private sector approaches/investment.
Investigate Council employment lands to enable economic development	100% complete	100%	Commercial agent appointed. Land purchase opportunity under investigation.

## SE1.2.3 Support the Bells Line and M2 Extension.

Performance Measure	Target	Achieved	Comment
Attend meetings of the Bells Line Expressway Group as required.	100% meetings attended	0%	No meetings were attended.

## SE2.1 Promote, develop and utilise the creative talents of the Lithgow LGA

### SE2.1.1 Participate in local and regional cultural networking groups

Performance Measure	Target	Achieved	Comment
Participate in Lithgow Museums Network, Arts Out West, Blue Mountains Association of Cultural Heritage Organisations and other networking groups.	100% attended	100%	The Cultural Development Officer engaged with cultural groups and networks including participating in the Blue Mountains Association of Cultural Heritage Organisations Heritage Trail; liaising with Arts Out West to promote local programs; and initial planning with museums about possible joint initiatives.

## SE2.1.2 Maintain and improve the Lithgow Creative's website

Performance Measure	Target	Achieved	Comment
Website maintained and updated as required.	100% complete	100%	Lithgow Creatives website, <a href="http://creatives.lithgow.com/">http://creatives.lithgow.com/</a> updated as new content became available. To improve the site's capacity for promotion and provision of information regarding opportunities for local creatives, a review of design and functionality will be undertaken in the next financial year, as well as an associated marketing plan to drive visitation to the site.

## SE2.1.3 Support local creatives

Performance Measure	Target	Achieved	Comment
The local creative sector is promoted, and development opportunities delivered.	100% complete	100%	Lithgow Creatives website, <a href="http://creatives.lithgow.com/">http://creatives.lithgow.com/</a> was utilised to promote local creatives, events, and opportunities. Further promotion of the region's creative sector was delivered through the provision of financial support of Arts OutWest.

# SE2.2 A strong tourism industry that maximised benefits from visitors to the Lithgow LGA.



## `360° of Lithgow' Destination Marketing Campaign

Tourism in the Lithgow destination has always had enormous potential, yet recent years has seen very limited activity in the destination marketing area. This has meant that tourism marketing of the Lithgow destination had fallen behind neighbouring areas. There needed to be a priority placed on destination branding and marketing.

In response, Lithgow Tourism developed seven Lithgow Destination Movies and sourced an "expert" digital marketing company to create the `360° of Lithgow' Digital/Online Destination Marketing Campaign. The campaign was specifically structured to give local tourism operators the opportunity to buy in at varying levels.

The campaign gave Lithgow Tourism and tourism operators' unprecedented online marketing exposure via a number of key digital media, including; website banner, the Google display network, electronic mail outs, and listings on a purpose-built campaign microsite. The industry buy-in into the campaign matched Council's budget – meaning increased online advertising spots were secured.

*Digital Marketing campaign a first of its type for Lithgow tourism industry*

The campaign in its first two months generated a sizable increase in traffic to Lithgow Tourism social media sites and the website.

This destination marketing initiative brought the local tourism industry together to deliver a collaborative digital/online marketing campaign that has shown excellent early results. The campaign was innovative and has allowed Council to deliver strong piece of tourism marketing, an area very important to the community resulting in:

- Tourism industry collaborative destination marketing initiative.
- First solely digital/online campaign.
- Increase in social media and website traffic to Lithgow Tourism and industry partners.

### SE2.2.1 Manage the Visitor Information Centre and use online tools to enable in-location visitor dispersal, experiences and spend.

Performance Measure	Target	Achieved	Comment
Increased social media presences and customer satisfaction measure by visitor comments and annual survey.	100%	100%	The Lithgow Tourism website was redeveloped and launched in January 2019. Website visitor number increased by 25% month on month. Social media statistics continue to show positive rises, Facebook likers/followers are now over 3,400 (up from 1800 in 2018). Customer satisfaction results from the collation of social media posts, survey results and testimonials (n=50) showed 90% of people customer service at the Visitor Information Centre as excellent.

3,400 Facebook likers/followers ↑  
from 1,800 in 2018

18,149 website traffic (↑ 25%)

90% of visitors to the VIC rated it as excellent.

## SE2.2.2 Deliver LithGlow and Halloween as Council's two signature events (see pages 47-48)

## SE2.2.3 Provide professional support and advice to notable LGA festivals and events and support Australia Day festivities in Lithgow.

Performance Measure	Target	Achieved	Comment
Support provided to local tourism events.	100% of enquiries processed	100%	Sponsorship of Ironfest 2019. Support of local events in booking venues and online marketing. Marketing and promotional support of local events via online platforms.
Marketing and promotional support of local events via online platforms.	100% complete	100%	Marketing for Lithgow Tourism Facebook page. Individual online platforms used for Halloween and LithGlow.
Promote Australia Day events to the community	100% complete	100%	Australia Day 2019 was held at Queen Elizabeth Park. The Australia Day Ambassador, well-known actor and presenter Scott McGregor, gave the Australia Day Address, while Mayor Ray Thompson welcomed our newest citizens to the region and presented the Citizen Awards. Entertainment was provided by the Lithgow City Band and Lithgow Highland Pipe Band, and traditional damper and sausage sizzle was provided by the Lions Club.  Promoted via traditional and social media.
Deliver temporary programs and events within the Cultural Precinct including Blast Furnace Park.	2 per annum	8	As well as the Economic Development and Tourism Division delivering LithGlow (see p55) at Blast Furnace Park, programs were hosted at Eskbank House Museum to activate the Cultural Precinct including 3 workshops and 4 exhibitions.
Deliver Christmas in the Park and install Christmas decorations throughout the LGA.	100% complete	100%	Christmas in the park delivered to the community and decorations purchased and installed. Decorations purchase means ongoing use for future years.
Participate in Railfest 2019, the festival celebrating 150 years since the opening of the Bowenfels line	100% complete	50%	Planning for the Railfest Celebrations undertaken. The event will be held on Saturday 19 October to commemorate the 150th Anniversary of the arrival of the railway in the Lithgow local government area.  The Lithgow district has some world class industrial heritage attractions and engineering masterpieces worth celebrating, none more so than the arrival of the railway which was extended from Mt Victoria through to Bowenfels in 1869, encompassing the engineering feat of the great Lithgow Zig Zag. To commemorate this historic achievement Lithgow Council is collaborating with Transport Heritage NSW.  Transport Heritage NSW will be bringing the famous 'Garrett' steam locomotive and Lachlan Valley Railway will be running shuttles between Lithgow and Wallerawang Railway Stations.  Official commemoration will take place at Bowenfels Railways Station which will also include live music, exhibitions and roving entertainment.

			<p>Lithgow Visitor Information Centre and Gang Gang Gallery will feature exhibitions and Eskbank Railway Station will have a model railway display.</p> <p>Devonshire tea will be on offer at Lithgow State Mine Heritage Park Railway aboard the air-conditioned 1940's Dining car, as well as viewings of the historic diesel motor.</p> <p>All museums will be open on the day.</p>
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## SE2.2.4 Research, identify and secure larger-scale events that deliver profile, visitation and economic benefit.

Performance Measure	Target	Achieved	Comment
<p>Implementation of the Events Attraction Package.</p> <ul style="list-style-type: none"> <li>Events opportunities research conducted.</li> <li>Events approached and secured.</li> </ul>	100% complete	100%	Two large events secured and held - Resilience Music Festival and Jet Black 24HR Mountain Biking event.

## SE2.2.5 Refresh gateway and tourism signage through the LGA

Performance Measure	Target	Achieved	Comment
Gateway billboards updated annually.	100% complete	100%	Mt Lambie gateway Billboard updated June 2019.

## SE2.2.6 Enhance and create strong partnerships with local tourism businesses

Performance Measure	Target	Achieved	Comment
Visit tourism businesses on a regular basis to ensure visitor information and marketing communications are current and up to date.	50 per annum	52	1 tourism business was visited per week.
Develop and implement joint Council and industry tourism marketing programs (see '360° of Lithgow' Destination Marketing Campaign p50)			



## Lithgow Halloween 2018

Lithgow Halloween entered its 6<sup>th</sup> year in 2018 and is firmly established as a regional/state significant marquee event for the community. The delivery of Lithgow Halloween is a priority action in the Lithgow Regional Economic Development Strategy and the ongoing challenge is to constantly evolve and grow such an established and significant event in an increasingly competitive events market.

2017 research findings were integrated into the 2018 event to further enhance its delivery. Business interaction was strong via a Business Facebook page, and local schools, creative groups and individuals were involved in the event. The activation of the redeveloped Cook Street Plaza with the main stage was a tremendous success and securing iconic band the Cockroaches met with rave reviews. The redevelopment of the street plan removed “dead” zones and the rides, stalls and entertainment all meant Halloween 2018 was a resounding success.

Lithgow Halloween 2018 was regarded by return visitors as the best yet. Involvement of local school students and performance groups provided a saving on theming costs and cafes reported strong trade on the night. Cook Street Plaza was utilised as the main performance area to showcase its redevelopment. Media coverage was widespread positioning the LGA as a vibrant and innovative destination. Lithgow High School filmed the event for their ongoing learning in film and events. There was an increase in numbers on the previous year with event staff counting numbers each hour during the event duration.

The event has been embraced by the community and businesses and has developed a strong identity that profiles Lithgow far and wide. The community fully participate in the event and survey results indicate that the event brings friends and relatives back to Lithgow to visit from all over the Central West and Sydney.

## LithGlow 2019

LithGlow was redeveloped in 2018 as a community-wide light and laser entertainment event that was met with resounding success with the lighting up of a number of significant local assets across the LGA and the activation of the Blast Furnace Park on the Saturday night incorporating; food trucks, light and laser shows, children’s entertainment and community stalls. After the successful new delivery of the event in 2018 the issue was how to further develop and enhance the event in 2019.

State Government funding was secured for LithGlow 2019 and that funding along with Council funds was used to further grow and develop the event. New initiatives in 2019 included; free buses from Lithgow’s Main Street to Blast Furnace Park, video mapping light and laser shows delivered by internationally awarded company Laservision, lighting up and activation of Lake Pillans and increased marketing of the event across traditional and digital media channels.

Blast Furnace Park was a spectacular lighting and soundscape precinct. The event was a huge success with hundreds of people visiting the sites on the night. Media coverage of the event on the night was widespread generating key messaging about Lithgow being a premier event destination.

Professional research was conducted at the event and key learnings were; 15% of attendees used the free buses, 46% attended for the first time, 47% rated the event 9 & 10 out of 10 and 90% said they would attend again in 2020.

The 2<sup>nd</sup> year of LithGlow in its redeveloped format was exceptionally well received by the community. The new initiatives implemented worked very well. Events such as LithGlow bring the community together for a great social entertainment experience and instigating professional research provides data and insights that will be used to continue to grow the event in the years ahead.

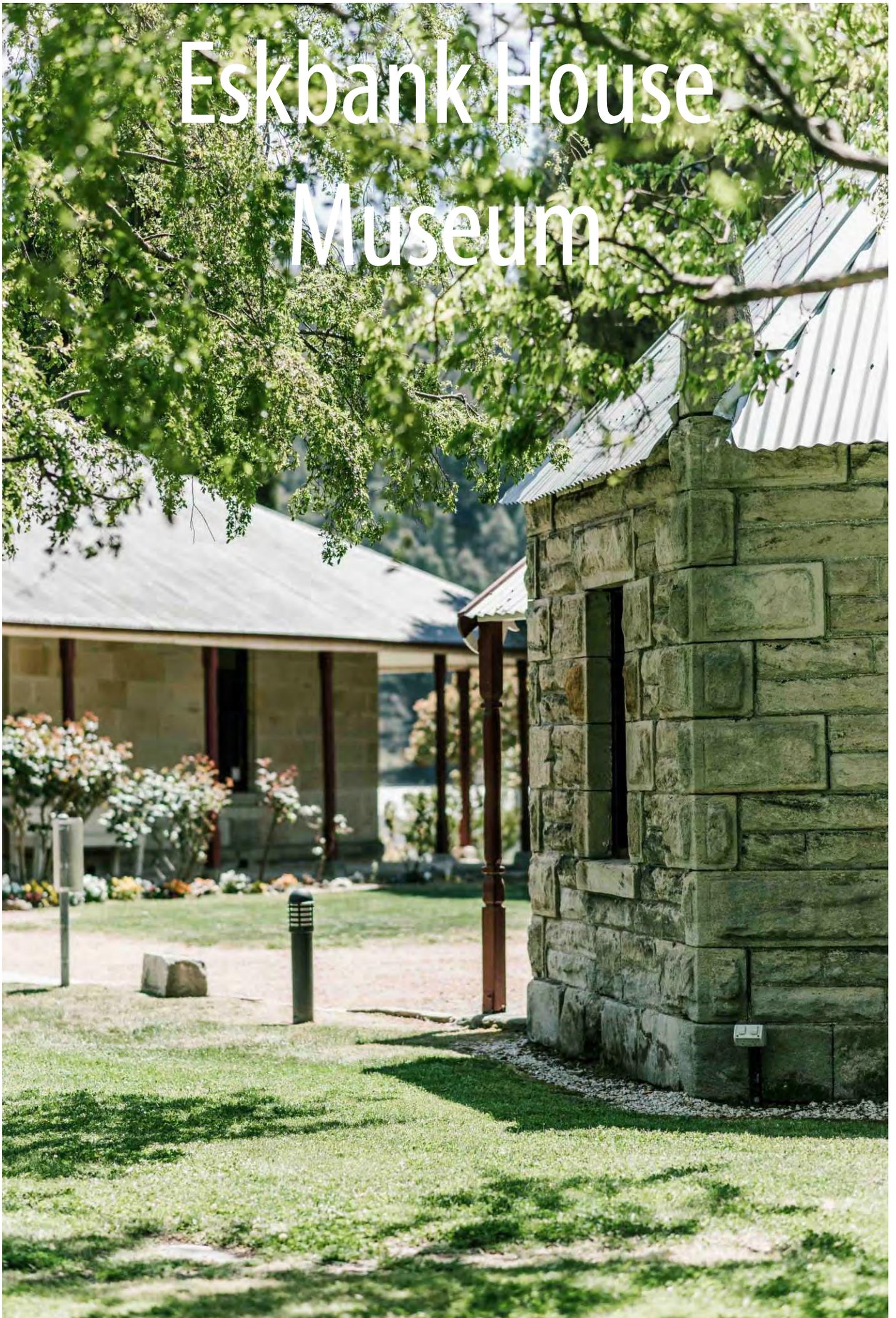


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*Video-Mapping Light and Laser Show Spectacular*

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# Eskbank House Museum



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

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

### Changing how we do things

In 2018 Eskbank House Museum was listed on the State Heritage Register, including the principal dwelling, outbuildings, and collections. This reflects the importance of the Eskbank Estate and its connection to the early development of the region and the growth of the iron and steel industry in Australia.

State Heritage listing means that the museum and its collections are protected under the NSW Heritage Act. This also provides an important opportunity for Council to seek funding in order to undertake essential capital works to protect the fabric of the buildings and improve museum conditions.

Whilst an annual program of capital works has been undertaken in line with the Conservation Management Plan, progress has been slow due to restricted resources.

During the 2018/19 financial year emergency works were carried out to repair damaged sewage systems and the removal of asbestos. Whilst these works were essential, it means a number of important recommendations from the Conservation Management Plan remain outstanding. Initial planning and design concepts were commenced in order to scope and cost activity to inform the funding application. This development work will continue throughout 2019 to meet the requirements of the funding application due for submission in 2020.

The available funding as a result of the State Heritage listing would enable Council to complete all non-maintenance recommendations from the Conservation Management Plan. This would make a significant impact on the protection of the integrity of the buildings and provide increased opportunities to display and interpret more of the museum's collection. In turn this will provide the local community and visitors increased and improved access to local heritage.

### Key facts

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

### Key Council strategies

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

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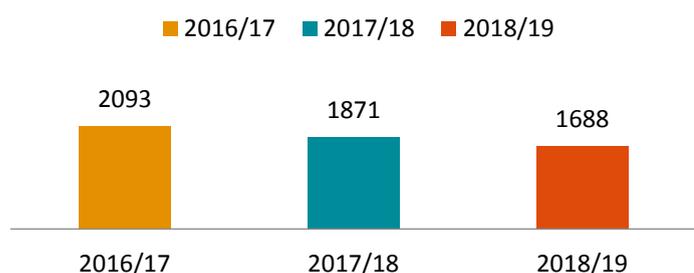
*"...this building which represents so much in the history of Lithgow."*

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

## Eskbank House & Museum Visitation

Due to its dedicated volunteer team, Eskbank House Museum was open 5 days per week and many tour groups were welcomed to the site.



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

Performance Measure	Target	Achieved	Comment
Exhibitions and public programs delivered.	4 per annum	8	<p>Alongside talks and creative workshops, the Museum presented special exhibitions including a major retrospective of prominent local artist Bob Cunningham, and a collaborative installation of light-based works.</p> <p>Penumbra, presented in association with LithGlow, was an exhibition that explored the use and implications of light in contemporary practice. Penumbra refers to the peripheral or indeterminate space cast by light. For participating artists Julie Williams, Sarah Michell, Philip Spark and Tim Johnman, the term penumbra aptly describes their new collaboration as well as the experimentation with light as both medium and concept.</p> <p>No Turning Back presented the work of Robert (Bob) Cunningham, the first contemporary artist to work out of the Lithgow Pottery site. Cunningham founded a continuing tradition of contemporary art production in this historic building.</p>

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

Performance Measure	Target	Achieved	Comment
Collection systematically catalogued and interpretive materials developed.	100% complete	100%	Display upgrades were not undertaken due to the need to reallocate the budget to cover urgent capital works including sewerage repairs and asbestos removal. Cataloguing was undertaken as required.
Display and exhibition equipment upgraded within budget allocation.	100% complete	0%	

### SE2.3.4 Undertake a program of capital improvements to Eskbank House Museum based on the 10-year program as identified through the Conservation Management Plan

Performance Measure	Target	Achieved	Comment
Capital improvements undertaken within budget.	100% complete	100%	The box gutters above the Courtyard Gallery were replaced, and initial designs for future works such as replacement of Loft handrail and sub-floor ventilation were undertaken in line with recommendations from the Conversation Management Plan. Emergency works to repair sewerage systems and remove asbestos were successfully completed.

### SE2.3.5 Develop marketing/communications for Eskbank House Museum

Performance Measure	Target	Achieved	Comment
Museums Advisor Program continuing to work with Eskbank House and other museums to preserve and promote local history collections.	100% complete	0%	Due to limited staff capacity the Museums Advisor program was not delivered. A revised structure for the program has been proposed which will see the appointment of a specialist each year to deliver against a priority area of cultural organisation operations.

### SE2.3.6 Provide heritage advice to residents on development matters

Performance Measure	Target	Achieved	Comment
Number of residents utilising the Heritage Advisory Service.	100% processed	100%	Advice provided as requested.

### SE2.3.7 Implement works at Blast Furnace Park and nearby precinct in relation to safety and interpretive signage

### SE2.3.8 Develop and implement strategic plans for the management of the Blast Furnace Precinct

Performance Measure	Target	Achieved	Comment
Completion of works including construction of raised walkways, viewing platforms, fenced pathways and interpretive signage.	100% complete	100%	Additional steel grates were installed over remaining openings in the ruins that posed a safety risk to visitors.  Repairs were undertaken to vandalised light fixtures  Vehicle bollards were installed to prevent access to sensitive areas and speed humps installed in carpark to reduce vehicle speeds.
Completion of safety works	100% complete	100%	Further works are planned in the next financial year.

## SE2.3.9 Install new heritage and interpretive signage across the Lithgow Local Government Area

Performance Measure	Target	Achieved	Comment
Install interpretive signage as required.	100% complete	100%	A tourist sign was installed at the Lithgow Adventure Playground to encourage visitors to explore Lithgow, Padley's Memorial plaque on Hassans Walls was replaced and some damaged signs at Blast Furnace were replaced.



*Developing*

*our Built*

*Environment*

MERV CRANE  
MEMORIAL PARK



# Developing our Built Environment Actions

## BE1.1.2 Undertake improvements at the Cemeteries

Performance Measure	Target	Achieved	Comment
Seal the Lithgow Cemetery Access Road	100% complete	25%	Lithgow - Concrete curbing has been installed. Road sealing to be undertaken in 2019/20
Install Irrigation works at Portland Cemetery	100% complete	80%	Irrigation works at Portland, installed. Electrical work underway to hook Irrigation up to the Bore pump. Upgrades to cemeteries is an ongoing project due to funding and the number of projects required.

## BE1.2.1 Implement the CBD Revitalisation Action Plan

Performance Measure	Target	Achieved	Comment
Seek funding for Stage 2 of the Lithgow CBD Revitalisation Program	100%	85%	Requests for grant funding for Stage 2 of the CBD Revitalisation program were unsuccessful. Council continues to work towards cheaper, suitable solutions to the replacement of the footpath paving of Main Street, in consultation with the business owners and community.

## BE1.2.2 Develop and maintain gardens, parks, reserves, street trees and other public spaces.

Performance Measure	Target	Achieved	Comment
Installation of boundary fence at Lidsdale Park	100% complete	0%	Ongoing - Removal of hazardous trees and installation of appropriate trees to continue.
Install or replace the following in Queen Elizabeth Park: <ul style="list-style-type: none"> <li>Shade structure over playground equipment.</li> </ul>	100% complete	0%	Due to issues identified with replacing the shade structure in Queen Elizabeth Park it is proposed to transfer funding for shade cover project to Wallerawang. 3 New parks have been identified to replace existing parks which have become non-compliant.
Install or replace the following in local parks as required: <ul style="list-style-type: none"> <li>Playground equipment</li> <li>Shade structures</li> <li>Park furniture</li> <li>Replace soft fall</li> </ul>	100% complete	0%	<ul style="list-style-type: none"> <li>Marrangaroo</li> <li>Strathlone Estate</li> <li>Wallerawang at the new Skate Park</li> </ul>
Construct the Wallerawang and Portland Skateparks	100% complete	60%	Consultation regarding the skate parks continued into this year, with the resulting final design and Development Applications approved for both the Wallerawang and Portland skate park sites. The Tender has been awarded for Wallerawang with construction due to commence in July and an expected completion date of September. Portland tender opened late May 2019 with the tender expected to be awarded in July and works to commence in September 2019.

## BE1.2.3 Manage and prepare playing fields ensuring availability for use except in exceptional wet weather conditions.

Performance Measure	Target	Achieved	Comment
Upgrade Lithgow Golf Course	100% complete	75%	Ongoing - Removal of hazardous trees and installation of appropriate trees to continue.  Lithgow Golf Club- Rectification work on the 4th Fairway has begun, extensive Top dressing and seeding project underway.
Tony Luchetti Showground: Floodlights Goal post replacement.	100% complete	0%	It is estimated that \$250,000 is required to undertake this project which has been deferred.
Kremer Park, Portland Retainer Wall Playing field improvements.	100% complete	15%	Installation of concrete guttering on top of the retaining wall has been completed, further engineering is required to determine what further action is required.
Undertake field improvements at Wallerawang Oval.	100% complete	10%	The project has commenced with the initial spraying of weeds.  An underground Irrigation system will be installed during September/October which will be top dressed and a seeding program to follow.  Sports Advisory Committee has been notified of the works and notified that all sports are suspended for this Spring / Summer season, mainly affecting Summer Cricket

## BE1.2.7 Improve the quality of life of rural village communities

Performance Measure	Target	Achieved	Comment
Install noticeboard at Hartley Community Hall (Old Schoolhouse)	100% complete	50%	Install a noticeboard at Hartley Community Hall (old Schoolhouse) - noticeboard purchased and to be installed first quarter 2019/20
Install a picnic shelter at Tarana	100% complete	0%	Install a picnic shelter at Tarana - to be undertaken first quarter 2019/20.

## BE1.2.8 Develop and Operate the JM Robson Aquatic Centre using council resources and associated oncosts

Performance Measure	Target	Achieved	Comment
Installation of accessible aquatic equipment to improve accessibility of the aquatic centre.	100% complete	80%	A hoist was installed next to the 50m outdoor pool to enable swim patrons in wheelchairs to be lifted safely into the pool. This will improve safety for swimmers and their carers. The adult change table was not installed due to lack of suitable space.
Replace the boundary fence.	100% complete	0%	The existing fencing is in an acceptable position. New fencing is proposed to be installed to protect the gardens.

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

Performance Measure	Target	Achieved	Comment
Maintain Council depots: <ul style="list-style-type: none"> <li>Wallerawang Depot seal</li> <li>Lithgow stockpile shed.</li> </ul>	100% complete	80%	Wallerawang Depot seal removed to accommodate the urgent WHS improvements required at Lithgow Depot. Appropriate actions have been undertaken ensuring the safety of staff in the workplace. The Lithgow Stockpile Shed DA has been submitted and is awaiting approval. Once obtained, the shed will be installed prior to Christmas 2019.
Implement the General Asset Building Maintenance Program (including the Special Rate Variation Program) to: <ul style="list-style-type: none"> <li>Undertake office improvements to the ground floor of the Administration Building.</li> <li>Install solar panels.</li> </ul>	100% complete	0% complete	Resources were not available in the 2018/19 year to affect this plan. Funding was carried forward and Council has advertised to recruit a new position tasked with the responsibility of managing Council's building assets. This position will commence by November 2019.

## BE1.4.2 Upgrade and maintain urban and rural roads to an acceptable standard in accordance with their level of traffic use.

Performance Measure	Target	Achieved	Comment
Implement the Urban Resealing Program: <ul style="list-style-type: none"> <li>John Street, Lithgow</li> </ul>	100% complete	0%	Project postponed to 2019/20 to allow Jemena Gas to relay gas services to an acceptable depth below the surface. Currently, they have a cover of 20mm. Jemena Gas have been contacted to arrange a date for replacement.

## BE1.4.2 Upgrade and maintain urban and rural roads to an acceptable standard in accordance with their level of traffic use.

Performance Measure	Target	Achieved	Comment
Implement the Timber Bridge Improvements program:  • Hartley Vale Bridge	100% complete	40%	Full heritage analysis and design complete. Awaiting receipt of quotes prior to commencement of construction. Project completion delayed to 19/20.
Performance Measure	Target	Achieved	Comment
Undertake a risk assessment, remediation investigation and design for rock cutting to improve the stability of the slope on Wolgan Gap.	100% complete	90%	Original scope complete. Risk assessment completed and relative stability of rockface and associated risk of rockfall within tolerable allowances. Remaining works include pavement integrity testing of the roadway through bore hole testing. This work is progressing for completion in September 2019.

## BE1.4.4 Provide a secure and reliable sewage reticulation system to residents of Lithgow, Lidsdale, Marrangaroo, Portland and Wallerawang

Performance Measure	Target	Achieved	Comment
Design and construct Lake Lyell Onsite Wastewater System upgrade.	100% complete	0%	Deferred to 2019/20
Lithgow Sewerage Treatment Plant - Bypass of sedimentation tanks and lining of fourth sludge lagoon.	100% complete	0%	Deferred
West Bowenfels Sewerage Scheme:  Extend the water and wastewater infrastructure to provide services to the new subdivisions of the West Bowenfels area.	100% complete	10%	Specification written for tender documents to take to market for design and construction

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

Performance Measure	Target	Achieved	Comment
Oakey Park Water Treatment Plant: Replacement of filters, upgrade of SCADA system and installation of online monitoring system.	100% complete	90%	Awaiting connection and setup of switchboards

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

Performance Measure	Target	Achieved	Comment
Water Pumping Station Renewal Upgrade of water pump station infrastructure that is past its useful life.	100% complete	25%	Vickers St WPS pumps purchased and to be installed with new electrical components
Upgrade and maintain reservoirs to ensure continuous water supply to residents.	100% complete	100%	Shaft St Old and New Reservoirs renewed

17 actions

6 completed

# Cemetery Services



Council's cemeteries team provides the following service:

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

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

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

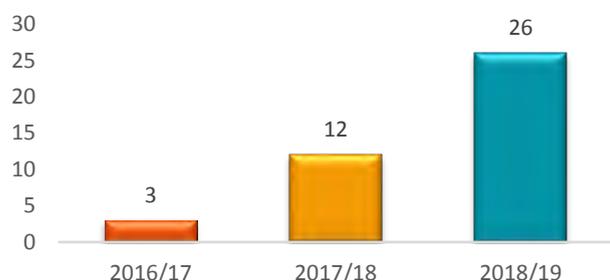
## Service Review

During 2018/19, Council commenced a service review of our Cemetery Services. The review will focus on the management, maintenance and administration of the 15 cemeteries under Council's responsibility. The review is assessing all aspects of Cemetery operations including levels of service, heritage significance, industry trends, mapping, engagement with service users and future needs. The service review will be finalised by June 2020.

### BE1.1.2 Undertake improvements at the Cemeteries

Performance Measure	Target	Achieved	Comment
Seal the Lithgow Cemetery Access Road	100% complete	25%	Lithgow - Concrete curbing has been installed. Road sealing to be undertaken in 2019/20
Install Irrigation works at Portland Cemetery	100% complete	80%	Irrigation works at Portland, installed. Electrical work underway to hook Irrigation up to the Bore pump. Upgrades to cemeteries is an ongoing project due to funding and the number of Projects required.

### Number of Complaints



Target ≤ 5

To resolve this in 2019/20, Council will be scheduling additional staff to work over the Christmas / New Year break to maintain the level of service expected by the community.

Complaints received in the 2018/19 year primarily related to an abnormally significant growing season through the summer months and the resultant required maintenance.



## BE1.2.1 Implement the CBD Revitalisation Action Plan

Performance Measure	Target	Achieved	Comment
Seek funding for Stage 2 of the Lithgow CBD Revitalisation Program	100%	85%	Requests for grant funding for Stage 2 of the CBD Revitalisation program were unsuccessful. Council continues to work towards cheaper, suitable solutions to the replacement of the footpath paving of Main Street, in consultation with the business owners and community.

## BE1.2.2 Develop and maintain gardens, parks, reserves, street trees and other public spaces.

Performance Measure	Target	Achieved	Comment
Installation of boundary fence at Lidsdale Park	100% complete	0%	Ongoing - Removal of hazardous trees and installation of appropriate trees to continue.
Install or replace the following to enhance public amenity: <ul style="list-style-type: none"> <li>Plant new street trees</li> <li>Remove dangerous trees.</li> </ul>	100% complete	100%	Due to issues identified with replacing the shade structure in Queen Elizabeth Park it is proposed to transfer funding for shade cover project to Wallerawang.  3 New parks have been identified to replace existing parks which have become non-compliant.
Install or replace the following in Queen Elizabeth Park: <ul style="list-style-type: none"> <li>Shade structure over playground equipment.</li> </ul>	100% complete	0%	<ul style="list-style-type: none"> <li>Marrangaroo</li> <li>Strathlone Estate</li> <li>Wallerawang at the new Skate Park</li> </ul>
Install or replace the following in local parks as required: <ul style="list-style-type: none"> <li>Playground equipment</li> <li>Shade structures</li> <li>Park furniture</li> <li>Replace soft fall</li> </ul>	100% complete	0%	
Construct the Wallerawang and Portland Skateparks	100% complete	60%	Consultation regarding the skate parks continued into this year, with the resulting final design and Development Applications approved for both the Wallerawang and Portland skate park sites. The Tender has been awarded for Wallerawang with construction due to commence in July and an expected completion date of September. Portland tender opened late May 2019 with the tender expected to be awarded in July and works to commence in September 2019.



## Adventure Playground, Endeavour Park, Lithgow

Lithgow Adventure Playground is a key part of Council's strategy to improve recreational infrastructure for the benefit of the local community and to attract visitors to the city to experience its range of recreational, sporting and cultural attractions.

Council wants to provide high quality and engaging recreation and play spaces for local families and children that encourage community participation and community pride and that promote improved community health. Council also wants to provide facilities that will attract increased tourist visitation to the area. Despite its many and varied attractions, Lithgow hasn't traditionally been seen as a tourist destination. This is something that Council is working hard to change.

After several years of community consultation and planning, the Lithgow Adventure Playground at Endeavour Park opened in late February 2019 followed by an official opening on Saturday 9 March 2019.

Designed by award winning playground designer Ric Mcconaghy, it is one of the largest recreational developments for the children and families of Lithgow in recent years.

Designed with a mining theme, the playground is uniquely Lithgow. It has many features that will appeal to a range of children and interests. The centre piece is a 5.5 metre high climbing tower, much like a mine poppet-head with climbing ropes and tube slide. A 22 metre long dual flying fox also gets the adrenaline flowing. Many exciting and interesting features, not generally seen in typical playgrounds encourage children to explore and to develop a greater appreciation of the heritage and environment of Lithgow.

Council has been surprised at the very large number of people using the playground from the day of its opening. The community response has been fantastic.

As the Mayor said at the official opening "You would have to travel a long way to see anything as special as this. This all abilities playground will provide fun, safe, interesting and unstructured play areas for children to develop their creative, social and cognitive skills."

The playground has been designed to ensure that it is accessible for all children and families and includes accessible pathways, facilities and amenities; contrasting colour and texture in materials to aid navigation; and, extension of seating areas to accommodate wheelchairs, strollers and walking frames.

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

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

The community consultation undertaken by Council in 2014 demonstrated to Council that there was strong community support for the playground in this location which was confirmed by the high numbers of people using it and the positive responses once the playground opened.

Council commissioned a concept design for the playground in the early stages of planning which enabled us to seek funding to allow the project to proceed.

## BE1.2.3 Manage and prepare playing fields ensuring availability for use except in exceptional wet weather conditions.

Performance Measure	Target	Achieved	Comment
Upgrade Lithgow Golf Course	100% complete	75%	Ongoing - Removal of hazardous trees and installation of appropriate trees to continue.  Lithgow Golf Club- Rectification work on the 4th Fairway has begun, extensive Top dressing and seeding project underway.
Synthetic wicket replacement	100% complete	100%	Completed
Tony Luchetti Showground:  <ul style="list-style-type: none"> <li>Floodlights</li> <li>Goal post replacement.</li> </ul>	100% complete	0%	It is estimated that \$250,000 is required to undertake this project which has been deferred.
Kremer Park, Portland  <ul style="list-style-type: none"> <li>Retainer Wall</li> <li>Playing field improvements.</li> </ul>	100% complete	15%	Installation of concrete guttering on top of the retaining wall has been completed, further engineering is required to determine what further action is required.
Water Canon replacement	100% complete	100%	Completed
Undertake field improvements at Wallerawang Oval.	100% complete	10%	The project has commenced with the initial spraying of weeds.  An underground Irrigation system will be installed during September/October which will be top dressed with a seeding program to follow.  Sports Advisory Committee has been notified of the works and notified that all sports are suspended for this Spring / Summer season, mainly affecting Summer Cricket
Additional works	Most of the projects outlined above have progressed well, aside from the ones that will require a major funding, grant allocation. In addition to the above:  Wicket covers were relayed at 3 sites  Bird Netting was put in place in at the Tony Luchetti Grandstand		



# Farmers Creek

# Masterplan

# Implementation

**5,000** native plants have been planted along Sandford Avenue

**40** volunteers participated in community planting days

**2.4m** wide walkway/cycleway extended from Glanmire Oval to Guy Street

## BE1.2.4 Farmers Creek developed to encourage environmentally sustainable recreational and tourist use.

Construction of a 2.4m wide walkway/cycleway, amenity plantings and landscaping to improve street quality and function from Glanmire Oval through to Guy Street as part of the Farmers Creek Master Plan implementation Project <http://council.lithgow.com/farmers-creek/>.

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

Balancing and prioritising the dual project objectives – of providing greater leisure/recreation opportunities and facilities, and connecting and enhancing public open space, while delivering environmental, biodiversity and water quality improvements was a focus in the development of the Farmers Creek Master Plan.

The continued implementation of the Farmers Creek Master Plan (FCMP) has seen the instillation of a pedestrian footbridge from Glanmire oval to Coalbrook Street across Farmers Creek. This is the first of three (3) bridges required to complete stage 1 of the FCMP. Future funding will see the instillation of two additional footbridges over State Mine Creek and Farmers Creek between Guy and Burton Street's. The instillation of the bridges will provide a continuous link from Geordie Street through to Lake Pillans for walkers and cyclists primarily along the Creek.

In addition to the construction of the bridge, significant environmental works have been complete along Sandford Avenue Lithgow to improve habitat value and connectivity of riparian corridor in Farmers Creek. Funded through \$150,000 of external grants a professional bush regeneration contractor has treated weeds, installed rock armouring to stabilise eroded drainage lines and established over 5000 native plants along Sandford Avenue Farmers Creek.

There have been a number of community planting days throughout the year providing the community opportunities to participate in the implementation of the FCMP and the rehabilitation of native vegetation on Farmers Creek. With the help of 25 willing participants as part of the Lithgow National Tree Day in September 2018, 330 plants were established near the Albert Street Bridge Glanmire Oval. Again 15 volunteers participated in a community planting day in April 2019 to establish another 450 plants.

The implementation of the FCMP will result in the restoration and revegetation of a degraded urban creek corridor. This will result in water quality improvement, enhanced scenic, environmental and biodiversity outcomes within the catchment.

The Masterplan delivers a staged "blueprint" for a connected network of parks and public open space, ranging from highly managed parklands and playing fields to restored Creekside bushlands, all linked and activated by a high-standard shared path plus other connections and offering a variety of leisure/recreation facilities and attractions along the entire corridor. All within easy reach of Lithgow's urban areas, FCMP will enable far greater community access and enjoyment to Farmers Creek and its tributaries.

Through the acquisition of additional external funding (\$279,260) as a result of the Environmental Protection Authority prosecution of Clarence Colliery, Council has achieved environmental improvements for the community through rehabilitation of the creek and implantation of the FCMP. This has been enhanced by contributions from community volunteers in the participation of community planting days, adding value to the outcomes of the project. The participation of 40 volunteers for 3 hours over the two planting days at \$27 per hour equates to \$3,240 of additional value in the delivery of the project through community involvement.

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

The Masterplan will provide important strategic direction and co-ordination, plus impetus for Council's on-going annual program of construction and maintenance of recreation facilities, plus environmental works, along Farmers Creek. Council has already used the Masterplan to support prospective external

funding applications through securing funding to undertake rehabilitation of native habitat within Farmers Creek.

Budget	
Original Budget	\$300,000
Actual Spend	\$300,000
Funding/sponsorship (List providers)	\$150,00 - EPA
Volunteer Contributions	\$3,240
Cost Savings realised through efficiencies	\$153,240

### BE1.2.5 Organise Sports Advisory Committee Meetings in accordance with the committee terms of reference

Performance Measure	Target	Achieved	Comment
Meetings to be held monthly	100% of meetings held	100%	All meetings organised and held in accordance with the Sports Advisory Terms of Reference.

### BE1.2.6 provide support to recreational activities and organisations in accordance with Council's Financial Assistance Policy.

Name	Amount	Activity funding
Adam Doonan	\$500	Motocross – Finke Desert Race – Northern Territory
Emily Thompson	\$500	Hockey – School Sport Australia Tour - Europe
Michael Carew-Fergusson	\$500	Soccer – Under 9 - SAP
Emily Crocker	\$500	Hockey – Tri-Nations Tournament - Germany

## BE1.2.7 Improve the quality of life of rural village communities

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

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

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

The Village Enhancement Program is funded from s94 contributions and has an annual budget of \$30,000 to address the identified priorities of our rural communities. In addition, Council works with state and federal governments to progress community priorities in cases that exceed the annual Council budget.

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

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

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

Implement the Village Improvement Plans			
Performance Measure	Target	Achieved	Comment
Install noticeboard at Hartley Community Hall (Old Schoolhouse)	100% complete	50%	Install a noticeboard at Hartley Community Hall (old Schoolhouse) - noticeboard purchased and to be installed first quarter 2019/20
Install a picnic shelter at Tarana	100% complete	0%	Install a picnic shelter at Tarana - to be undertaken first quarter 2019/20.
Install shade cloth over the playground at Merv Crane Park, Cullen Bullen	100% complete	100%	Completed – see image page 61



## BE1.2.8 Develop and operate the JM Robson Aquatic Centre using Council resources and associated oncosts

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

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

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

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

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

The commencement of hosting Children's Parties as a service at the Aquatic Centre in 2016 has proven to be extremely popular. The JM Robson Aquatic Centre party package for kids' birthday parties include a decorated party room and qualified instructor(s) that facilitate structured games for children to participate in. Parties run for 2 hours, with the first hour and a half dedicated to pool time fun and the last half hour for food and cake. At the end of the party all children will leave with a lolly bag.

### Sustainable Design

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

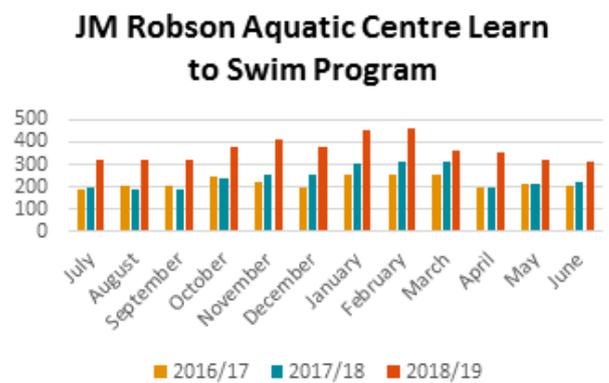
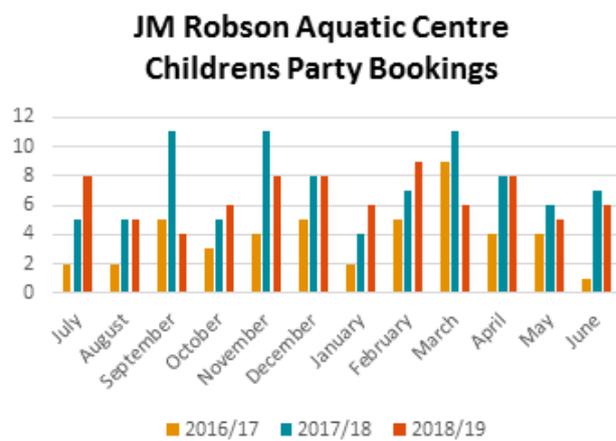
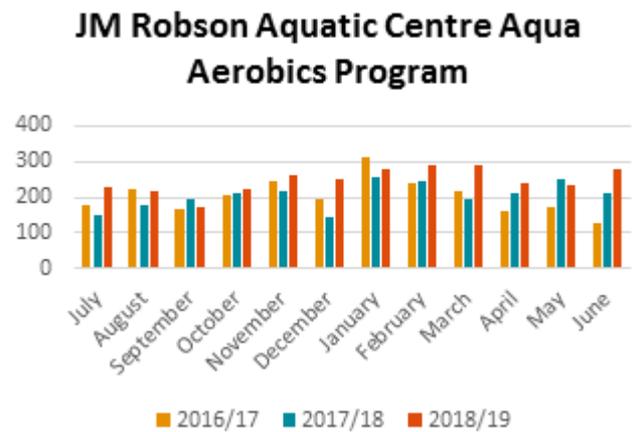
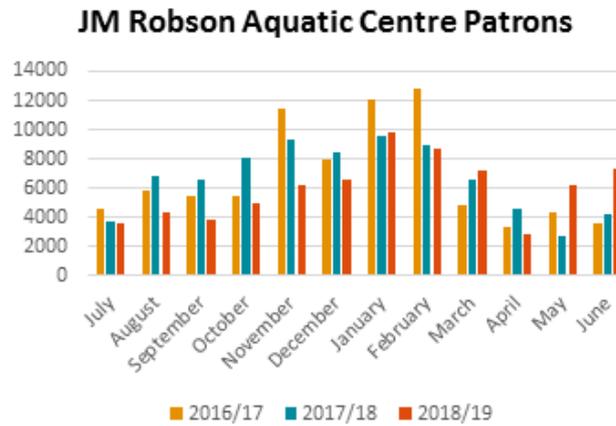
### Key Council Plans & Strategies

- Strategic Asset Management Plan
- Disability Inclusion Action Plan

### Service Review

During 2018/19, Council commenced a service review of the JM Robson Aquatic Centre. The review is looking at all aspects of Aquatic Centre operations including usage trends, the range of activities and programs provided to the community, levels of service, community engagement and future opportunities. The service review will be finalised by June 2020.

## Number of patrons utilising the service public programs implemented



## BE1.2.8 Develop and Operate the JM Robson Aquatic Centre using council resources and associated oncosts

Performance Measure	Target	Achieved	Comment
Installation of accessible aquatic equipment to improve accessibility of the aquatic centre.	100% complete	80%	A hoist was installed next to the 50m outdoor pool to enable swim patrons in wheelchairs to be lifted safely into the pool. This will improve safety for swimmers and their carers. The adult change table was not installed due to lack of suitable space.
Replace the boundary fence.	100% complete	0%	The existing fencing is in an acceptable position. New fencing is proposed to be installed to protect the gardens.

# BE1.3 - Provide an Environmental Health Inspections Program

## BE1.3.1 Undertake activities identified in the Trade Waste Policy

Due to staffing changeover and organisational restructure, the inspection program of all trade waste properties was not complete this financial year. Significant progress has been made in the latter part of the financial year with the program expected to on track early in the new financial year.

All trade waste discharges should be aware of the new Backflow Prevention Containment Policy 3.4 (available on Council's website <http://council.lithgow.com/policies1/>), which requires all trade waste discharges with a pre-treatment device such as, grease arrestor or oil water separators to install a backflow prevention device. Council has developed a range of Fact Sheets and established a list of accredited plumbers qualified to undertake these works on behalf of trade waste discharges. This information is available on Council's website <http://council.lithgow.com/liquid-trade-waste/> to assist business owners with these changes and gaining trade waste approval.



## BE1.3.2 Conduct public health and food inspections

Performance Measure	Target	Comment								
All skin penetration premises inspected once per year.	100% complete	<p>Food and Public Health inspections have been conducted within the Lithgow Local Government Area in accordance with the Food Regulation Partnership, Food Act 2010, and Public Health Act 2003.</p> <p style="text-align: center;"><b>Food Premises Inspections</b></p> <table border="1"> <caption>Food Premises Inspections Data</caption> <thead> <tr> <th>Year</th> <th>Number of Inspections</th> </tr> </thead> <tbody> <tr> <td>2016/17</td> <td>137</td> </tr> <tr> <td>2017/18</td> <td>140</td> </tr> <tr> <td>2018/19</td> <td>192</td> </tr> </tbody> </table> <p>In 2018/19, Council commenced inspections of Food Premises at temporary events as follows:</p> <ul style="list-style-type: none"> <li>• March 2019 – Lithgow Show 10 inspections</li> <li>• April 2019 – Ironfest 30 inspections</li> <li>• May 2019 – LithGlow 31 inspections</li> </ul> <p>All complaints made in relation to cooling towers and food premises are investigated and actions resolved or determined within 24 hours.</p>	Year	Number of Inspections	2016/17	137	2017/18	140	2018/19	192
Year	Number of Inspections									
2016/17	137									
2017/18	140									
2018/19	192									
Conduct one inspection of each commercial swimming pool or spa per year and provide ongoing education.	100% complete									
Conduct one inspection of cooling towers and associated systems annually.	100% complete									
Complaints made in relation to cooling towers investigated, actions resolved or determined within 24 hours.	100% investigated									
Undertake one inspection per Caravan Park annually.	100% complete									
Maintain a register of water cooling and warm water systems to ensure compliance with the Public Health (Microbial Control) regulation times.	100% complete									

# Buildings



Lithgow City Council is responsible for:

- Administration Centre and 2 council depots
- 24 Community Buildings including public halls
- 3 Libraries and Visitors Information Centre
- Eskbank House and Lithgow Blast Furnace
- 14 commercial buildings
- 24 public toilets
- 81 Bus shelters

In total Council has over 180 buildings which it is required to maintain. Council employs a carpenter, two electricians, painters and plumbers to carry out any necessary maintenance to its buildings.

## Destination Lithgow



### Eskbank House Museum



A regional museum set within one of Lithgow's oldest estates dating from the 1840's. Eskbank House Museum promotes the understanding and appreciation of the early settlement and development of the Lithgow region.

Explore the collections including objects of state and national significance, including the important Iron Black Boxes, Sutton Family Crazy Patchwork Quilt, Sir Joseph Cook Collection, and items from the historic Lithgow Pottery. The museum regularly hosts exhibitions and events.

**Open:** 10:00am-4:00pm Wednesday to Sunday. Entry fee includes a guided tour.

### Lithgow CBD

With so many amazing local attractions it might be time to take a break and recharge your batteries. Take a stroll through the CBD and you will find plenty of places to shop, enjoy a coffee or have a bite to eat.



### Lithgow Small Arms Factory Museum

Lithgow Small Arms Factory was Australia's first high precision mass production facility. The unique museum, situated on the factory site, is widely recognised for its comprehensive collection that showcases Australian manufacturing.

Discover the stories and people who shaped the factory – their aspirations, achievements and disappointments. Learn about new technology in an emerging nation and about how the factory survived and preserved the valuable skills of its workforce between the wars.

**Open:** 9:30am-2:00pm Tuesday-Thursday  
10:00am-4:00pm Weekends, school and public holidays



### J M Robson Aquatic Centre

Lithgow's state of the art aquatic centre features a 30 metre outdoor pool, a 25 metre indoor pool and popular splash park for the children. The outdoor pool is heated to 26°C (open from October to April) while the indoor pool is heated to 31°C (open all year round).

**Open:** 6:00am-7:00pm Monday - Friday, 8:00am-6:00pm weekends and 8:00am to 4:00pm public holidays



### Blast Furnace Park

The Lithgow Blast Furnace is a monument to Lithgow's industrial past and has been a prominent local landmark for over 100 years. This iconic industrial ruin is the birthplace of the Australian iron and steel industry which had a profound impact on the community of Lithgow.

It is a fantastic place for a picnic and to learn about the history of the area. The site has wheelchair accessible areas, toilets and drinking water.

**Open:** The park is open all year round and is lit until 10:00pm.



### Lithgow Visitor Information Centre

Head to Lithgow Visitor Information Centre to be inspired about the multitude of things to see and do in and around Lithgow.

**Open:** 9:00am-5:00pm every day except Christmas Day, Ph: 1300 760 276  
133 Great Western Hwy, Lithgow, in the Big Movers Lamp.  
[www.tourism.lithgow.com.au](http://www.tourism.lithgow.com.au)



# BE1.4 - Match infrastructure with development

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

Performance Measure	Target	Achieved	Comment
Install new bus shelters as required by the bus company.	2 per annum	100% complete	New shelter installed at Willis Street / Sutcliffe Street intersection. Existing shelters improved to meet the needs of the community.
Maintain Council depots: <ul style="list-style-type: none"> <li>Wallerawang Depot seal</li> <li>Lithgow stockpile shed.</li> </ul>	100% complete	80%	Wallerawang Depot seal removed to accommodate the urgent WHS improvements required at Lithgow Depot. Appropriate actions have been undertaken ensuring the safety of staff in the workplace. The Lithgow Stockpile Shed DA has been submitted and is awaiting approval. Once obtained, the shed will be installed prior to Christmas 2019.
Implement the General Asset Building Maintenance Program (including the Special Rate Variation Program) to: <ul style="list-style-type: none"> <li>Undertake office improvements to the ground floor of the Administration Building.</li> <li>Install solar panels.</li> </ul>	100% complete	0% complete	Resources were not available in the 2018/19 year to affect this plan. Funding was carried forward and Council has advertised to recruit a new position tasked the responsibility of managing Council's building assets. This position will commence by November 2019.

## BE1.4.2 Manage community halls and theatres

Performance Measure	Target	Achieved	Comment
Number of bookings processed for the Civic Ballroom	100% processed	100%	21 Bookings were processed
Number of bookings processed for the Union Theatre	100% processed	100%	11 Bookings were processed during the July to December period prior to the Theatre being closed for renovations.



Lithgow Union Theatre is an important heritage building that was constructed in 1918. The lack of dressing room facilities has resulted in limited use of the facility.

Performers are required to use temporary portable dressing rooms external to the building during productions. Access to toilet facilities also requires performers to use an external uncovered walkway. As a result, what should be an important cultural facility is unsuitable for use by travelling performers. Not one travelling performance occurred at the theatre in 2018.

An extensive community consultation process determined that there was a need for a multipurpose cultural facility in Lithgow.

In 2018/19 Council allocated \$400,000 for dressing room improvements at the Union Theatre and was then successful in obtaining a Regional Cultural Fund grant of \$775,664 towards the project.

The design included number of back of house facilities such as dressing rooms, a lift, accessible toilets, green room and workshop and storage areas. Provision was also made for new digital audio and lighting equipment, new curtains and a stage lift.

Construction commenced in May 2019 and is scheduled for completion in January 2020.

The total cost of the project is \$1,175,664. Prior to allocation of the grant through the Regional Cultural Fund Council was required to submit a detailed cost benefit analysis to demonstrate that the project when completed will have a positive economic and social benefit to the region.

The objectives of the project to meet the requirements of the Regional Cultural Fund include:

- provide a distinct cultural experience – enable unique arts, screen, culture and heritage offerings or meet an identified need or gap
- enhance cultural vitality – improve or establish cultural infrastructure and generate additional jobs in the cultural sector or the broader economy of the area
- promote increased participation in creative and cultural activities – enable access to arts and cultural projects and increase participation and diverse audiences in cultural events for the community, including for young people and Aboriginal and Torres Strait Islander peoples
- ensure design excellence – the project considers design excellence as a key component of the project.

When completed it is considered that the project will have met all the Regional Cultural Fund objectives.

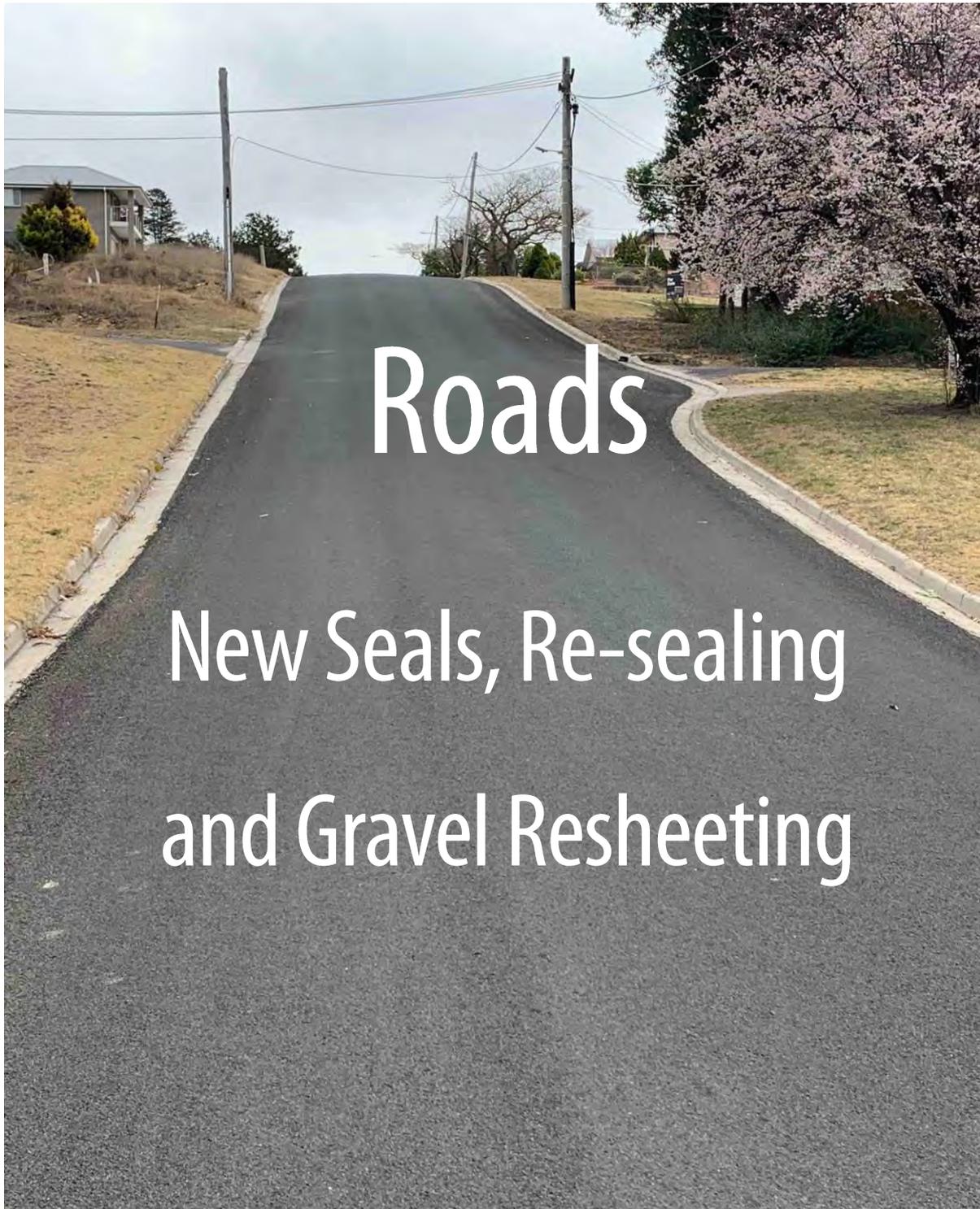
### Links to plans & strategies

- Strategic Asset Management Plan
- Disability Inclusion Action Plan



**\$1,175,664** improvement program

dressing rooms a lift accessible toilets  
green room workshop and storage areas



# Roads

## New Seals, Re-sealing and Gravel Resheeting

Pictured: Lett Street, Portland completed under the Infrastructure Levy Program (Mill and 50mm AC14 asphalt reseal from Williwa Street to Vale Street)

**878.97km**

Urban, rural sealed,  
regional & rural  
unsealed roads

**32** concrete bridges

**10** timber bridges

As a result of community consultation prior to the commencement of the 2018/19 period, the following roads were sealed or resealed as follows:

### New Seals:

- Coxs River Road, Kanimbla
- Falnash / Ilford Lane, Portland
- Commonwealth / Portland Lane, Portland
- Williwa / Commonwealth Lane, Portland

For new seals, Council's budget was \$294,674, of which \$272,693 was spent, achieving a project underspend of \$21,981. The roads listed above represent 2,190m of new seals in the Lithgow local government area.

### Re-seals:

- Lett Street, Lithgow
- Clarice Street, Lithgow
- Tank / Clarice Lane, Lithgow
- McKanes Falls Road, Hartley
- Burnett Street, Wallerawang
- Elizabeth Street, Wallerawang
- James Parade Lane, Wallerawang
- Bathurst Street, Wallerawang \*\*
- Bell Street, Portland
- Lett Street, Portland \*\*
- Ilford Street, Portland
- Ilford/Falnash Lane, Portland \*\*
- Paine Street, Portland
- Frankfort Road, Portland
- Williwa/Commonwealth Lane, Portland \*\*
- Commonwealth/Portland Lane, Portland \*\*
- Sawyers Road, Lidsdale
- Neubeck Street, Lidsdale
- Skelly Road, Lidsdale
- Blackberry Lane, Wallerawang
- Forty Bends Road, South Bowenfels \*\*
- Quarry Place, South Bowenfels
- Glen Alice Road, Bogee

For re-seals, Council's budget was \$1,874,093, of which \$1,877,557 was spent, resulting in an overspend of \$3,464. The roads listed above represent 6,355m of re-seals in the Lithgow local government area.

Note: \*\* Works completed under the Infrastructure Levy Program.

### Gravel Re-sheeting:

- Leigh Morres Road, Sodwalls
- Hearne Street, Capertee
- The Gullies Road, Glen Davis
- Palmers Oakey Road, Palmers Oakey

For unsealed road gravel resheeting, Council's budget was \$721,302, of which \$467,326 was spent, representing a total underspend of \$253,976. While the total proposed length of 14,000m was resheeted as per the adopted Operational Plan, significant savings were achieved through the use of high-quality recycled material from local roads upgrades, which included offsets in transport costs.

The above listed projects were a direct result of the assessment of condition ratings held by Council within its Asset Management System as well as community feedback received throughout the previous financial year.

For each of the new seals completed, this has been in response to feedback regarding lack of heavy vehicle access (including school busses in wet weather), dust alleviation, amenity improvements as well as reduced maintenance cost over time.

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

For each of the unsealed road gravel resheeting projects completed, priority was given to those roads that required the most frequent maintenance, were subject to the most community feedback and upon assessment

were determined to be deficient with regard to surface drainage and all-weather driveability.

### Changing the way we do things

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

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

Lastly, for each of the unsealed road gravel resheeting projects, subsurface and roadside drainage was improved, roadside vegetation was removed where it posed a significant hazard and gravel was imported from local organisations to blend with the existing material to create a smooth, all-weather road surface that better handles the harsher conditions of our more rural areas. Of note here, approximately 25,000 tonnes of recycled material was sourced this financial year from the Roads and Maritime Services as part of their local highway upgrade works. Usually, this material is taken to landfill however Lithgow Council roads engineers were able to facilitate its re-use on rural unsealed roads to reduce the environmental impact within the local area and increase the scope of these projects with minimal impact to the approved budget.

The impact of the works presented above are primarily social, economic and environmental. To this effect, social benefits include increased tourist traffic from improved road asset conditions, particularly in Lithgow's more rural areas. Additionally, there are social improvements that relate to the increased motorist safety as a result of these improved conditions. Economic impacts are closely related to our local businesses and the improved efficiency of our local heavy vehicle network and transport routes as a result of an improved road network, both in terms of condition and characteristics (longevity, width, skid resistance). Environmental impacts are a result of the significant use of recycled material sourced in conjunction with the Roads and Maritime Services improvement works on highways within the local Lithgow area. This reuse has economic benefits in that the RMS were able to achieve a more cost-effective solution to the disposal of excavated material however, the impact this material has on local landfill is also of great importance. By reusing this material, Council is reducing the impact on these landfill assets while also reducing costs for road construction materials and haulage.

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

Budget	
Original Budget	\$2,890,069
Actual Spend	\$2,617,576
Funding/sponsorship (List providers)	<ul style="list-style-type: none"> <li>• Roads to Recovery (State Government)</li> <li>• Infrastructure Levy Program (Approved Rate Increases) **</li> <li>• Regional Roads REPAIR Program (State Government)</li> </ul>
Volunteer Contributions	Nil
Cost Savings realised through efficiencies	\$242,493

## BE1.4.2 Upgrade and maintain urban and rural roads to an acceptable standard in accordance with their level of traffic use.

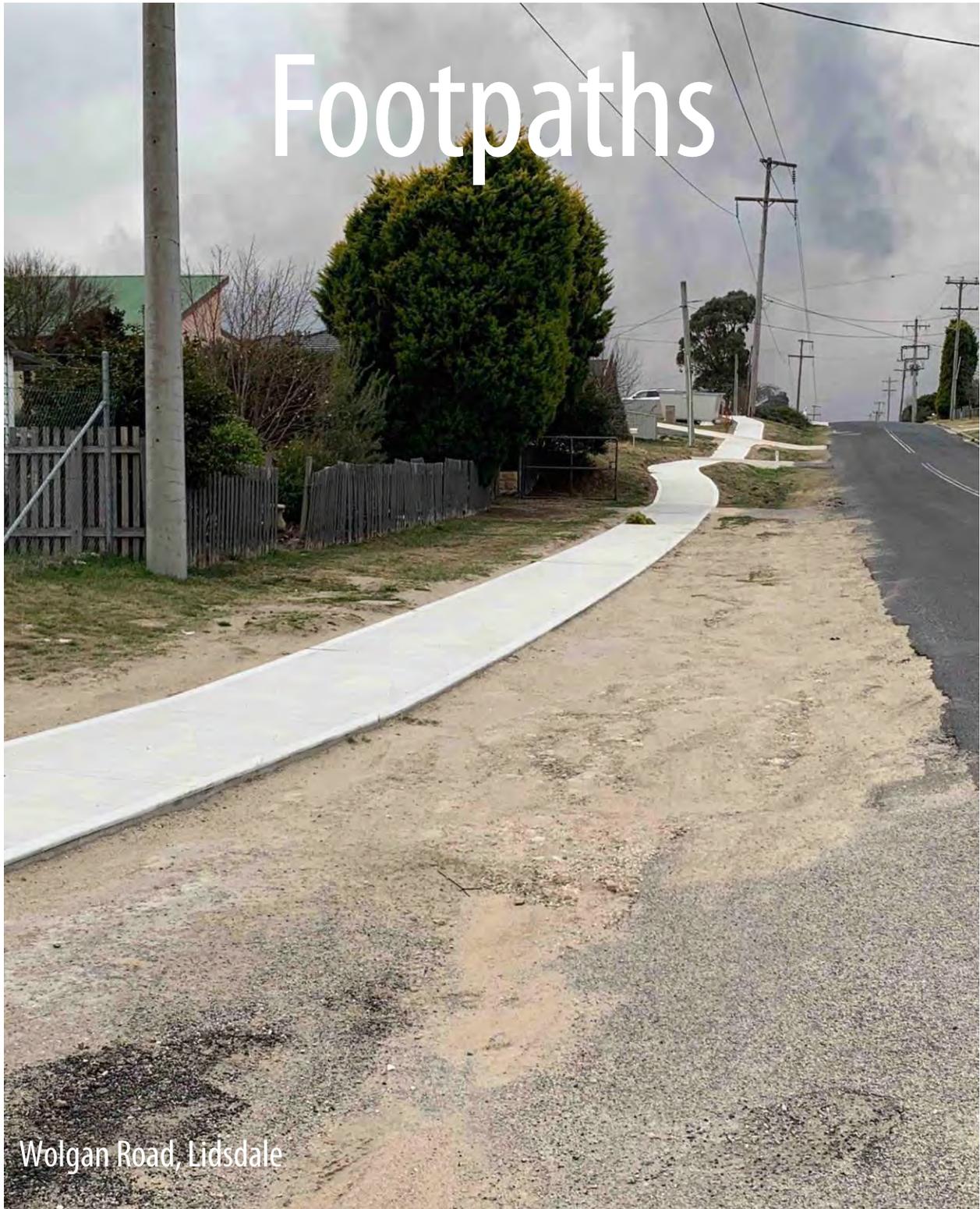
Performance Measure	Target	Achieved	Comment
Hughes Lane, Marrangaroo: <ul style="list-style-type: none"> <li>• Conduct an onsite meeting inspection of Hughes Lane with residents.</li> <li>• Investigate funding options for reconstruction and gravel re-construction and gravel re-sheeting from GWH to end.</li> </ul>	100% complete	100%	Works scheduled to be undertaken in 2019/20.
Implement the Urban Resealing Program: <ul style="list-style-type: none"> <li>• John Street, Lithgow</li> </ul>	100% complete	0%	Project postponed to 2019/20 to allow Jemena Gas to relay gas services to an acceptable depth below the surface. Currently, they have a cover of 20mm. Jemena Gas have been contacted to arrange a date for replacement.
Implement the Timber Bridge Improvements program: <ul style="list-style-type: none"> <li>• Hartley Vale Bridge</li> </ul>	100% complete	40%	Full heritage analysis and design complete. Awaiting receipt of quotes prior to commencement of construction. Project completion delayed to 19/20.

Performance Measure	Target	Achieved	Comment
Undertake a risk assessment, remediation investigation and design for rock cutting to improve the stability of the slope on Wolgan Gap.	100% complete	90%	Original scope complete. Risk assessment completed and relative stability of rockface and associated risk of rockfall within tolerable allowances. Remaining works include pavement integrity testing of the roadway through bore hole testing. This work is progressing for completion in September 2019.



Pictured: Bathurst Street, Wallerawang completed under the Infrastructure Levy Program. (Mill and 50mm AC17 Asphalt reseal from Commens Street to end)

# Footpaths



Wolgan Road, Lidsdale

As a result of significant community feedback, a 1,000m roadside footpath at 1.8m width was constructed along Wolgan Road, Lidsdale from Skelly Road to Maddox Lane.

This project facilitated the provision of a range of community outcomes including promoting healthy lifestyles, improving quality of life for Lidsdale residents and providing recreational infrastructure to meet the needs of the community. To date, this project has been the subject of high praise by the community.

## Footpath Renewals

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

In addition to this new construction, Council is committed to the renewal of existing footpaths to ensure their longevity. Currently, this is including the removal of underlying issues such as tree roots and broken stormwater infrastructure that is contributing to the issue. \$66,033 was spent on footpath maintenance and renewals throughout the greater Lithgow area.

The impacts of this work are primarily social and economic in nature. By providing the community with the safe and functional recreational infrastructure that meets its needs, Council is effectively encouraging its community to lead the healthiest and enjoyable lifestyle they possibly can. In addition, these assets attract people to our area, as tourists or permanent residents, does a great deal in attracting people to the area and providing economic benefits to our community.

### Learnings

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

Budget	
Original Budget	\$220,385
Actual Spend	\$238,824
Funding/sponsorship (List providers)	Regional Roads REPAIR Program (State Government)
Volunteer Contributions	Nil
Cost Savings realised through efficiencies	Nil

## Wallerawang Rail Overbridge and Pedestrian Refuge Project

Additional to the project above, through consultation with the community, Wallerawang Public School and the Roads and Maritime Services, it was identified that that community of Wallerawang required a pedestrian refuge and additional footpath infrastructure in the vicinity of Barton Avenue and the rail Overbridge.

The Wallerawang footpath and pedestrian refuge construction project included the construction of 50m of footpath on Tweedie Street and 50m of footpath on Pipers Flat Road with the purpose of connecting the existing western footpath on the rail Overbridge, for use by the community. Additionally, this project saw the design and construction of a new street light and pedestrian refuge in order to better ensure the safety of the public, in particular local school children, while using the area.





Pictured: Portland Sewerage Treatment Plant

3 Sewage treatment plants	34 sewage pump stations	146,035m gravity sewer
30,514m sewer rising mains	14,965m sewer trunk mains	7,715 sewerage service connections (connecting houses and businesses to the sewer network)

### Changing how we do things

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

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

### Key Council Plans & Strategies

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

### Cullen Bullen Sewerage Scheme

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

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

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

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

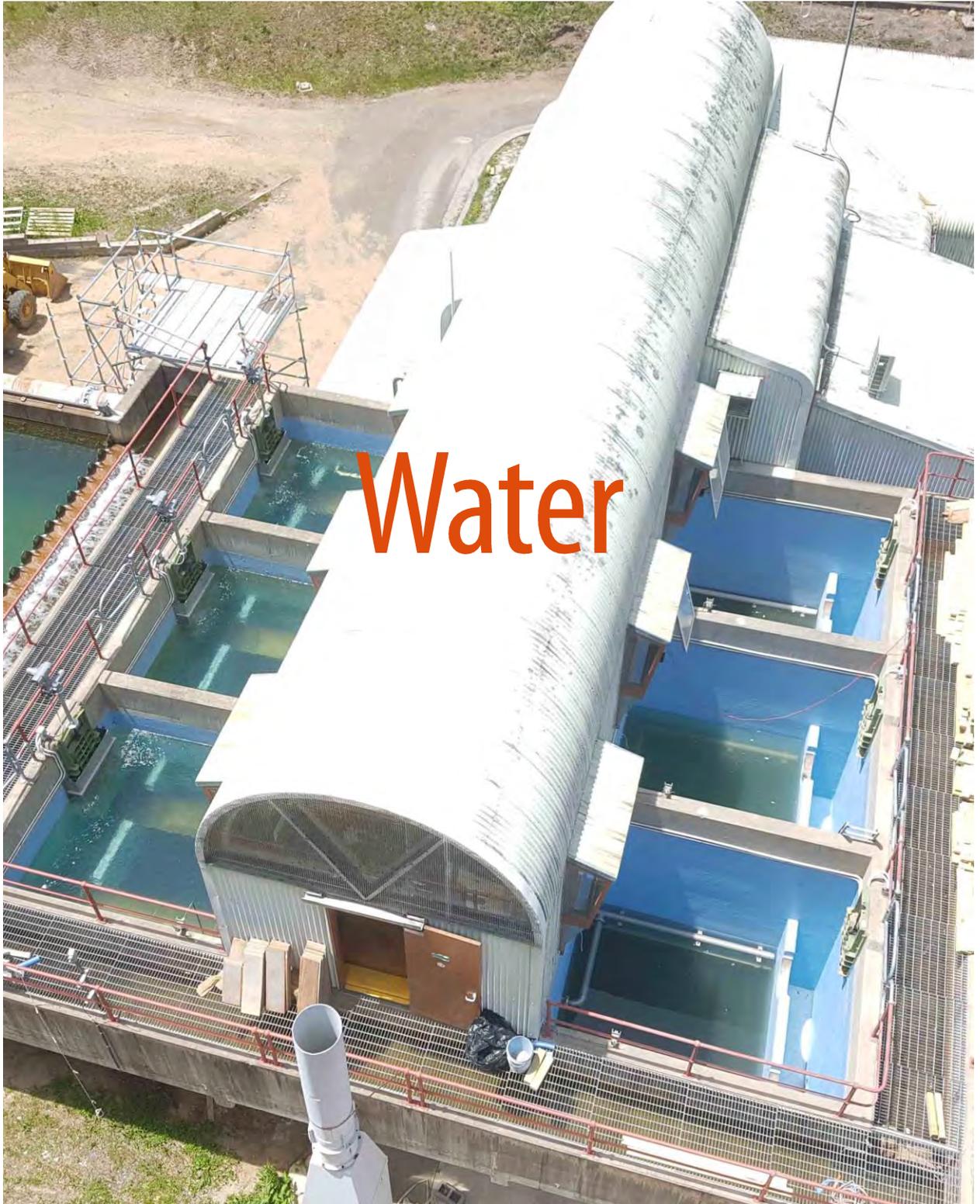
Will provide connection to over **90** residential properties

**73%** of on-site wastewater management systems inspected are failing

Using a real discount rate of **7%**, the total project generates a new present value of over **\$4.2m** with a benefit cost ratio of **1.45**

### BE1.4.4 Provide a secure and reliable sewage reticulation system to residents of Lithgow, Lidsdale, Marrangaroo, Portland and Wallerawang

Performance Measure	Target	Achieved	Comment
Design and construct Lake Lyell Onsite Wastewater System upgrade.	100% complete	0%	Deferred to 2019/20
Upgrade of sewer pump stations and replacement of pumps.	100% complete	100%	Farmer's Creek SPS renewed
Undertake a replacement of sewer vents.	100% complete	100%	6 sewer vents replaced across the LGA
Lining of trunk mains.	100% complete	100%	2.2kms of pipework repaired where necessary and relined
Lithgow Sewerage Treatment Plant - Bypass of sedimentation tanks and lining of fourth sludge lagoon.	100% complete	0%	Deferred
West Bowenfels Sewerage Scheme: Extend the water and wastewater infrastructure to provide services to the new subdivisions of the West Bowenfels area.	100% complete	10%	Specification written for tender documents to take to market for design and construction



Pictured: Oakey Park Water Treatment Plant

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

### Changing how we do things

The implementation of the Water Loss Management System has allowed council to better account for all water produced. In 2016/17, council installed meters on all council facilities which will result in a decrease in unaccounted water for Council (see p.109)

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

### Key Council Plans & Strategies

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

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

Performance Measure	Target	Achieved	Comment
Oakey Park Water Treatment Plant:  Replacement of filters, upgrade of SCADA system and installation of online monitoring system.	100% complete	90%	Awaiting connection and setup of switchboards
Dam Safety Works  Completion of outstanding immediate and primary dam safety works as recommended by the Dam Safety Committee.	100% complete	100%	Rockfill placed in base of dam
Water Pumping Station Renewal  Upgrade of water pump station infrastructure that is past its useful life.	100% complete	25%	Vickers Street WPS pumps purchased and to be installed with new electrical components
Upgrade and maintain reservoirs to ensure continuous water supply to residents.	100% complete	100%	Shaft St Old and New Reservoirs renewed
Renew water mains throughout Lithgow, Wallerawang and Portland.	100% complete	90%	Cutting in of new mains to be undertaking



*Enhancing  
our Natural  
Environment*

Pictured: White Faced Heron, Lake Pillans Wetlands

# Developing our Built Environment Actions

## NE1.1.1 Provide garbage disposal facilities within the LGA

Performance Measure	Target	Achieved	Comment
Design and construct the Lithgow Resource Recovery Centre	100% complete	30%	See page 99

## NE2.1.2 Work together to share information

Performance Measure	Target	Achieved	Comment
Participate in the activities of the CENTROC Water Utilities Alliance (CWUA).	2 per annum	0%	Council is no longer a member of CENTROC.

## NE2.2.2 Undertake energy audits of Council buildings and consider recommendations in the Operational Plan.

Performance Measure	Target	Achieved	Comment
Investigate energy efficiency opportunities at water and wastewater plants.	100% complete	0%	No audits were undertaken.

23 actions



20 completed

# Waste



Tarana Waste Transfer Station

# NE1.1 - Reduce, reuse and recycle our resources

Lithgow City Council is responsible for the following landfill sites:

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

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

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

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

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

- the Waste App (available for download from the App Store or Google Play)
- Lithgow Waste website [www.lithgowwaste.com.au](http://www.lithgowwaste.com.au)
- Media releases and alerts which are posted on Council's website ([www.council.lithgow.com](http://www.council.lithgow.com)) and facebook page @LithgowCityCouncil

## Links to plans & strategies

- Lithgow Council Waste & Recycling Strategy 2016-2026.

NE1.1.1 Provide garbage disposal facilities within the LGA			
Performance Measure	Target	Achieved	Comment
Design and construct the Lithgow Resource Recovery Centre	100% complete	30%	See pages 105-107
Install new trenches at rural garbage depots	100% complete	100%	Completed
Attend meetings and participate in NetWaste Programs considered beneficial for the Lithgow LGA.	1 per annum	3	Completed
Undertake an Environmental Education Program targeting school aged children.	2 per annum	100%	The environmental and waste education program has never been more popular with an 80% increase in participation from the previous year. Over 600 students attended the program with educational materials provided on recycling and waste avoidance to students. Education programs continue to be delivered throughout the LGA promoting the hierarchy of avoidance, reuse, recycle and dispose. Council continued a Recycling Bin Inspection Program (BIP) across the Lithgow LGA. Overall, the
NE2.1.4 Improve the community's knowledge of environmental issues Conduct waste education activities in association with Council's waste			

contractor.			quality of recycling observed in the recycling bins was of an exceptional standard with 84% of recycling bins exhibiting low or no contamination. At one of the year's largest public events, Halloween Council worked with local business and store holders to share the message of "rethink/avoid, reduce, reuse, and recycle".
Provide a green waste collection service to residents in Lithgow, Lidsdale, Marrangaroo, Portland, Rydal and Wallerawang.	4 per annum	4	210 participants with 7 tonnes of green waste collected.
Provide a clean-up collection service to residents.	2 per annum	2	622 participants with over 55 tonnes collected.
Assist in the provision of the Chemical Collection Service provided by Netwaste.	Kg of chemicals collected annually	3,320 kg collected	

## Waste Infrastructure Feasibility Study

The object of the project is to identify and assess opportunities to development waste management infrastructure in the Lithgow LGA.

Following on from the Lithgow Council Waste Strategy, a detailed feasibility study/master plan was identified as necessary to fully investigate all existing waste management services and facilities in the LGA. The investigation would help deliver an integrated facility network that is efficient and effective and provides a quality service to residents, ratepayers and businesses.



Lithgow Solid Waste Facility

The project involves a number of steps:

1. Development of Resource Recovery Centre (RRC) at Lithgow SWF to increase resource recovery and reduce waste going to landfill. The RRC is being developed under a separate project.
2. Reviewing rural landfills with aim of rationalising sites, meeting increasingly stringent regulatory requirements, improving resource recovery and maintaining a quality service to residents.
3. Reviewing existing landfill capacity at Lithgow landfill to determine timeframe for a new landfill.
4. Based on the life of Lithgow landfill and limitations of Blackmans Flat future landfill site, assessing potential alternative sites for a landfill and resource recovery facility.
5. Undertaking a pre-feasibility assessment for a potential future site identified through step 4.

The project ensures that waste infrastructure meets the needs of the community and maximises resource recovery, minimises environmental impact and offers a high-quality level of service to residents.

Efficient waste management has many environmental benefits through diverting waste from landfill, maximising value of resources and minimising environmental impacts of waste facilities. Appropriately planned infrastructure is critical in achieving efficient waste management.

The project ensures the Lithgow community has a local landfill facility for many years into the future and is not required to send waste outside the LGA. Security of waste management has significant environmental and economic benefits to the community.

## Productivity Improvements

The project is being completed in steps so that costs are not incurred investigating options that are not feasible. The completion of this project will maximise the efficiency of waste management in the LGA. Landfill space is becoming increasingly valuable and security of waste infrastructure avoids future costs associated with waste management.

Budget	
Original Budget	\$30,000
Actual Spend (to 30 June 2019)	\$21,370

It is noted there are commitments to spend the remaining allocation.

Lithgow Council is well positioned in terms of landfill capacity but importantly has the opportunity to use waste infrastructure to significantly improve resource recovery with possible economic development opportunities in the LGA.

## Lithgow Solid Waste Facility Development

The Lithgow SWF is the primary waste facility in the LGA, and continued operation is critical in meeting waste disposal requirements for local residents and businesses.

The object of the project is to undertake capital works and studies at the Lithgow SWF to allow continued landfilling and to meet increased regulatory requirements and industry standards.

The following works have been completed as part of the project:

- Preparation of a Development Application and detailed design for the Lithgow Resource Recovery Centre to be constructed on the site
- Updating the software and other improvements at the weighbridge and gatehouse
- Completion of a Water Management Study
- Completion of a Landfill Capping Concept Design

The project ensures Lithgow SWF:

- can continue to operate as a landfill whilst providing improvements for resource recovery and customer service.
- continue to meet environmental regulatory requirements plus implement improvements to meet modern standards.
- continue to provide appropriate waste management services in the LGA.

## Productivity Improvements

Appropriate planning and incremental development of Lithgow SWF removes the risk associated with the site resulting from either regulatory intervention or sudden changes in operation.

As the waste regulatory environment changes along with community expectations in terms of resource recovery and amenity, it is important that waste facilities can update to keep track of these changes and ensure continuity of operations.

## Tarana Waste Transfer Station

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

The following considerations influenced the design a new facility:

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

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

Tarana residents will be provided with access to the Waste Transfer Station and will be responsible for ensuring the site is secure after use to prevent disposal of out of area waste. Due to the recent success of the Tarana markets additional discussions with the community will focus on achieving an aesthetic consistent with the transfer stations purpose and other community uses within the vicinity.

## Productivity Improvements

The completion of this project will reduce the volume of windblown litter leaving the site as a result of the properly constructed and fenced waste transfer station. This will reduce the staff time required to collect windblown litter and improve the amenity of the village.

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

Budget	
Original Budget	\$200,000
Actual Spend (to 30 June 2019)	\$130,049

It is noted there are commitments to spend the remaining allocation.

Budget	
Original Budget	\$120,000
Actual Spend	\$120,000

# Water



# NE1.2 - Implement total water cycle management practices

## Plans & Strategies

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

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

Performance Measure	Target	Achieved	Comment
Undertake a Water Loss Management Program and implementation of its actions to achieve a reduction in Unaccounted for Water to less than 25%.	100% complete	100%	In 2018/19 Council commenced preparation for the replacement of water meters with Smart Meters as proposed in the Water Loss Management Plan to achieve a reduction in unaccounted for water to less than 25%. The Smart Meter Replacement Program will be undertaken in 2019/20.

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

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

Funding has been allocated to the feasibility study of stormwater improvements in the vicinity of the intersection of Laurence Street and Main Street, Lithgow. Anecdotally, this area has flooded each year and surveys were performed to determine the possibility of installing new subsurface pipes to alleviate this issue. However, as a result of the myriad of services within this area and concerns relating to the fall of the road itself, this solution was found to not be viable. Council has since completed a number of extensive surveys and completed design work to improve infrastructure in this area. Designs have been put to public contractors in order to obtain an indicative cost. With this information, funding will be incrementally placed into reserve to facilitate this substantial requirement for work in future years. Including the required interim cleaning of this pipework, this project required an expenditure of \$53,208 this financial year.

In addition, throughout Lithgow many kerb inlets and subsurface pipes have had their capacity increased to resolve flooding concerns. Kirkley Street, Lithgow, Hartley Valley Road, Lithgow and Marrangaroo Golf Club have had Council-maintained stormwater infrastructure improved at a cost of \$437,553. All three of these projects were required as a result of infrastructure being deemed substandard as a result of ongoing urban development and changing weather trends. With impervious areas increasing in urban areas and rainfall events increasing in intensity with shorter durations, Council's stormwater infrastructure must be strategically upgraded to accommodate increased flows.

Lastly, stormwater infrastructure maintenance continued throughout the year at a cost of \$217,137.

## Budget

Original Budget	700,000
Actual Spend	707,898
Funding/sponsorship (List providers)	Infrastructure Levy Program (Approved Rate Increases)
Volunteer Contributions	Nil
Cost Savings realised through efficiencies	Nil

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

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



Marragaroo Stormwater upgrade



Hartley Valley Road Stormwater upgrade

## NE1.2.3 Protect the catchment around Farmers Creek Dam

Performance Measure	Target	Comment
Provide drinking water to residents with the Farmers Creek Reticulated Supply System in accordance with the Australian Drinking Water Guidelines.	100% Compliance	Council did not achieve 100% compliance the ADWG. All exceedances were reported, and actions taken in accordance with the Drinking Water Management System.

## NE1.2.4 Conduct routine monitoring of Council's reticulated drinking water supplies.

Performance Measure	Target	Achieved	Comment
Disinfection By-Product samples	Number of Samples undertaken	23	Council has continued to supply drinking water to residents in accordance with the Australian Drinking Water Guidelines with monitoring undertaken and reported to NSW Health weekly.
Chemical samples		25	
Microbiological Bacterial samples		194	
Fluoride samples		13	
Samples taken upon trigger of Red Alert.		2	Sampling following notification of Red Alert was undertaken through May and June 2019 until the Red Alert was lifted latter in June 2019.

## NE1.2.6 Purchase water from State Water to supply Cullen Bullen, Glen Davis, Lidsdale, Portland, Wallerawang and Marrangaroo

### Water Purchased from Fish River Water Supply (kL)

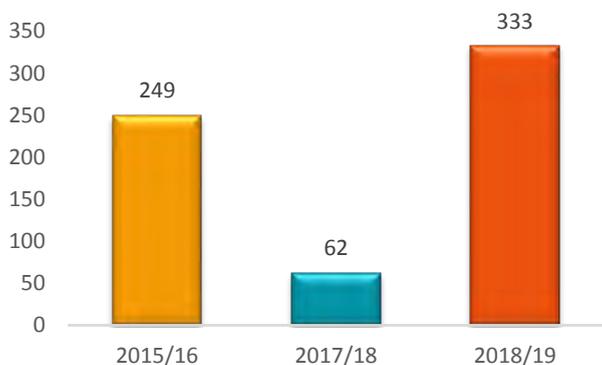




Bowenfels to Marrangaroo

# NE2.1 – Our natural environment is improved and protected

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



Annual inspections and approval of on-site sewerage systems is ongoing for all unsewered properties in the Local Government Area to ensure compliance with environmental and public health performance standards and the Local Government Act S.68 Part C, Items 5 & 6. In 2017/18 due to a reduction in staffing, the targets for inspection of Septic Systems (10 per week) was not met.

## NE2.1.2 Work together to share information

Performance Measure	Target	Achieved	Comment
Participate in the activities of the CENTROC Water Utilities Alliance (CWUA).	2 per annum	0%	Council is no longer a member of CENTROC.

## NE2.1.3 Provide a forum for Environmental Groups to discuss matters relating to the environment and advise Council.

Performance Measure	Target	Achieved	Comment
Conduct meetings of the Environmental Advisory Committee in accordance with the Terms of Reference.	4 meetings per annum	100%	Quarterly meetings of the Environmental Advisory Committee are undertaken to engage a range of stakeholders for ideas and information to advise Council on environmental issues within the LGA.

## NE2.1.4 Improve the community's knowledge of environmental issues – see page 114-116

## NE2.1.5 Implement the Alternate Fuel Rebate Program for the replacement of coal heaters with cleaner heating alternatives within Lithgow, Wallerawang, Portland and surrounding villages.

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

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

Rebates are available to householders to replace their coal burning appliance.

The following replacement heating systems are eligible for the \$1000 rebate (\$1400 for pensioners) \$2000 for Commercial Premises.

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

**Coal Fired Heater Replacement Rebates**



## NE2.1.6 Plan or assist in coordinating activities that raise awareness and positively engage the community in managing their natural environment.

Performance Measure	Target	Achieved	Comment
Community engagement activities conducted.	4 per annum	13	<p>To complement the Save Our Species project called “Swamped by Threats” which aims to protect swamps on the Newnes Plateau. Council has modified its school education program to teach the children of the important role swamps play in our ecosystem. This collaborative project Funded by the Environmental Trust aims to maintain viable populations of two landscape-managed fauna species - Giant Dragonfly, and the Blue Mountains Water Skink; and protect and improve the condition of three threatened ecological communities (Blue Mountains Swamps, Montane Peatlands and Swamps and Newnes Plateau Shrub Swamp).</p> <p>Council has also secured and administered significant grant funding to achieve environmental outcomes while improving the community’s knowledge of local environmental issues. These include; weed control and environmental works at;</p>

Hassan's Wall's, Farmers Creek and the development of a Roadside Vegetation Management Plan.

### NE2.1.7 Attend Lithgow Oberon Landcare Association and other landcare groups and provide support.

Performance Measure	Target	Achieved	Comment
Landcare Coordinator to attend meetings as required.	100% of meetings attended	100%	The Landcare Coordinator employed by Lithgow City Council has attended regular meetings of the Lithgow Oberon Landcare Association and supported a large variety of Landcare activities and strategic developments throughout the LGA. In addition, the coordinator supports many other community groups, participates in a variety of landholder and community events and assists with the delivery of several weed management, pest animal control and land management programs in conjunction with Local Land Services, National Parks & Wildlife Services and the Office of Environment and Heritage.

### NE2.1.8 Promote Lithgow city council's involvement in Landcare activities through media, social media, website, Landcare Newsletter and activity Calendar.

Performance Measure	Target	Achieved	Comment
Media releases per annum	4 per annum	6	<p>During the 2018/ 2019 financial year, the Landcare Coordinator employed by Lithgow City Council has been involved in 13 different Landcare events, most of which involving volunteer community input. These events include:</p> <ul style="list-style-type: none"> <li>• Community planting days along Farmers Creek</li> <li>• Endangered species habitat protection</li> <li>• Wildlife monitoring</li> <li>• Weed and pest animal control workshops</li> <li>• On-farm protection of mature hollow bearing trees</li> </ul> <p>The Landcare Facilitator has been able to show Lithgow City Council's support for these valuable community activities and demonstrate Council's support for healthy communities and a healthy environment. This promotion has included local print and radio media outlets, the Lithgow Council and Lithgow Oberon Landcare Association web pages, and various newsletters and calendar of events.</p>
Regular posts on Lithgow City Council Facebook page	100% complete	100%	
Calendar of activities developed and promoted.	100% complete	100%	
Landcare newsletters distributed	2 per annum	4	

NE2.1.9 Link funding opportunities to groups, projects and activities in the area. Distribute information and assist where applicable in helping groups to acquire funding.

Performance Measure	Target	Achieved	Comment
Seek opportunities to increase funding for environmental activities.	100% complete	100%	In April 2019, the Landcare Facilitator employed by Lithgow City Council assisted Tarana Community Farmers Market apply for and receive a 'Well-Being Grant to Support Farming Communities' from the Federal Government. In addition, various other funding proposals have been drafted and either submitted in current funding application rounds and/or on hold for submission in future funding application rounds.

## NE2.2 - Minimise negative impacts on the environment

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

Performance Measure	Target	Achieved	Comment
Weed control undertaken at Farmers Creek.	100% complete	100%	Complete

NE2.2.2 Undertake energy audits of Council buildings and consider recommendations in the Operational Plan.

Performance Measure	Target	Achieved	Comment
Staff Sustainability Team to meet as required to:  Identify energy and water saving	100% complete	100%	The Staff Sustainability Team did not meet during 2018/19.  However, Council is currently looking at installation of solar at two sites. The project covering the installation of solar panels and batteries on the administration building are

initiatives.  Promote project activities to highlight the 'green credentials' of Council.			underway. A switchboard upgrade will be required which may push completion back to around June 2020. We are also aiming to complete a solar panel installation on the Aquatic Centre building prior to 30th June as well.
Investigate energy efficiency opportunities at water and wastewater plants.	100% complete	0%	No audits were undertaken.

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

Performance Measure	Target	Achieved	Comment
Number of incidences of non-compliance identified in relation to sewerage treatment plant facilities.	100% of incidences reported	100%	Council exceeded the Licence conditions on 4 occasions. These exceedance have been reported in the Annual System Performance Report in accordance with the conditions of the Licence/s. Records of exceedance are provide in the EPA Monitoring section of the Council website <a href="http://council.lithgow.com/epa-monitoring/">http://council.lithgow.com/epa-monitoring/</a>

### NE2.2.4 Comply with the Environment Protection Licenses for Lithgow Solid Waste Facility and Portland Garbage Depot.

Performance Measure	Target	Achieved	Comment
Number of incidences of non-compliance identified in relation to waste management facilities.	100% of incidences reported	100%	<p>The NSW EPA commenced a random audit program of licensed waste facilities (landfills) in late 2018. The Lithgow Solid Waste Facility was selected as part of this audit program and an audit inspection undertaken on 3rd April 2019. As a result of the audit the following non-compliances were identified:</p> <ul style="list-style-type: none"> <li>• Code red (significant environment significance) – 0</li> <li>• Code orange (environmental significance, lower priority) - 0</li> <li>• Code yellow (lower priority but still important and must be addressed) - 7</li> </ul>

			<ul style="list-style-type: none"> <li>Code blue (no direct environmental significance) – 13</li> </ul> <p>Records of exceedance are provide in the EPA Monitoring section of the Council website  <a href="http://council.lithgow.com/epa-monitoring/">http://council.lithgow.com/epa-monitoring/</a></p>
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**NE2.2.5 To fulfill Councils appropriate regulatory authority responsibilities under the Protection of the Environment Operations Act.**

Performance Measure	Target	Achieved	Comment
Pollution incidents responded to within 24 hours for: Sewage Management Water Treatment distribution	100% responded to.	100%	All pollution incidents reported in accordance with the POEO Act



Mayor Ray Thompson opening the Lithgow Adventure Playground

# Responsible Governance & Civic Leadership

## Actions

### GL1.1.2 Identify and develop new plans and strategies in line with the community's needs

Performance Measure	Target	Achieved	Comment
<p>Prepare a Comprehensive Development Control Plan to provide detailed planning and design guidelines to support the planning controls in the Lithgow LEP 2014.</p> <ul style="list-style-type: none"> <li>Plan prepared, consulted upon and adopted.</li> </ul>	100%	5%	Progress on the completion of the Development Control Plan has stalled as resources were allocated to essential services. This project is ongoing and is now scheduled for completion end of 2019/2020 financial year.
<p>Commence development of a Masterplan for Hassans Walls Reserve:</p> <ul style="list-style-type: none"> <li>Undertake a Mine Subsidence Audit.</li> </ul>	100%	5%	Progress on the completion of studies has stalled due to the alternative allocation of resources. This project was deferred by Council in the adoption of the 2019/2020 Operational Plan.
<p>Develop and implement a Floodplain Risk Management Study and Plan:</p> <ul style="list-style-type: none"> <li>Plan prepared, consulted upon and adopted.</li> </ul>	100%	5%	Floodplain Management Program Grant submitted to Office of Environment & Heritage. Awaiting outcome of grant to proceed with project.
<p>Develop and implement a Plan of Management for Lake Wallace:</p> <ul style="list-style-type: none"> <li>Plan prepared, consulted upon and adopted.</li> </ul>	100%	90%	The Draft Plan of Management has been received and is under review. This will be finalised in the 2019/2020 FY.

## GL2.1.2 Manage and monitor Council's finances.

Performance Measure	Target	Achieved	Comment
Implement the Asset Management Solution including Finance Asset Register and Finance system integration.	100% complete	50%	The asset management solution implementation is ongoing. Staff resource limitations have delayed the matching and reconciliation of Asset Management Solution data with the Finance Asset Register.

## GL2.2.1 Investigate processes/applications/technologies to increase efficiencies and reduce costs.

Performance Measure	Target	Achieved	Comment
Implement a paperless office to achieve a 5% reduction in printing/paper costs.	5% reduction	5%	2 new printers were installed at the Water & Wastewater office and the Aquatic Centre to improve printing efficiency. Council continues to use PaperCut software to manage and reduce printing costs.

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

Performance Measure	Target	Achieved	Comment
Upgrade Spydus (Library System) to V10 on a cloud environment.	100% complete	20%	Stage 1 of Library system upgrade completed with move to cloud environment.

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

Performance Measure	Target	Achieved	Comment
Provide information and/or undertake activities that promote Council to the community.	100% complete	0%	Council did not participate in Local Government Week.

### GL3.3.1 Enhance employee engagement.

Performance Measure	Target	Achieved	Comment
Design and commence a Reward and Recognition Program.	100% complete	0%	This has been discussed at the Staff Consultative Committee and it has been agreed that it is difficult to implement. However, Council does hold an annual Staff Christmas function and Presentation of Service Day.
Conduct an Employee Opinion Survey to measure employee engagement.	100% complete	0%	Funds were not allocated in the budget to undertake this and it has been deferred.

### GL3.3.2 Ensure the organisational structure is relevant to the organisations' needs/service development.

Performance Measure	Target	Achieved	Comment
Review Council's Salary System.	100% complete	0%	Funds were not allocated in the budget to undertake this and it has been deferred.

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

Performance Measure	Target	Achieved	Comment
Develop a Service Planning Framework with a minimum of 3 Service Level Reviews undertaken per annum.	3 per annum	30%	<p>Council commenced its Service Review Program in August 2018, however this stalled due to resource limitations and was not reconvened until May 2019, when a replacement Service Review Coordinator was appointed. Reviews have commenced on four service areas being:</p> <ul style="list-style-type: none"> <li>• Ranger Services (includes Compliance, Law Enforcement, Animal Control and Animal Shelter).</li> <li>• JM Robson Aquatic Centre (Operations and Kiosk)</li> <li>• Cemeteries (includes Administration, Maintenance and Cemetery Operations)</li> <li>• Libraries (Includes Lithgow, Wallerawang and Portland Branch operations).</li> </ul>

32 actions

24 completed

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

## GL1.1.1 Prepare, review and implement Asset Management Plans and Policies

Performance Measure	Target	Achieved	Comment
Implement the Asset Management Improvement Plan	100%	100%	Asset data was imported into new Asset Management System for Transport, Water and Sewer Assets.

## GL1.1.2 Identify and develop new plans and strategies in line with the community's needs

Performance Measure	Target	Achieved	Comment
Prepare a Comprehensive Development Control Plan to provide detailed planning and design guidelines to support the planning controls in the Lithgow LEP 2014. <ul style="list-style-type: none"> <li>Plan prepared, consulted upon and adopted.</li> </ul>	100%	5%	Progress on the completion of the Development Control Plan has stalled as resources were allocated to essential services. This project is ongoing and is now scheduled for completion end of 2019/2020 financial year.
Commence development of a Masterplan for Hassans Walls Reserve: <ul style="list-style-type: none"> <li>Undertake a Mine Subsidence Audit.</li> </ul>	100%	5%	Progress on the completion of studies has stalled due to the alternative allocation of resources. This project was deferred by Council in the adoption of the 2019/2020 Operational Plan.
Develop and implement a Floodplain Risk Management Study and Plan: <ul style="list-style-type: none"> <li>Plan prepared, consulted upon and adopted.</li> </ul>	100%	5%	Floodplain Management Program Grant submitted to Office of Environment & Heritage. Awaiting outcome of grant to proceed with project.
Develop and implement a Plan of Management for Lake Wallace: <ul style="list-style-type: none"> <li>Plan prepared, consulted upon and adopted.</li> </ul>	100%	90%	The Draft Plan of Management has been received and is under review. This will be finalised in the 2019/2020 FY.

### GL1.1.3 Prepare, review and implement Council's Policies in accordance with the Policies Register.

Performance Measure	Target	Achieved	Comment
Council policies developed and reviewed.	100% complete	75%	Council officers have put in a considerable effort to catch-up on overdue policy reviews. New policies have been developed as appropriate. There are a number of standard working procedures which are overdue for review.

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

Performance Measure	Target	Achieved	Comment
Plan prepared, consulted upon and adopted by Council.	100% complete	100%	<p>The Combined Delivery Program 2017-2021 and Operational Plan 2018/19 was adopted at the Council meeting held on 24 June 2019 following an extensive consultation process which included:</p> <p>Call for submissions from the community commencing in November 2018. A submissions form was placed on Council's website <a href="http://www.haveyoursay.lithgow.com">www.haveyoursay.lithgow.com</a>. All submissions were considered as part of the budget deliberations.</p> <p>The Draft Combined Delivery Program 2017-2021 and Operational Plan 2018/19 was placed on exhibition on the Have Your Say Website from 30 April for a period of 28 days. During this time Council promoted the Operational Plan via media and social media. A pop-up Community Information Kiosk was held in Cook Street Plaza on 14 May 2019 for members of the community to ask questions regarding the Draft operational plan. This was staffed by Councillors, the General Manager, Directors and Officers from all departments.</p>

### GL1.1.5 Conduct the business of Council in an open and democratic manner.

Performance Measure	Target	Achieved	Comment
Ordinary Meetings of Council held tri-weekly and Extra Ordinary Meetings held as required.	100%	100%	<p>Extra Ordinary Meeting held on Tuesday 29th January 2019</p> <p>Business Papers, minutes for Council Meetings, Committee Meetings and Extra Ordinary Meetings produced and delivered in accordance with the Local Government Act and Regulations and the Code of Meeting Practice.</p>

## GL1.1.5 Conduct the business of Council in an open and democratic manner.

Performance Measure	Target	Achieved	Comment
Number of Council decisions made at meetings closed to the public.	100%	355	Resolutions were made.
Councilor attendance at council meetings.	100% attendance	<ul style="list-style-type: none"> <li>July – 100%</li> <li>August – Clr S Ring absent</li> <li>September – 100%</li> <li>October – 100%</li> <li>November – Clr R Thompson absent</li> <li>December (no meeting held)</li> <li>January (Extra Ordinary Meeting) – Clr C Coleman absent</li> <li>February – Clr D Goodwin absent</li> <li>March – Clr C Coleman absent</li> <li>April – Clr D Goodsell absent</li> <li>May – Clr W McAndrew absent</li> <li>June – Clr R Thompson absent</li> </ul>	

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

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

Performance Measure	Target	Achieved	Comment
Develop a Service Planning Framework with a minimum of 3 Service Level Reviews undertaken per annum.	3 per annum	30%	<p>Council commenced its Service Review Program in August 2018, however this stalled due to resource limitations and was not reconvened until May 2019, when a replacement Service Review Coordinator was appointed. Reviews have commenced on four service areas being:</p> <ul style="list-style-type: none"> <li>Ranger Services (includes Compliance, Law Enforcement, Animal Control and Animal Shelter).</li> <li>JM Robson Aquatic Centre (Operations and Kiosk)</li> <li>Cemeteries (includes Administration, Maintenance and Cemetery Operations)</li> <li>Libraries (Includes Lithgow, Wallerawang and Portland Branch operations).</li> </ul>

## GL2.1.2 Manage and monitor Council's finances.

Performance Measure	Target	Achieved	Comment
Prepare and submit an application for a Special Rate Variation.	100% complete	100%	Council was successful in its application for a Special Rate Variation, however it was only part approved to a total of 9% (see pp 18-19).
Review Council's Fees & Charges to ensure commercial competitiveness and best practice management.	100% complete	100%	All Fees & charges were reviewed and adopted on 24 June 2019.
Implement the Financial Management Improvement Plan.	100% complete	100%	Financial statements were audited and lodged with the OLG before 31 October 2018.
Implement the Asset Management Solution including Finance Asset Register and Finance system integration.	100% complete	50%	Implementation of the Financial Management Improvement Plan is ongoing.
Annual financial statements prepared, audited and lodged with the Office of Local Government by 31 October.	100% complete	100%	The asset management solution implementation is ongoing. Staff resource limitations have delayed the matching and reconciliation of Asset Management Solution data with the Finance Asset Register.
Financial statements lodged with Office of Local Government by 7 November.	100% complete	100%	
Review and adjust Operating Grants budget to reflect actual levels.	100% complete	100%	Monthly reporting to the Office of Local Government has continued throughout the 2018/19 year.
Develop and implement processes to streamline tendering and identify Aggregated Purchasing.	100% complete	100%	Council is continuing to follow the purchasing and tendering procedures that are in place to ensure compliance and cost effectiveness. Several tender processes have proceeded during this period including the Road Repair & Improvement Program, Unsealed Road Renewal and Construction of the Wolgan Road footpath. Council released updated versions of the Purchasing and Tendering SWPs which included changes to exempt suppliers, WHS procedures and the resolution by Council to delegate acceptance of tenders below \$500,000 to the General Manager.

GL2.1.3 Report the outcome of a quarterly performance review of the Delivery Program, Operational Plan and provide a budget review statement to Council prior to 30 November, 28 February and 31 May.

Performance Measure	Target	Achieved	Comment
July to September Quarterly Report	30 November	100%	Completed and presented to November 2018 Council meeting.
October to December Quarterly Report	28 February	100%	Completed and presented to February 2019 Council meeting.
January to March Quarterly Report	31 May	100%	Completed and presented to May 2019 Council meeting.

GL2.1.4 Report on the outcome of Council's performance against the Delivery Program.

Performance Measure	Target	Achieved	Comment
Six Monthly Report prepared and adopted by council by 29 February.	28 February	100%	The 2019/20 Six Monthly report was prepared and reported to Council on 25 February 2019.
Annual Report prepared, adopted by Council and submitted to the Office of Local Government.	30 November	100%	The 2017/18 Annual Report was adopted by Council on 26 November 2018 and submitted to the Office of Local Government by 30 November 2018 as per legislative requirements.

GL2.1.5 Planning agreements are negotiated and administered according to the adopted policy.

Performance Measure	Target	Achieved	Comment
Development contributions are collected and administered in accordance with the adopted Contributions Plan and Planning Agreements.	100% complete	100%	Planning Agreements negotiated on applicable development applications (see page 155)

GL2.1.6 Ensure legal compliance and transparency of the administration of Council's Public Land Portfolio

Performance Measure	Target	Achieved	Comment
Land Register is updated and maintained quarterly.	100% complete	100%	Council's Public Land Portfolio has been appropriately managed and relevant dealings in public land reported to ensure legal compliance and transparency.

# GL2.2 Use modern operating systems and apply contemporary practices

## GL2.2.1 Investigate processes/applications/technologies to increase efficiencies and reduce costs.

Performance Measure	Target	Achieved	Comment
Implement a paperless office to achieve a 5% reduction in printing/paper costs.	5% reduction	5%	2 new printers were installed at the Water & Wastewater office and the Aquatic Centre to improve printing efficiency. Council continues to use PaperCut software to manage and reduce printing costs.
Investigate and implement new technologies to improve the ability of Inspection Staff (indoor and outdoor employees) to send and receive information and comply with WHS requirements.	100% complete	100%	Mobility program for asset inspection and maintenance commenced in June.  Electronic Timesheets being rolled out progressively and preparations commenced to rollout an electronic Safety management System (Vault)
Achieve a 5% increase on residents utilising electronic billing.	5% increase per annum	This is an ongoing action, Council's rates department are developing and implementing strategies to increase electronic billing to a target of 80% of total notices. As at 30 June, 5.45% of Rates Notices were being sent electronically with an estimated savings on postage and paper of \$1,316.00.	

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

Performance Measure	Target	Achieved	Comment
Fleet maintained to ensure maximum availability of plant and equipment.	100% complete	100%	All fleet (Council and RFS) were maintained as required. The addition of one extra mechanic into Council's structure has ensured the continued ability to perform this function efficiently.
Review of Council's fleet of lease vehicles.	100% complete	100%	Council's Leaseback Vehicles SWP has been updated following a review by a Council working group. The types of vehicles purchased have been reviewed to include task-suitable but small and efficient vehicles wherever possible. This change has resulted in the inclusion of 10 hybrid vehicles into Council's fleet, replacing conventional petrol and diesel vehicles. Significant savings have been achieved on the operating costs of vehicles and the FBT liability of Council through the adoption of the maximum possible Increases (under the Local Government Award) to leaseback fees paid by the limited number of staff with a leaseback vehicle entitlement.

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

Performance Measure	Target	Achieved	Comment
Attend CENTROC board meetings quarterly.	4 per annum	100%	Lithgow City Council no longer part of CENTROC. Council is now a part of WSROC. Meeting held in February and attended by GM, Mayor and Deputy Mayor
Attend GMAC board meetings quarterly.	4 per annum	100%	Lithgow City Council no longer part of CENTROC. Council now a part of WSROC. Meeting held in January which was attended by Andrew Muir
Attend the Local Government NSW Conference.	100% attended	100%	The conference was held in October and was attended by CFIO R Gurney, Clr C Coleman, Clr S Ring & Clr W McAndrew

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

Performance Measure	Target	Achieved	Comment
Manage and maintain the communications networks ensuring they are operational and accessible greater than 98% of the year. <ul style="list-style-type: none"> <li>All software revisions implemented as recommended.</li> <li>Network equipment is maintained and functional.</li> </ul>	98% operational & accessible	100%	Stage 1 of Library system upgrade completed with move to cloud environment.  No major outages on the network throughout the year.
PC's and servers replaced in accordance with the priority program.	100% complete	100%	
Ensure all software licensing is current: <ul style="list-style-type: none"> <li>Property system</li> <li>Finance/payroll system</li> <li>ECM</li> <li>Microsoft</li> <li>Pulse</li> <li>Map Info/Exponaire</li> <li>Spydus Library System</li> <li>ID Profile/Atlas</li> <li>Confirm Asset Management System.</li> </ul>	100% complete	100%	
Upgrade Spydus (Library System) to V10 on a cloud environment.	100% complete	20%	
Undertake security testing with staff to educate against malware infections.	100% complete	100%	

# GL2.3 Provide effective risk and safety practices

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

Performance Measure	Target	Achieved	Comment
Implement the Risk Management Action Plan	100% complete	70%	<p>19<sup>th</sup> June 2019 – Continuous Improvement Program (CIP) Review with Statewide Mutual Risk Manager Representative was undertaken as follows:</p> <ul style="list-style-type: none"> <li>• Adjustment to objectives to be reported to Statewide work completed.</li> <li>• Further work to finalise the objectives outlined in the CIP for 2019</li> <li>• Future CIP objectives established for 2020 – Contractor Management.</li> </ul> <p>Actions incomplete carried forward to 2020 financial year. The date extended from January 2019 – December 2019 in conjunction with implementation of Council Asset Management System</p>

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

Performance Measure	Target	Achieved	Comment
One training drill per annum.	100%	100%	<p>Business Continuity Plans were developed for:</p> <ul style="list-style-type: none"> <li>• Water Supply/ Dam Safety</li> <li>• Water Telemetry System and Operations</li> <li>• Sewer Treatment Works</li> <li>• Annual Drill completed for all above areas.</li> </ul> <p>The BCP was initiated for the Store Building in response to the building collapse during a major storm incident.</p> <p>BCP's were developed for</p> <ul style="list-style-type: none"> <li>• Customer Service Cashiers</li> <li>• Customer Service Communications</li> </ul> <p>BCP's listed under Infrastructure Services will be combined with the Program Maintenance Schedules / Assets Management System.</p> <ul style="list-style-type: none"> <li>• Building Management</li> <li>• Depot Workshop</li> <li>• Fleet</li> <li>• Rural Roads</li> </ul>

GL2.3.3 Provide insurance coverage of Council's activities and assets.

Performance Measure	Target	Achieved	Comment
Secure adequate and costs effective insurance coverage which is always current.	100% complete	100%	<p>Insurance coverage has been completed for 2019/20 and all insurance claims were actioned within 14 days.</p>
Liaise with the insurance company and process claims within 14 days of receipt.	100% processed	100%	<p>Council achieved a \$300K saving in insurance costs for 2019/20 by undertaking a market comparison of insurance offerings. Savings will be ongoing for A further 2 years following negotiations with StateWide Mutual.</p>

### GL2.3.4 Implement Internal Auditing programs.

Performance Measure	Target	Achieved	Comment
Undertake activities identified in the Internal Audit Plan and ensure completed by the due date.	100% complete	100%	Council completed one internal audit program in 2018/19 - a review of contract and project management. Implementation of audit actions is ongoing.

### GL2.3.5 Perform Council's legal responsibilities under applicable Acts and Regulations and ensure compliance.

Performance Measure	Target	Achieved	Comment
All legislative decisions implemented to ensure compliance.	100% complete	100%	Council maintains an electronic Compliance Register to ensure that Council's legal responsibilities are met. All legislative decisions have been implemented to ensure Council complies with applicable acts and regulations.

### GL2.3.6 Ensure the integrity and security of Council's records.

Performance Measure	Target	Achieved	Comment
Assess determine and respond to complaints in accordance with GIPA Act and procedures.	100% of complaints processed	100% processed	Council processed 8 formal GIPA requests in 2018/19.
Register, collate, archive and dispose of Council's records in accordance with legislation, policies and procedures.	100% complete	100%	Council's records have been administered within the State Records Act NSW. This has been enhanced with records training across all of Council and updating of policies and Standard Working Procedures.

# GL3.1 We provide prompt, knowledgeable, friendly and helpful advice

## GL3.1.1 Support Councillors in their role.

Performance Measure	Target	Achieved	Comment
Provide information to Councillors regularly in the form of briefing sessions, memos, email and meetings.	100% complete	100%	Provided regular support to Councillors by holding regular briefing sessions, and communicated regularly with memos, media releases, emails and organising of meetings.
Identify Councilor's training requirements in the Training Plan and complete training.	100% complete	100%	

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

Performance Measure	Target	Achieved	Comment
Maintain Council's website to accurately reflect Council's programs, policies and activities of the time.	100% complete	100%	Websites maintained and regularly updated throughout the period. Major update of Tourism website took place during the year and planning commenced on the Invest Lithgow website.
Produce and deliver: <ul style="list-style-type: none"> <li>Council Connections eNewsletter</li> <li>A Year in Review</li> <li>Schools eNewsletter</li> </ul>	100% complete	100%	Council produced three eNewsletters during 2018/19 which were distributed to subscribers: <ul style="list-style-type: none"> <li>Council Connections - weekly newsletter providing information on Council news and events/activities.</li> <li>Have Your Say - Monthly newsletter providing an update on matters seeking community feedback and comment.</li> <li>Lithgow Business and Tourism Matters - monthly newsletter providing information to local business and tourism operators on current and future business events and initiatives.</li> <li>Council's social media presence was monitored daily and updated with current news and events.</li> </ul>
Monitor and update Council's social media presence to accurately reflect Council's programs, policies and activities of the time.	100% complete	100%	
Provide information through the weekly Council Column weekly	52	100%	The Council Column and media releases were produced weekly with the exception of the Council shutdown period of two weeks over Christmas/New year.
Produce and distribute media releases weekly.	100% complete	100%	All media releases are published on Council's website and social media platforms. <a href="http://council.lithgow.com/archived-media/media-releases-2019/">http://council.lithgow.com/archived-media/media-releases-2019/</a>

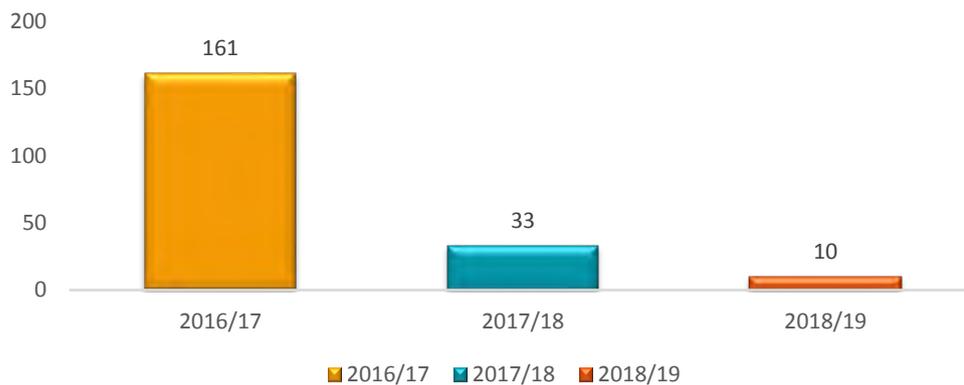
### GL3.1.3 Celebrate Local Government Week by undertaking activities that focus on Council in the community.

Performance Measure	Target	Achieved	Comment
Provide information and/or undertake activities that promote Council to the community.	100% complete	0%	Council did not participate in Local Government Week.

## GL3.2 Responsive and efficient services

### GL3.2.1 Ensure efficient customer service standards

#### Customer Service Community Facility Bookings



Note: prior to 2016/17 this included all hall bookings. Since 2017/18 the measure has been for the Civic Ballroom and Union Theatre

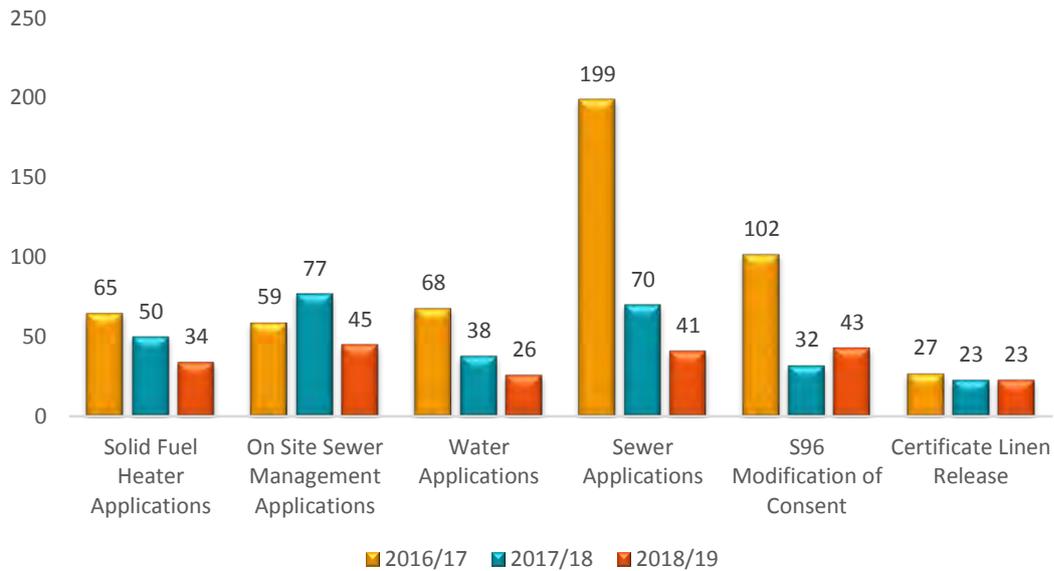
#### Customer Service



### Customer Service



### Customer Service



## GL3.2.1 Ensure efficient customer service standards

Performance Measure	Target	Achieved	Comment
Correspondence responded to within 14 days in accordance with Policy 4.6 - Customer Service.	100% of enquiries responded to	100%	All enquiries received by Customer Service are responded to within the required timeframes.

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

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

# GL3.3 Encourage a motivated and adaptive workforce

## GL3.3.1 Enhance employee engagement.

Performance Measure	Target	Achieved	Comment
Design and commence a Reward and Recognition Program.	100% complete	0%	This has been discussed at the Staff Consultative Committee and it has been agreed that it is difficult to implement. However, Council does hold an annual Staff Christmas function and Presentation of Service Day.
Conduct an Employee Opinion Survey to measure employee engagement.	100% complete	0%	Funds were not allocated in the budget to undertake this and it has been deferred.
Conduct annual performance appraisals of staff.	31 October	100%	Action completed.
Recognise longer serving employees through the recognition of service procedure at the Annual Presentation Day.	31 December	100%	Completed – Held in December 2018 in conjunction with the annual staff Christmas Party.
Implement the Health and Wellbeing Program.	100% complete	100%	A Health and Wellbeing Committee has been formed and meets monthly. The committee takes a holistic approach to health and wellbeing and promotes active lifestyles, health & wellbeing leave, mental health. Staff social activities and dignity and respect in the workplace. All staff also participated in Dignity and Respect Training.
Implement the Dignity and Respect Program.	100% complete		

### GL3.3.2 Ensure the organisational structure is relevant to the organisations' needs/service development.

Performance Measure	Target	Achieved	Comment
Implement the Workforce Plan: • Leadership Program	100% complete	100%	Leadership Success program on-going. Leadership coaching program for the Executive Leadership Team was undertaken.
Review Council's operational requirements to identify areas where 'Seasonal Workforce' could be utilised to meet operational targets.	100% complete	100%	A review of the Water and Wastewater Crews was undertaken.
Review Council's Salary System.	100% complete	0%	Funds were not allocated in the budget to undertake this and it has been deferred.

### GL3.3.3 Provide a workplace that promotes the principles of equal employment and is free of discrimination.

Performance Measure	Target	Achieved	Comment
Implement improvements to recruitment practices that enhance equal employment opportunity.	1 significant improvement per annum	100%	Implemented an eRecruitment system – SCOUT Software to enable candidates to apply online and remote assessment of candidates.
Ensure that all harassment and discrimination complaints are resolved in corrective actions within 3 months of complaint.	100% compliant	100%	All harassment and discrimination complaints are resolved, and corrective actions implemented within the required timeframe.
Review Standard Working Procedures (on maturity) to ensure they are in line with the Equal Employment Opportunity Management Plan.	100% complete	100%	Action completed.

### GL3.3.4 Provide a safe and healthy workplace

Performance Measure	Target	Achieved	Comment
Undertake noise monitoring and hearing tests for employees: <ul style="list-style-type: none"> <li>On commencement and retirement</li> <li>As part of a biennial program conducted during Safety Day.</li> </ul>	100% complete	100%	Staff undertake noise monitoring and hearing tests as part of their pre-employment medical and on retirement. The next Safety Day will be held in 2020.
Implement the WHS Action Plan 2015-2017 as per the priority program.	100%	100%	WHS Action Plan 2019-2021 adopted by the Executive Leadership Team on 8/04/2019
Annual audit undertaken by State Cover of the Work Health and Safety Rehabilitation and Environment Management System.	100% complete	100%	Audit completed by StateCover.
Conduct the Work Health Safety Committee Meetings.	8 meetings per annum	100%	Meetings were convened and held in accordance with the Committee Terms of Reference.
Promote WHS activities within the workplace and committee initiatives: <ul style="list-style-type: none"> <li>Promotion in staff newsletter/posters</li> <li>1 Promotional activity per annum</li> <li>Safety Day conducted in October every 2 years.</li> </ul>	100%	100%	WHS initiatives were promoted to all staff. Safety Day will be held in 2020.
Implement the Asbestos Management Plan for LCC employees.	100% complete	100%	Current Asbestos Management Plan is available on Council's Website <a href="http://council.lithgow.com/waste-management/asbestos/">http://council.lithgow.com/waste-management/asbestos/</a> . Asbestos Management Committee has been developed. Standard Working Procedures (SWP's) for handling and disposal of asbestos waste at Council landfills and WHS Asbestos Management SWP are available for staff information on Council's intranet.

### GL3.3.5 Enhance the skills and knowledge of the workforce

Performance Measure	Target	Achieved	Comment
Implement the training plan.	100% complete	100%	All mandatory training was completed during 2018/19.



## Organisation Structure

Lithgow City Council is structured into five Divisions:

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

The services we provide include:

- Asset Management
- Capital Works
- Community and cultural development
- Development assessment

- Environmental health and building control
- Recreation and open space management
- Urban Planning.

Our internal services include:

- Customer services
- Finance and Accounts
- Human Resources and Organisational

Development

- Risk Management
- Information Systems
- Document Management
- Governance.

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## What we do

Provide and maintain facilities such as:

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

We care for the environment by:

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

We create a safer place to live by:

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

We enhance our community by:

- Listening to our community views
- Holding citizenship ceremonies, Australia Day Celebrations, Seniors Week Celebrations, Halloween and more.
- Offering services for seniors, young people, new migrants and people with a disability

- Providing financial assistance to community organisations
- Supporting local community groups such as sporting clubs, arts and charities
- Encouraging and promoting volunteering in our communities.

#### We plan for the future by:

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

## Equal Employment Opportunity Management Plan

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

- The integration of equal employment opportunity principles in recruitment and selection, annual performance reviews, the development of position descriptions, the development of the Training Plan, the ongoing maintenance of Council's training database and requirements relating to progression through Council's Salary Management System.
- New employees received Work Health and Safety inductions and other training included training on equal employment harassment and bullying prevention.
- A review of employee work procedures continued to ensure that they conform to equal employment opportunity principles.
- The Health & Wellbeing Committee continued to operate and implement the Dignity & Respect Standard Working Procedure.

## Organisational Development

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

- The appointment of 23 people to permanent positions
- 22 people left permanent employment with Council.
- The Work Health and Safety Committee meet every 4 weeks.
- 10,096.67 hours of sick leave were taken by employees in contrast to
  - 12,978 hours taken in 2017/18
  - 15,101 hours taken in 2016/17.
- The Consultative Committee met monthly.
- Incidents and workers compensation claims:
  - 2018/19 – 14 incidents reported in worker's compensation claim
  - 2017/18 - 44 incidents reported in worker's compensation claim.
  - 2016/17 - 61 incidents reported with 22 of these resulting in a worker's compensation claim.

# Our Council



Clr Stephen Lesslie



Clr Wayne McAndrew  
Deputy Mayor



Clr Ray Thompson  
Mayor



Clr Steve Ring



Clr Cassandra Coleman



Clr Joe Smith



Clr Maree Statham



Clr Darryl Goodwin



Clr Deanna Goodsell

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

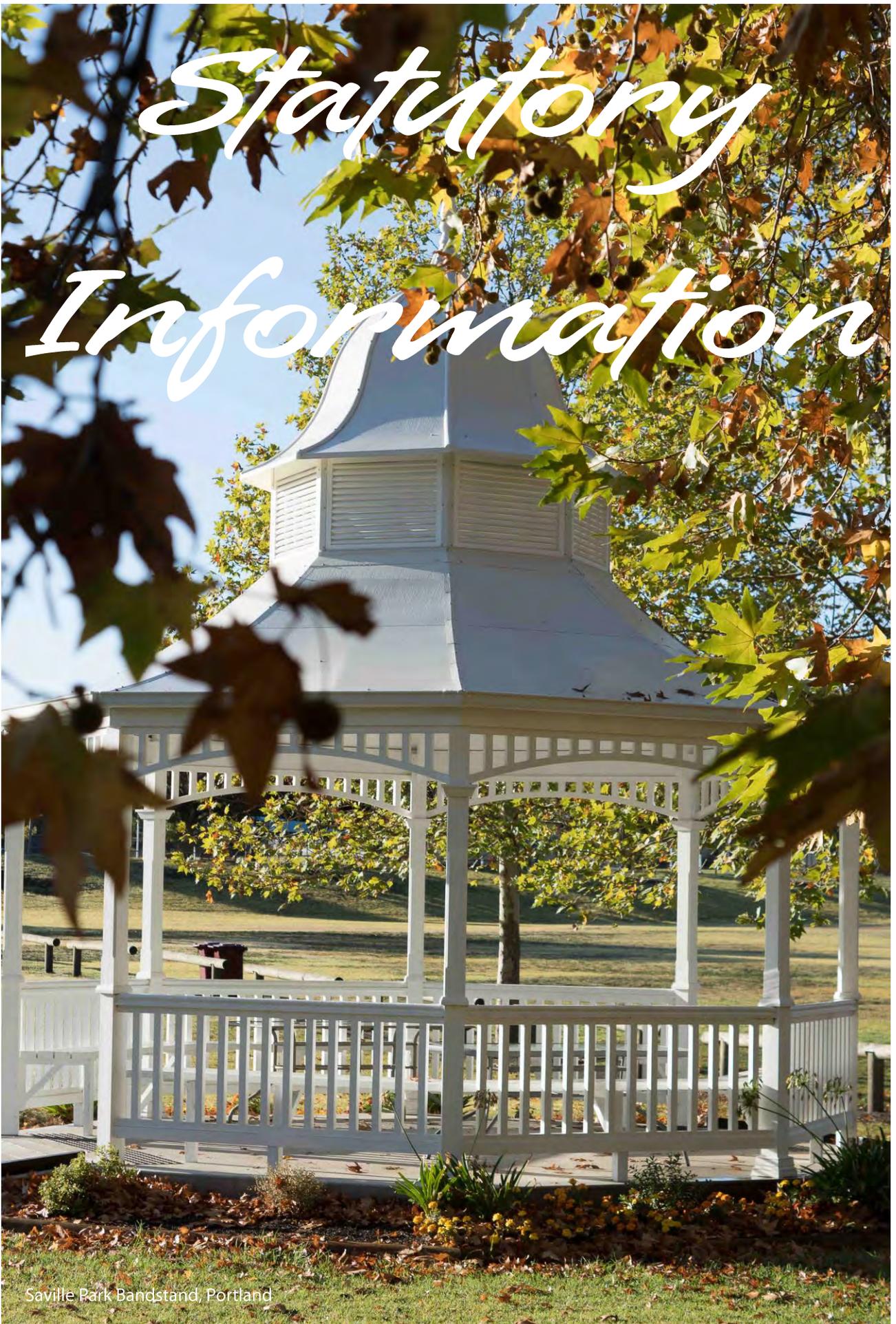
On 11 September 2016 a new Council was elected for the Lithgow Local Government Area:

- Councillor Stephen Lesslie, Mayor (11 September 2016 - 24 September 2018)
- Councillor Wayne McAndrew, Deputy Mayor (from 23 January 2017 – 23 September 2019)
- Councillor Ray Thompson, Mayor (from 24 September 2018)
- Councillor Cassandra Coleman
- Councillor Joe Smith
- Councillor Maree Statham
- Councillor Steve Ring, Deputy Mayor (From 23 September 2019)
- Councillor Martin Ticehurst Deputy Mayor (28 September 2016 - 13 December 2016).
- Councillor Geoff Cox.

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

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

# *Statutory Information*



Saville Park Bandstand, Portland

## Condition of Public Assets

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

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

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

The estimate of cost to bring public works up to a satisfactory standard is based on the condition of the asset and an adjustment for the Consumer Price Index.

Council has adopted a strategic approach to the management of its varied and extensive assets. During 2018/19 Council continued to identify value and develop works programs for all its assets.

## Legal Proceedings

The following table provides a summary of legal proceedings in which Council was a party to in 2018/19:

Matter	Amount	Progress or Outcome
LEC Class 1 Appeal refusal of DA	\$14,868.16	Appeal Dismissed
LEC Class 4 Construction of a dwelling without approval	\$21,470.98 less \$15,000 costs to Council	Court Orders Issued and complied with. Dwelling removed
Industrial Relations Commission	I Need to check with Finance!!	Favourable ruling for Council by Commissioner

## Fees, Expenses and Facilities Provided to the Mayor and Councillors

Council at its meeting of 16 April 2007 adopted a policy regarding the payment of expenses and provision of facilities to Councillors. A copy of the Policy 9.5 Payment of Expenses and Provision of Facilities to Councillors is available on Council's website [www.council.lithgow.com/policies1](http://www.council.lithgow.com/policies1).

Fee, Expense or Facility	Amount \$
Mayoral Allowance	23,319.96
Councillor fees	97,632.00
Provision of a mobile phone for the Mayor	490.92
Provision of iPads for Councillors (including hardware)	2160.00
Telephone calls	Nil
Mayoral Vehicle NOTE: The Mayor paid nil lease fees for private use during the reporting period which is the amount applicable from the date Council adopted its policy on the payment of expenses and provision of facilities to Councillors.	Nil
Interstate visits	Nil
Overseas visits There were no overseas visits undertaken during 2018/19.	Nil
Expenses of any spouse, partner or other person who accompanied a councillor	Nil
Provision of care for a child or an immediate family member	Nil

## Councillor Professional Development Program

During 2018/19 Council did not conduct an induction program for Councillors.

Information was provided to Council regularly in the form of briefing sessions, memos, email and meetings.

<b>Councillor Briefing Sessions</b>		
<b>Date</b>	<b>Topic/s</b>	<b>Councillors attended</b>
21/1/19	Special Rate Variation, Draft Plan of Management Lake Wallace, McKanes Falls Rd Timber Bridge Restoration	Cr Thompson, Cr Statham, Cr Goodsell, Cr Coleman, Cr Ring, Cr Smith
18/2/19	Waste & Recycling Strategic Planning, UMCC Additional Funding - Bio Security, Dr Haran – Mental Health Submission, Development Application Magpie Hallow Road.	Cr Thompson, Cr McAndrew, Cr Statham, Cr Goodsell, Cr Coleman, Cr Ring, Cr Goodwin, Cr Lesslie
25/2/19	Special – Baal Bone Colliery Update	Cr Thompson, Cr McAndrew, Cr Statham, Cr Goodsell, Cr Ring, Cr Smith, Cr Lesslie
18/3/19	Central Tablelands Local Land Services, Australian College of Mining, Revised Draft Internal Reporting Policy, Waste Contract Lithgow Council Report	Cr Thompson, Cr McAndrew, Cr Statham, Cr Ring, Cr Smith, Cr Goodwin, Cr Lesslie
01/4/19	Special – 2019/20 Budget	Cr Thompson, Cr McAndrew, Cr Statham, Cr Goodsell, Cr Coleman, Cr Ring, Cr Smith, Cr Goodwin, Cr Lesslie
15/4/19	Cancelled due to item withdrawn	N/A
20/5/19	Local Strategic Planning State, Marathon Health update on rollout of Lithgow Headspace, Water Report, Intergenerational Playgroup Video Presentation, Community Drought Programme	Cr Thompson, Cr McAndrew, Cr Statham, Cr Goodsell, Cr Coleman, Cr Ring, Cr Goodwin, Cr Lesslie
11/6/19	Destination Pagoda	Cr Ray Thompson, Cr McAndrew, Cr Goodsell, Cr Ring, Cr Goodwin, Cr Lesslie.

<b>In-house Workshops/Training</b>			
<b>Date</b>	<b>Workshop/Training</b>	<b>Councillors attended</b>	<b>Amount \$</b>
11/3/19 8/4/19	Strategic Planning Workshop – Tim Robinson	Cr Goodwin Cr Statham Cr Goodsell Cr Ring Cr Thompson	\$2,972

<b>External Professional Development, Training and Conference/Seminars</b>			
<b>Date</b>	<b>Workshop/Training</b>	<b>Councillors attended</b>	<b>Amount \$</b>
17/08/18	Liquid Learning & Management Summit	Cr Statham	\$2,395
20/08/18	Training in Directorship	Cr Ring	\$497
21-23/10/18	LGNSW Conference	Cr Thompson Cr McAndrew Cr Ring Cr Coleman	\$2,835
1/5/19	National ALGWA Conference	Cr Coleman	\$863

NOTE: Includes service award, board membership, parking and meals

## Senior Staff

Council had 6 senior staff positions throughout the year. The total remuneration package of the senior staff is provided in the table below:

	<b>General Manager</b>	<b>Directors</b>
Total value of salary component of package	\$239,806	\$670,549
Total amount of any bonus payments, performance or other payments that do not form part of salary component	Nil	Nil
Employer compulsory superannuation or salary sacrifice	\$20,531	\$66,666
Total value of non-cash benefits	Nil	Nil
Total payable fringe benefits tax	\$2,904	\$7,916

## Bushfire Hazard Reduction Activities

Council participated in several committees and provided support through the Service Level Agreement with the Rural Fire Service.

## Summary of Resolutions Concerning Work Carried Out on Private Land and any Subsidies Related to the Work

There were 0 resolutions passed during 2018/19 in accordance with the provisions of section 67(2)(b) of the Local Government Act 1993 relating to Council subsidising the cost of any works carried out on private lands.

## External Bodies Exercising Functions Delegated by Council

There were no functions delegated by Council to external bodies during 2018/19.

## Companies in which Council held a Controlling Interest

Council did not hold the controlling interest in any one company.

## Private Swimming Pools

In accordance with Swimming Pools Act 1992 (SP Act) s22F(2), Swimming Pools Regulation 2018 (SP Reg) cl 23 Council undertook the following inspections of private swimming pools:

- 0 inspections of tourist and visitor accommodation
- 0 inspections of premises with more than 2 dwellings
- 11 inspections that resulted in issuance of a certificate of compliance under s22D of the SP Act
- 1 inspection that resulted in issuance of a certificate of non-compliance under cl21 of the SP Reg.

## Categorisation of Council Business and the Implementation of Competitive Neutrality Principles

Council operates the following businesses:

### Category 1

- Wastewater
- Water

### Category 2

- Land Development

Council has complied with the principles of competitive neutrality in relation to pricing, taxation equivalents, Council rates and charges and corporate taxation equivalents. No complaints have been received in relation to competitive neutrality and Council on 16 October 2006 resolved to adopt a policy to ensure that competitive neutrality complaints are dealt with in an efficient manner (Min No. 06-349). A copy of the Policy 9.3 Competitive Neutrality is provided on Council's website [www.council.lithgow.com/policies1](http://www.council.lithgow.com/policies1)

The Financial Statements for the Category 1 and 2 businesses are disclosed in the Financial Statements and Auditors Report 2017/18 and are available on Council's website [www.council.lithgow.com/ipr](http://www.council.lithgow.com/ipr)

## Contracts Awarded over \$150,000

Council resolved to award the following contacts in 2018/19 which were over \$150,000:

Contract Description	Contractor	Amount \$
Watermains Replacement – Bridge Street	Tobco Pty Ltd	256,470.50
LED Street Lighting Upgrade	Endeavour Energy	172,777.00
Cullen Bullen STP Concept Design	GHD Pty Ltd	225,721.10
Asphalt Renewal Works	Downer EDI Works	940,437.88
Smart Meters	Taggle Pty Ltd	2,886,000.00
Union Theatre Works	Renascent Australia Pty Ltd	925,184.70
Road Repair and Improvement Program	Dukes Earthmoving	624,363.00

## Grants and Donations

Council allocates Financial Assistance each year to assist not-for-profit groups that offer a significant contribution to the social, economic and/or environmental wellbeing of the community. In doing this, Council recognises that the community has a good understanding of community need and many good ideas on worthwhile projects that Council can support financially.

Most Financial Assistance is distributed in two funding rounds, with applications called for in April and October each year.

Applications are then reviewed by Council's Community Development Committee which makes recommendations to Council on the projects and amounts to be funded.

A total of \$89,077 Financial Assistance was allocated in 2018/19 under section 356 of the Local Government Act:

- \$84,295 Non-Recurrent Financial Assistance for 37 projects.
- \$2,273 for one Civic Ballroom and Tony Luchetti Showground fee waiver package for the Resilience Festival
- \$2,509 for sporting-related projects including the waiving of sportsground hire fees and charges and financial assistance for junior representatives.

Financial Assistance supports not-for-profit community organisations to provide worthwhile projects in the community including projects that:

- Enhance educational and employment opportunities.
- Retain, respect and strengthen our community and support the unique needs of various groups across the LGA.
- Celebrate and support diverse communities, including Aboriginal and multicultural communities.
- Focus on promoting positive health, including mental health, and wellbeing at all stages of life.
- Events or initiatives that support and celebrate the cultural and creative richness of our community.
- Projects that balance, protect and enhance our diverse environment, both natural and built

Organisation	Project	Amount
Lithgow Community Projects	Music Group	\$1,000
LINC Local Sewing Group	Boomerang Bags Project	\$1,500
Rydal AH & P Society	Sponsorship 2019 Rydal Show	\$1,000
Lithgow District Car Club	Rate Reimbursement	\$1,000
Lithgow City Band	1918 Back from The Brink Performance	\$1,000
Mingaan Aboriginal Organisation	NAIDOC Week 2018	\$3,000
Lithgow Cares Coalition	Community Fun Days	\$3,000
LINC Communities And Kids	Circle Of Security Parenting Program	\$3,000
Tarana Tanker Trailers	Tanker Trailer Registration	\$1,200
Wallerawang Central Acclimatization Society	Go Fish Australia Day	\$1,500
The City of Greater Lithgow Mining Museum	Power To The Pavilion	\$1,800
Lithgow Community Projects	White Ribbon Trivia Night	\$1,000
LINC	Rental Assistance	\$10,450
Western Region Academy Of Sport	Sponsorship	\$1,192
Lithgow Tidy Towns	Copper Winged Butterfly Project	\$2,500
Wallerawang Tidy Towns	Park Seats for Lake Wallace And Lidsdale Park	\$1,025
Cullen Bullen Tidy Towns	Weather Cover For Table And Seat Bench Setting at Skip Line Memorial	\$1,050
Portland Tidy Towns	Sponsorship	\$1,025
Arts OutWest	Sponsorship	\$10,000
All Schools	School Presentation Awards	\$750
Clarence Dargan RFS	Weather Shelter	\$1,200
Rydal Progress Association	Daffodils at Rydal Festival	\$1,500
Mitchell Conservatorium	2019 Scholarship Program	\$2,000
Aftercare	Lithgow Random Weaving Project	\$1,285
Lithgow Show Society	2019 Lithgow Show	\$12,000
Lithgow City Orchestra	Scholarship Program	\$2,700
LINC	Suicide Prevention Training	\$3,000
Portland Golf Club	2018 Open	\$3,000
Resilience Festival	Fee Waiver	\$2,273
Old Time New Vogue Dance Club	Fee Waiver	\$343
Taekwondo Academy	Fee Waiver	\$500
Portland Business Association	Portland Christmas Celebrations	\$2,500
Capertee Progress Association	Hall Improvements and Repairs	\$2,255
Sporting Financial Assistance	Various	\$2,509
<b>TOTAL</b>		<b>\$85,057</b>

## Public Interest Disclosures Act

Local Government Act 1993 – Section 428, NSW Public Interest Disclosures Act Section 31 and Public Interest Disclosures Regulation 2011 Clause 4

Council must report annually on its obligations under the Public Interest Disclosures Act 1994. The report for the year ended 30 June 2019 is detailed below.

Public Interest Disclosure	Number of Disclosures
No. of public officials who made public interest disclosures to your public authority.	Nil
No. of public interest disclosures received by your public authority.	Nil
Of public interest disclosures received, how many were primarily about: Corrupt conduct Maladministration Serious and substantial waste Government information contravention Local Government pecuniary interest contravention	Nil Nil Nil Nil Nil
No. of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period.	Nil
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
If so, please select how staff have been made aware: Policy 9.9 - Protected Disclosures Policy is available on Council's website <a href="http://www.council.lithgow.com/policies1">www.council.lithgow.com/policies1</a> Training has been provided by the NSW Ombudsman's Office.	

## Partnerships, Co-operatives or Joint Ventures to which Council was a Party

Council was a party to the following partnerships, co-operatives or joint ventures:

Name	Purpose
Western Sydney Region of Council's (WSROC)	An organisation of councils for the sharing of knowledge, bulk purchasing, and provision of human resource services such as training, promotion of the area and driver for improvements to the region.
Lithgow Community Health and Centrelink	Books for Babies Program which provides literacy material for each newborn.
NetWaste	An organisation of councils for the purpose of sharing resources and knowledge, and co-ordinating the planning of waste issues at regional and sub-regional levels.
State Library of NSW	Provision of support service for the Lithgow Library Service.
Sydney Catchment Authority	Council entered into an agreement for the ongoing costs for the UV Disinfection Units at the Lithgow and Wallerawang Sewerage Treatment Plants.

## Fraud Control Activities 2018/19

In January 2019, Council's Executive Leadership Team endorsed a Fraud and Corruption Control Plan. The plan aims to:

- reduce the potential for fraud and corruption within and against Council;
- build a culture which seeks to prevent fraud and corruption;
- explain how Council deals with suspected fraud and corruption through risk management practices; and
- provide guidance on how any suspected instances of fraud or corruption are dealt with by Council.

Also In January 2019, the Council completed a Fraud Risk Assessment.

In April 2019, Council adopted a Fraud and Corruption Control Policy (Min. No. 19-105) following public exhibition. The policy outlines Council's commitment to the prevention, deterrence, detection and investigation of all forms of fraud and corrupt conduct. It also ensures that the appropriate mechanisms are in place to protect the integrity, security and reputation of Council.

Council will continue its focus on fraud control activities into the 2019/20 year, including fraud awareness training for staff and a website form for reporting suspected fraud. Council will also improve processes to reduce the risk of fraud.

## Stormwater Management Services

The following table details the amount of income received from the stormwater charge and expenditure on stormwater management services in 2018/19:

Details	Amount \$
Income from stormwater charges	242,823.91
Expenditure on stormwater management services	891,754.67

Further information on stormwater works is provided in the section of this report details Council's performance in terms of the functions listed in the Delivery and Operational Plan is available on pages 102-103 and in the State of Environment Report 2018/19.

## Infrastructure Levy Program - Special Rate Variation

To ensure compliance with the provisions of s508(2) of the Local Government Act 1993, Council is required to provide information on projects funded from the Infrastructure Levy Program (ILP) during 2018/19 as follows:

Improve the condition of the following roads, streets & lanes.	2018/19	Achievement
	\$	
<b>Roads</b>		
Forty Bends Road, South Bowenfels	176,390	Road works completed.
Bathurst Street, Wallerawang	75,500	
Lett Street, Portland	36,865	
Lithgow/Portland Lanes		
Falnash/Ilford Lane, Portland	15,500	Road works completed.
Commonwealth/Portland Lane, Portland	35,500	
Williwa/Commonwealth Lane, Portland	40,500	
<b>Total Road Improvements</b>	<b>380,255</b>	
<b>Improvement works to the following buildings:</b>	<b>2018/19</b>	<b>Actual</b>
	\$	
General Asset Building Maintenance	71,110	Improvement works completed.
<b>Total Building Improvements</b>	<b>71,110</b>	
<b>TOTAL EXPENDITURE SPECIAL RATE</b>	<b>451,365</b>	

## Companion Animals

The following information is provided on Council's activities during 2018/19 in relation to enforcing and ensuring compliance with the provisions of the Companion Animals Act 1998 and the Companion Animals Regulation 1999:

Activity	Achievement
Lodgement of pound data collection returns with the Office of Local Government.	The pound data collection return for 2018/19 has been provided to the Office of Local Government.
Lodgement of data relating to dog attacks with the Office of Local Government.	All dog attacks were reported on the Companion animal Register website.
Companion animal community education programs	<p>During 2018/19, community awareness and education around individual's responsibilities for care of companion animals was achieved through the delivery of a Companion Animals education program. The program engaged participating primary schools within the Lithgow LGA providing students with skills and techniques for caring and ensuring personal safety around Companion Animals.</p> <p>This program was part of a broader grant funded Responsible Pet Ownership Program part funded by the Office of Local Government to improve desexing, microchipping and registration of Companion Animals across the LGA (see page xx for details).</p>
Strategies to promote and assist the de-sexing of dogs and cats	Promotion and participation in the Responsible Pet Ownership Program.
Strategies to see alternatives to euthanasia for unclaimed animals	Council has rehoused and fostered unclaimed animals
Off leash areas provided	A total of 4 off leash area are provided in the Local Government Area, being 2 in Lithgow and 1 in each of Portland and Wallerawang.

Council collects income during the year from the Microchipping and registration of companion animals and forwards this to the Department of Local Government which in turn reimburses council a proportion of these fees. Council uses this income and income derived from the impounding, sale, surrender and fines to undertake companion animal management activities.

The following table shows income received in relation to companion animals and the amount of money expended on companion animal management and activities during 2018/19:

Budget item	Amount \$
<b>Income</b>	
Office of Local Government	9,604.80
Impounding, sale, surrender and fines	12,848.31
<b>Expenditure</b>	
Employee costs	114,236.51
Pound Expenses	50,248.06

## Planning Agreements

Below is a list of planning agreements approved by Council in 2018/19:

D/A No. and Approval Date	Description	Names of Parties	Amount \$	Land	Contribution Objectives
DA022/18 29/10/18	SUBDIVISION 1 LOT INTO 79	Lithgow Council & Rosaton Pty Ltd	\$6,200 per lot	Lot 2 & 3 DP1229039, 33 Magpie Hollow Road, South Bowenfels NSW 2790	For community facilities and public open space Works in kind for a concrete cycle path
DA228/14 22/11/16	SUBDIVISION - 5 LOTS INTO 25	Lithgow Council & Lyn and Bruce Richardson	\$85,800 (\$3,300 per lot)	Lot 5 DP136719, Lot 4,3,12,11 DP755796 620 Upper Nile Road, Glen Alice NSW 2849	Upgrade of Upper Nile Road and Glen Alice Road



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