

END OF TERM REPORT 2012-2016



The
Bluett
AWARD 
LITHGOW CITY COUNCIL
2015 WINNER

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End of Term Report

The NSW Local Government Act requires that at the last meeting of an outgoing Council a report be tabled that outlines how the Council has worked towards implementing its Community Strategic Plan.

This End of Term Report sets out the Council's progress towards achieving outcomes aligned to the Principle Activity Areas of the Lithgow City Council Community Strategic Plan 2026 with reference to Actions and Performance Measures in the 2013-17 Delivery Program and Annual Operational Plans.

This report will become an adopted attachment to the Annual Report 2015-2016 in November 2016.

Disclaimer

Lithgow City Council End of Term Report 2012-2016 was prepared in August 2016 as an information source only and represents a compilation of the best available data at the time of preparation.

Despite our best efforts, Lithgow City Council makes no statements, representations or warranties about the accuracy, completeness or reliability of any information contained in the report. The Council disclaims all responsibility and all liability (including without limitation, liability in negligence) for all expenses, losses, damages and costs you might incur as a result of the information being inaccurate or incomplete in any way, and for any reason.

Financial Highlights

FINANCIAL SUSTAINABILITY

A financially sustainable Council can meet its funding requirements relative to the provision of required services including maintenance, renewal and replacement of assets without imposing excessive debt on current or future generations and also without unplanned rate revenue increases.

Since 2012 as part of the Integrated Planning and Reporting Framework, Council has implemented as part of its Resourcing Strategy a rolling Long Term Financial Plan with a 10 year horizon. The Plan predicts Council's performance and position to improve not only infrastructure levels but also standards without the need for unplanned increases in rates or reductions to services.

When reviewing the financial sustainability of all Council's in 2009, IPART noted that a council had to improve its financial performance or achieve strong financial sustainability using a combination of the following:

- Adopting special rate variations to progressively lift or maintain revenue relative to total revenue;
- Maintaining a strong rate base equivalent to 50% or more of total revenue;
- Recording operating surpluses, excluding capital over a period of time;
- Addressing infrastructure backlogs on a regular basis;
- Retaining or reducing expenditure on traditional service levels as a percentage of total expenditure.
- Strategically aiming for Financial Sustainability

The strategic aim for financial sustainability is to:

- Demonstrate financial sustainability by 2020/21 (see note p.4) whilst at the same time delivering the required services in response to community priorities previously identified in Our Place...Our Future Community Strategic Plan 2026.

The financial objectives for achieving financial sustainability are to:

- Improve on the operating result from continuing operations.
- Improve the operating balance ratio.
- Improve the 'Rates Coverage Ratio', while considering the community's capacity to pay.
- Address the 'Asset Renewal Ratio'.
- Maintain the 'Debt Service Ratio' at a sustainable level.
- Strive to maintain the capital expenditure ratio at or above benchmark.

Local Government Reform – Fit for the Future

In 2015, All NSW Councils were required to prepare and submit a proposal by 30 June on how they plan to be "Fit

for the Future" in accordance with the nominated criteria set by the NSW Government.

The proposal was required to address the four criteria:

- Scale and capacity to engage effectively across community, industry and governments
- Sustainability
- Effectively managing infrastructure and delivering services for communities
- Efficiency.

Benchmarks were identified for the above. These included:

1. Sustainability
 - Operating Performance Ratio
 - Own Source Revenue Ratio
 - Building and Asset Renewal
2. Effective Infrastructure and service management
 - Infrastructure Backlog Ratio
 - Asset Maintenance Ratio
 - Debt Service Ratio
3. Efficiency
 - Real Operating Expenditure

On Tuesday 20 October 2015 the Independent Pricing and regulatory Tribunal's (IPART's) final assessment of councils' Fit for the Future proposals was publicly released. The Fit for the Future (FFTF) reforms aim to improve the strength and effectiveness of local government in providing services and infrastructure that communities need.

The Government asked IPART to perform the role of the independent Expert Panel to assess how council proposals meet the FFTF criteria. According to the Terms of Reference, IPART was to:

1. Develop a methodology for assessing proposals
2. Undertake the assessments of whether each council is FFTF, consistent with the methodology,
3. Provide the Government with a final assessment report by 16 October 2015.

Lithgow Council's submission was prepared after being work shopped with councilors. The starting point of this submission was the Local Government Independent Review Panel recommendation that Lithgow Council be a: "Council in Central West JO". Therefore the Panel believed that Lithgow City Council already had the scale and capacity.

Council's submission was prepared on the basis of a "stand alone" Council. The submission put forward by Council met four of the seven of the FFTF benchmark criteria that were set by the NSW Government for its financial sustainability over the next five years in respect of sustainability, infrastructure and service management and efficiency. In addition to the above:

Financial Highlights 2012-2016

- TCorp assessed Council as being financially sustainable, with a 'Sound' financial sustainability rating.
- Lithgow City Council was involved in an amalgamation process in 2004 where areas of the former Evans and Rylstone shires were included in the Lithgow local government area (LGA).
- Lithgow City Council has a long track record of operating under regional arrangements, including shared services and resource sharing through CENTROC and strategic alliances.
- Council is operating as per the Independent Review Panel Recommendation as a Council in a Joint Organisation.
- Lithgow City Council is a strong performer in the delivery of large capital projects partnering with State and Federal Government funding bodies.
- Council has implemented all recommendations from the 2007 Office of Local Government Promoting Better Practice Review, indicating that it is operating at best practice across all its operations.
- Council participates in the NSW Local Government Professionals Operational and Management Effectiveness Survey demonstrating Council's commitment to benchmarking performance and enabling management decisions to improve its performance.
- Council was given a rating of 'moderate' in the OLG Infrastructure Audit demonstrating its performance in managing infrastructure

Lithgow City Council was considered as 'not fit' according to the criteria set. The IPART report indicated the following:

- The council satisfied the scale and capacity criterion.
- The council does not satisfy the financial criteria overall. While it satisfies the infrastructure and

service management criterion, it does not satisfy the sustainability and efficiency criteria.

- The council did not satisfy the sustainability criterion as a result of its forecast for a negative operating performance ratio by 2019-20.
- It considered a council's operating performance ratio is a key measure of financial sustainability that all Fit for the Future councils should meet; therefore the council was not fit.
- The council proposal was consistent with the ILGRP's option to stand alone.
- As the ILGRP did not identify another option for this council, it was not required to demonstrate how it met each of the elements of scale and capacity.
- Our analysis has not identified evidence for a better alternative to the council's proposal to stand alone.

The assessment by IPART was expected given that Council submitted an application that met four of the seven benchmark criteria that the Government had set. Council also submitted an 'Improvement Plan' with the aim to achieve the targets in the longer term.

The IPART assessment does not mean that Council is in a poor financial condition it means Council did not meet the criteria set by the Government.

Lithgow Council has demonstrated that it is progressive, innovative and improving. This was done through the recent winning of the AR Bluett Memorial Award. This in itself is a very significant achievement in terms of Local Government in NSW and the ability of the Council. The Independent Local Government Review Panel (ILGRP) also stated that Lithgow City Council has the scale and capacity to stand alone.

Note: Council held an Extra Ordinary Meeting on 27 July 2016 in relation to Council's re-assessment proposal for Fit for the Future and Council's revised Target Year to be Fit for the Future is 2020/21.

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.

Unrestricted Current Ratio	2012/13	2013/14	2014/15	2015/16
Measures the adequacy of working capital and its ability to satisfy obligations in the short term.	3.49:1	1.90:1	3.01:1	2.95
Own Source Operating Revenue Ratio	2012/13	2013/14	2014/15	2015/16
Measures the degree of council's dependence upon revenue from Rates and Annual Charges.	45.14%	55.74%	55.84%	70.10%
Debt Service Ratio	2012/13	2013/14	2014/15	2015/16
Measures the impact of loan principal & interest payments.	2.88	3.57	3.53	5.11

Note: Ratios for 2015/16 are preliminary ratios as at 29 August 2016 and not Audited Ratios.

BUILDING STRONG SUSTAINABLE FINANCES

The current term of Council has continued responsible spending to deliver more on infrastructure without curtailing any Council services and also adopted a sound funding strategy to fund the Infrastructure backlog.

INFRASTRUCTURE IMPROVEMENTS				
Year	Project	Total \$	Grants \$	Loans \$
2012/13	Roads to Recovery	560,000	560,000	
	Wolgan Road Upgrade	4,539,329	4,226,040	
	RMS Toll Response - Browns Gap Road	237,918	245,000	
	Flood Plain Management Grant	188,797	120,000	
	Clarence Water Transfer Scheme	3,706,509	3,368,235	
	Fluoridation Grant	27,189	27,189	
	Drought relief	48,341	48,341	
	Wallerawang Sewage Treatment Plant	258,974	225,891	
	Hoskins Building UWS	2,939,598	2,939,598	
	Outdoor Gym Equipment	21,550	21,550	
	Cox's Road Signage	18,229	18,000	
	RMS Local Road Funding	252,559	100,000	
	Community Builders Partnership - Union Theatre	50,000	50,000	
	Community Builders Partnership - Meadow Flat Hall	10,000	10,000	
2013/14	Roads to Recovery	485,789	755,581	
	RMS Funding Sodwalls Road	309,707	307,000	
	RMS Wallerawang Drainage	167,025	184,750	
	Queen Elizabeth Park - Shade Structure	20,000	20,000	
	JM Robson Aquatic Centre - Jumping Pillow	27,470	17,490	
	Clarence Pirie Park, Capertee - Toilets	89,829	20,000	
2014/15	Roads to Recovery	740,969	740,969	
	JM Robson Aquatic Centre - Stages 2,3 & 4	6,500,253	3,030,000	5,600,000
	Blast Furnace Heritage Trail	700,000	450,000	
	Flood Mitigation	3,433,643	2,143,447	
	Farmers Creek Cycleway	45,472	20,000	
	Lidsdale Tennis Court	37,500	25,000	
	Hockey Field Upgrade	312,110	120,000	
	Shade Structure	25,000	25,000	
2015/16	Portland Sewage Treatment Plant *	15,050,000	10,050,000	5,000,000
	State Library Infrastructure Grant *	118,027	118,027	
	Halloween	134,462	43,658	
	Landfill Consolidation Grant	87,930	64,930	
	Black Bridge Replacement *	3,500,000	3,500,000	
	Lithgow Rail Interchange Project	597,425	597,425	
	RMS Bell Street, Portland	213,000	213,000	
	Roads to Recovery	844,641	844,641	
	Blackberry Lane, Wallerawang Works	50,000	50,000	
	Lake Pillans Walkway	61,100	50,000	
Totals		46,410,345	35,350,762	10,600,000

* Depicts budgeted amounts pending finalisation of project/grant.

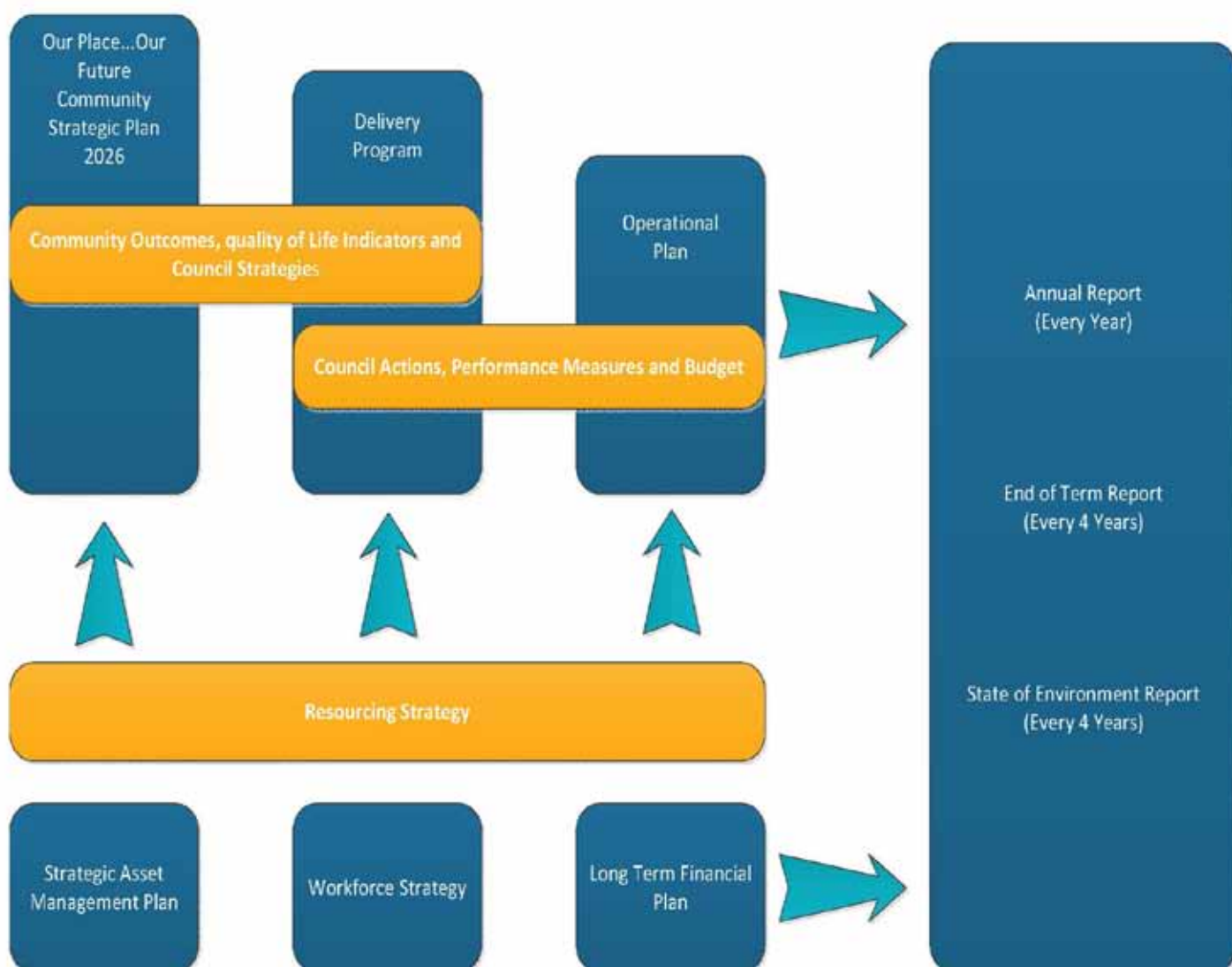
Strategic Direction

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

“A Centre of Regional Excellence that:

Encourages community growth and development

Contributes to the efficient and effective management of the environment, community and economy for present and future generations.”



KEY PRINCIPLE ACTIVITY AREAS



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.

COMMUNITY



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.

ECONOMY



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.

BUILT
ENVIRONMENT



ENHANCING OUR NATURAL ENVIRONMENT

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

NATURAL
ENVIRONMENT



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.

CIVIC
LEADERSHIP

Caring for our Community



Community Strategic Plan 2012-2026

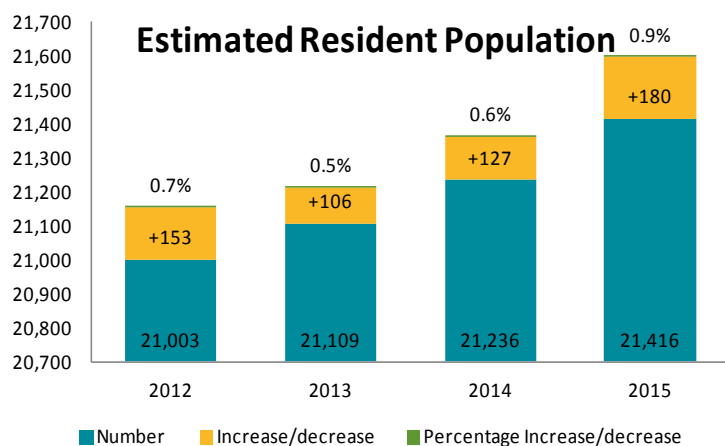
To provide for the long term sustainability and growth of the LGA, Council has had to continually adapt to the changing needs of an evolving community whilst retaining the unique character of our rural areas, villages and towns.

This Principle Activity Area is responsible for planning and providing for the needs of the community by:

- Ensuring equity and social inclusion;
- Health and wellbeing;
- Cultural Activities;
- Excellence in provision of facilities and services;
- The development and support of communities;
- Enhanced lifestyle opportunities.

Static to Declining Population

In 2012, the population of the Lithgow LGA to 2031 was projected as being in a state of 'stagnation to decline'. Estimated Resident Population (ERP) figures dated June 2015 indicate that between 2012 and 2015 the population of the Lithgow LGA grew by 0.9% reaching 21,416 persons.



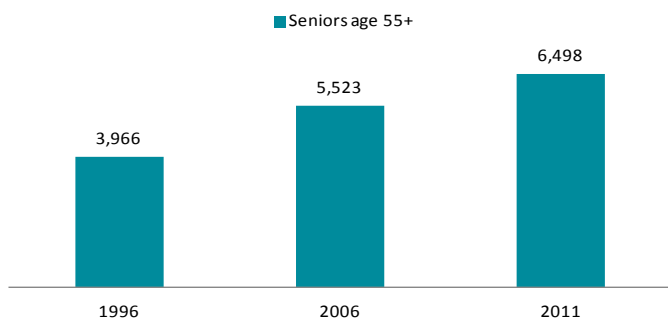
Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented in profile.id by .id, the population experts.

Although NSW Department of Planning projections continue to predict a 0.06% decline in population between 2011 (20,850 persons) and 2031 (20,600 persons) for the Lithgow LGA, ERP figures provided by the ABS predict a steady increase in population of 21,416 (2015) to 22,315 (2031).

This alternate view of the population projection is slightly lower than the Lithgow Land Use Strategy 2010-2030 recommendation of a population target of between 0.5% and 1%. ERP data shows a projected annual population increase of 0.34% - which is 0.16% less than the lowest projection of 0.5%.

Increase in Ageing Population

Seniors age 55+



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

The Community Strategic Plan 2026 (CSP 2026) and Lithgow Ageing Strategy 2010 identified Lithgow as an 'ageing population'. From the Estimated Resident Population Graph we can see a continuing trend towards growth in this sector of the community. Although the next census will be conducted in 2016, trend analysis based on the 2011 census data continues to predict a projected increase of 12.6% in the 65+ age bracket between 2011 and 2031. It is further predicted that the *...greatest decline is expected to be from families or the following age groups: 0-14yrs, 15-24yrs and 45-54yrs - families with mainly older children*" (LEDS2015:p20).

The need for more health services, aged care facilities and diversity of housing was identified in the CSP2026. In response, the Health Care and Social Assistance Sector continues to grow and is the second highest employer in the LGA. Employing 795 people in 2006 the sector grew by 120 positions to 885 in 2011.

Land Use Strategy/Local Environmental Plan

The 2014 Lithgow Local Environmental Plan (LEP) provides a landuse planning framework that allows for a diversity of housing in a more compact form in and around the town centres and near the Lithgow Hospital precinct. This provides an opportunity for the ageing population to downsize and age in place for longer. We have seen this form of housing occur in sites such as the former RSL site with recent villa/ townhouse development and the construction of the South Bowenfels Tree View Estate.

The LEP supports the operation of two key State Planning Policies (Infrastructure and Housing for Seniors) that provide a more flexible planning system for key infrastructure such as medical facilities and all forms of seniors and disability housing ranging from self care to full supported living.

Council has also recently approved the extension of the aged care facility in Lithgow which is now waiting for a bed licence to move forward into construction phase.

As the ageing population increases, demand for aged care, residential facilities, nursing homes and

community Strategic Plan 2012-2026

extensive health and community services places pressure on current service levels. The table below shows how the industry is rising to meet demand in this area.

Health Care and Social Assistance Sector Approved Development Applications 2012-2016		
2012	Nepean Blue Mountains Local Health District.	Notre Dame - Lithgow Rural Clinical School and residential accommodation.
2013, 2014 & 2016	Treeview Estate	Stages 4 - 6 Construction of 63 villas
2013 & 2015	Westfund LTD	Upgrade of commercial premises and office ttouts.
2014	Dr M Cordato	Creating Great Smiles Orthodontist
2014	Jonathan Investment Holdings Pty Ltd	Change of use - Health Facility & associated Administrative Services.
2015	ANB Investments P/L	Alterations & additions - Medical Centre
2016	Lithgow Aged Care Ltd	Demolition and construction of 144 bed aged care facility.

The Great Western Highway through Lithgow Pedestrian Access Management Plan (PAMP) 2014 identified the need for Council to provide citizens residing in general residential housing in Bowenfels, South Bowenfels, Littleton and South Littleton and retirement villages with:

- Safe crossing opportunities
- Occasional seating
- Bus shelters
- Access to the closest shops, the Lithgow Hospital and health care centres and the local park.

In response, Council has implemented an annual program to upgrade and construct combined walkway/cycleways on the Great Western Highway and adjoining suburbs. See table below.

GWH through Lithgow PAMP - Walkway/Cycleway Program 2013/14 - 2016/17	
2013/14	Footpath construction - Kirkley Street to GWH.
2014/15	Extension of footpath in James O'Donnell Drive, Hill Crest Estate to GWH
2015/16	Footpath construction - Col Drewe Drive to GWH.
2016/17	Footpath construction - Kirkley Street to Magpie Hollow Road along GWH.
2015/16	Tree removal and footpath upgrade on GWH at Lithgow Cemetery

Loss of young people

The Community Strategic Plan 2026 identified *"the loss of young people"* as an issue for the LGA. Projected Population Age Distribution shows a decline in all age groups from 0-65 years between 2011 - 2031. With the *"...greatest decline expected to be from families or the following age groups: 0-14yrs, 15-24yrs and 45-54yrs - families with mainly older children"* (LEDS2015:p20).

In order to encourage young people and families to stay in the Lithgow LGA the community identified the need to target the following areas: tertiary education, increased job opportunities, trades/skills based training facilities and improved cultural and recreational facilities.

Achievements

1. March 2013, the University of Notre Dame opened the Lithgow Rural Clinical School in the grounds of the Lithgow District Hospital. Integrated with the Hospital, the facility includes 120 seat lecture theatre, consulting rooms, tutorial rooms and student accommodation.
2. February 2014, Western Sydney University - Lithgow College Campus opened in the fully refurbished Hoskins Building. The University offers Foundation Studies and Diploma courses.
3. Implemented a Student Mentoring Project as part of the Halloween Event with students attaining two units of competency in the Live Performance and Entertainment Package:
 - BSBCRT301A - Develop and extend critical and creative thinking skills.
 - CUASTA301 - Assist with production operations for live performances.
4. Developed a Youth Strategy and Action Plan.
5. Implemented training programs for small businesses to increase capacity and retain local businesses in the following areas:
 - Business Planning and development
 - Marketing
 - Social Media
 - Visual Merchandising
 - Financial Management
 - Certificate III in Micro Business Operations
6. Implemented a range of cultural programs for young people and families including Halloween, LithGlo, Youth Week Events, public programs at Eskbank House & Museum and the Libraries for children and youth.
7. Implemented a Youth Scholarship Program with the PCYC. The program provides disadvantaged young people with access to sport or recreational activities outside of school that they may not be able to participate in due to a variety of barriers such as high costs of membership fees, access issues and cost of equipment.
8. Constructed a modern Aquatic Centre complete with indoor pool, children's splash park, giant jumping pillow, refurbished 50m pool and concourse.

Challenges moving forward

Although an ageing population provides opportunity for increased employment, as the sector grows to accommodate the needs of senior citizens Council has developed a number of plans and strategies to combat the current population trends. However, moving forward Council must take into consideration the impacts on:

1. Current services and facilities.
2. Rate income due to increased demand for pensioner rebates.
3. Availability of appropriate infrastructure to enable easy access to services and facilities.
4. Telecommunications networks
5. Sustainable growth throughout the LGA.
6. Retention of young people in the area

The table below is a summary of the issues and challenges identified in the Community Strategic Plan 2026 and Council's response.

Issues and Challenges 2012-2026		
Issue	Challenge	Response
The provision of community and utility services.	<ul style="list-style-type: none"> • The need for improved health facilities and services. • The need for access to improved telecommunications services. • The need for natural gas to Portland. 	<ul style="list-style-type: none"> • See Table - Health Care and Social Assistance Sector Approved Development Applications 2012-2016 p.8. • Following the switch from Analogue to Digital Television Transmission many residents in the rural areas of the LGA are no longer able to receive local/regional television transmissions. This is an ongoing issue for the community. • The scheduled telecommunications upgrade from NBN Co. is September 2017. • Resolved that Council lobby for the installation of infrastructure to provide mobile telephone coverage for the Kanimbla, Lowther and Ganbenang areas Min 16-72. • Council is working with the community to have sites considered for funding in the second round of the Mobile Blackspot Program. The LGA was successful in the first round of funding with Clarence, Capertee and Boguee being identified for new services by Telstra. • Council has written to the State Member for Bathurst , Paul Toole MP on this matter.
The need to facilitate a safe community.	<ul style="list-style-type: none"> • The need to design new or upgraded public places and spaces to incorporate crime prevention design principles. • The need to develop programs to combat anti-social behaviours. 	<ul style="list-style-type: none"> • The CBD Revitalisation Project will be incorporating crime prevention design principles into the Masterplan for the CBD. • Council works closely with the local Police to implement and monitor its CCTV program.
The effective and efficient allocation of infrastructure, services and facilities to accommodate growth.	<ul style="list-style-type: none"> • The need to plan for sustainable growth in urban and rural areas. • Cost to Council to develop and maintain infrastructure. • Increases to rates, water and waste charges. 	<ul style="list-style-type: none"> • Completed the Lithgow Land Use Strategy 2010-2030. • The Lithgow Local Environmental Plan was gazetted on 19 December 2014. • Commenced the Lithgow City Rural and Rural Residential Review in 2015. • Developed an Action Plan for the CBD Revitalisation Project in 2014/15. • Commenced development of the CBD Master Plan in 2015/16. • Commenced the Master Plan/DCP for the Marrangaroo Urban Release Area and the adjacent new industrial precinct. • Council actively pursues opportunities for grant funding to assist in the development and maintenance of infrastructure and assets. In the last 4 years council has received \$62.935m in state and federal grant funding (includes loans). • As part of the funding agreement with the State Government to upgrade the Lithgow and Wallerawang Sewerage Treatment Plants and Best Practice Water Pricing, Council is required to apply a user pays system for water service delivery.



SUPPORT FOR ABORIGINAL ORGANISATIONS

NAIDOC Celebrations

Council in partnership with Mingaan Wiradjuri Aboriginal Corporation has continued to host NAIDOC Week Celebrations which provide Indigenous people and communities within the local area with an opportunity to proudly share their culture with the wider community.

Over the years the event has been held at Tony Luchetti Sportsground, Hartley Historic Site and the foreshores of Lake Wallace, Wallerawang. It attracts hundreds of people, including students from local schools. The celebration raises awareness about Indigenous culture and promotes a positive image through education, recognition and celebration. Activities include Aboriginal dance and music, a local Aboriginal art exhibition, displays, reptile show, Taronga Zoo Mobile, food and drink.

The celebration culminates in a small evening event held at Black Gold Cabins, Wallerawang, which features a smorgasbord of culinary delights, live music and traditional Aboriginal Dancers.

Exhibitions and Workshops

In 2013 Council worked with Mingaan Wiradjuri Aboriginal Corporation, Lithgow Community Projects and Lithgow TAFE to conduct a series of workshops on Aboriginal History and Culture; **Way Forward Thru Stories**. Four workshops were conducted which involved participants watching a video related to Aboriginal contemporary history and participation in a discussion and art workshops where they expressed their feelings and thoughts. At the conclusion of these workshops a selection of the works created was exhibited in the Courtyard Gallery at Eskbank House and Museum.

In 2014, an exhibition of traditional Wiradjuri art was also held in the Courtyard Gallery at Eskbank House and Museum.

NAIDOC Celebrations 2015

The **Dhaga Nginyanhi Ngan.girra Exhibition** educated the community on the art and culture of the area which had not been seen for many decades. This exhibition attracted many visitors including school groups as it was interactive and increased learning opportunities.

Lithgow City Council and Hartley Progress Association worked with Wiradjuri Elders to ensure their perspective and support for activities in the **Bicentenary of the Crossing of the Blue Mountains**. Working together resulted in the Mingaan Wiradjuri Aboriginal Corporation logo being placed on one side of the Lithgow Crossing Commemorative Coin, an acknowledgement to country by Auntie Helen Riley at the opening of the Moment in Time Exhibition, Wiradjuri Elder, Auntie Flo Grant, speaking at the opening and a display on Wiradjuri history being included in the Moment in Time Exhibition.

Tourism Advisory Committee

A representative of Mingaan Aboriginal Corporation has been on the Tourism Advisory Committee for the past 4 years. The organisation has been an integral participant ensuring the committee was regularly updated with projects and events Mingaan were working on.

Management and Biodiversity Plan for Maiyngu Marragu

During 2013, Council worked with members of Mingaan Aboriginal Corporation to finalise the Management and Biodiversity Plan for Maiyngu Marragu. The objectives of the Plan were to assess the biodiversity values of the study site, identify

management issues within the site and make recommendations to address these issues.

In 2015, as part of the implementation of the Plan, Council assisted Mingaan with the installation of interpretive signage at Maiyngu Marragu.

SUPPORT FOR MULTICULTURAL ORGANISATIONS

Harmony Day

Harmony Day celebrates Lithgow's cultural diversity. It's about inclusiveness, respect and a sense of belonging for everyone.

This year's event provided an opportunity for cultures to come together and featured a Welcome to Country followed by a didgeridoo performance, singing of Eastern European songs, Chinese fan dancing, cross-cultural workshops, storytime session, a talk by a local refugee and crafts for children.

Amnesty International and Lithgow Asylum Seekers and Refugees Group provided information to assist people with any questions. To finish, guests enjoyed multicultural cuisine in the library courtyard where they were able to network and forge new friendships.

Multicultural Funday

The Community Development Officer attends the Multicultural Funday sessions coordinated by the Lithgow Information and Neighbourhood Centre's Community Hub Manager on a monthly basis. This group is made up of local services and community members and supports people from culturally and linguistically diverse backgrounds by providing social and recreational outlets, information sessions, advocacy support and networking opportunities.

Harmony Day 2016



Ageing Population



Techno Dinosaurs Mentoring Program. - Students from Lithgow High School volunteer to teach seniors how to use modern technology; computers, ipads, smartphones

LITHGOW AGEING STRATEGY

Embracing the concept that Lithgow is an ageing population, Council convened a Section 355 Committee comprising of aged service providers, health practitioners, community representatives and local indigenous leaders to develop and implement the Lithgow Ageing Strategy. The strategy addresses a wide range of issues that affect older people including health, access to services and housing, well being and social connectedness.

Although the strategy identifies the effects that an ageing population can have on a community i.e. loss of young working age people, skills shortage and the economic impacts to Council, it also highlights the positive aspects of living in the Lithgow LGA noting that "...Lithgow is a resilient, friendly and

supportive community with a strong network of services that support older people in their homes and a growing number of facilities that will benefit both older people and help to attract and retain younger people and families to our community".

PROMOTING POSITIVE AGEING

Council's Ageing Strategy recommends that Council hold annual Ageing Expos in recognition that people are living longer and while this is a cause for celebration, it is also a time of transition with people needing information and support as they age. During Seniors Week, Council works with local service providers and community groups to provide a week long program of events showcasing social

and recreational activities available for older people in the Lithgow LGA.

Accessible Library Service

In 2013, the Lithgow Library Learning Centre commenced a **Home Library Service** to ensure equity and social inclusion for those in the community who find themselves isolated for various reasons. The Home Library Service Officer, with the assistance of volunteers, delivers books and other library resources to housebound members of the community in Portland and Wallerawang and residents of local nursing homes.

In response to new technologies and an increased demand from isolated communities and housebound residents, Council implemented an **eBook Service** in 2014/15. The service provides:

- Access to the Library for rural and remote members of the community.
- An accessible option for frail aged and elderly people, as well as people who are housebound for other reasons.
- Commuters with access to eBooks and eAudiobooks which are easily accessed through laptops, tablets and smartphones, and downloaded over good wifi service.

The Lithgow Library Learning Centre offers a number of programs promoting social inclusion for seniors including:

- Technology One-on-One which partners students from Lithgow High School who provide

one-on-one assistance and advice on the use of computers, tablets, mobile phones etc.

- Social groups such as the Knitters Group.
- Adult colouring program which encourages people to come in to the library and sit and colour with others.

Men's Shed Programs

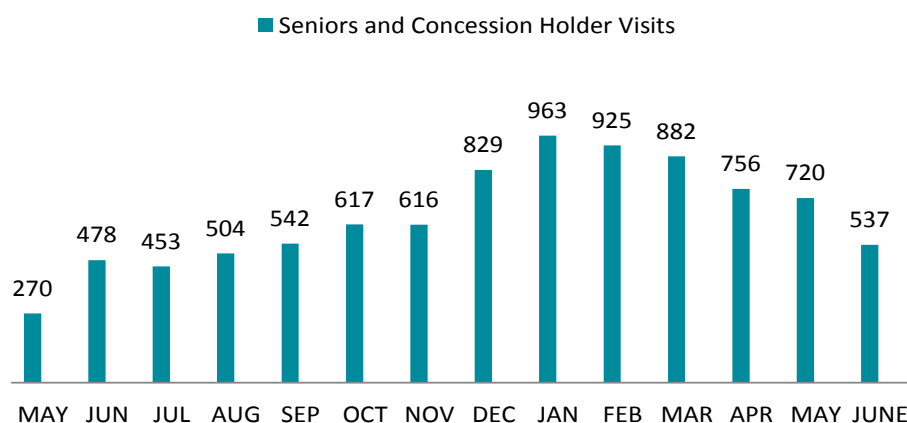
During 2011/12, the **Lithgow Men's Shed** formed and undertook extensive renovation of the South Littleton Hall. This almost derelict hall which had been vacant for many years underwent a major transformation thanks to the hard work and vision of the Lithgow Men's Shed. At the time Council estimated \$150,000 - \$290,000 to renovate or replace the building. The group used local, state and federal grants valuing \$40,000 and provided free labour to convert a building in disrepair into a vibrant space for community use.

This project was so successful, that group membership increased to a point where they outgrew the South Littleton Hall and moved to larger premises in the old amenities block at the Lithgow Aquatic Centre. The group converted this disused space into a workshop and meeting space. For both projects Council provided funds for materials and specialist trades with the Men's Shed undertaking all the other building works.

In 2014/15, the South Littleton Hall was leased to the Lithgow Chapter Group ensuring the hall remains a vibrant space within the community.

During this time, the **Portland Men's Shed** commenced operation in the Council premises at Kremer Park, Portland.

JM Robson Aquatic Centre Patronage



Source: Visitation at the JM Robson Aquatic Centre for the period 16 May 2015 - 30 June 2016 for Seniors (75+) and Concession Card Holders.

JM Robson Aquatic Centre

In May 2015, Council opened the Indoor Pool at the JM Robson Aquatic Centre, enabling patrons to utilise the facility year round.

To encourage use of the facility by senior residents over the age of 75, Council has introduced a free entry fee, with Concession Holders being charged the same as 5 -16 years patrons.



The Black Rose
Lithgow History Avenue Sculpture

Council has worked on a number of collaborative projects to promote and preserve the Cultural Heritage of our region including:

- **The Centenary of Sir Joseph Cook's swearing in as Australia's sixth Prime Minister in 1913.** The new walkway at Hassans Walls Lookout was named in Sir Joseph Cook's honour with interpretive signage placed at the lookout.
An exhibition, "Devotion - Sir Joseph and Dame Mary Cook" was curated by Eskbank House Staff and exhibited at Eskbank House & Museum, Lithgow Library Learning Centre and Chifley House, Bathurst.
- **The Bicentenary of the Crossing of the Blue Mountains.** A series of events that celebrated the first crossings of the Great Dividing Range by Europeans. The staging of multiple events over a 3 year period, involved coordination Blue Mountains, Lithgow, Oberon and Bathurst during 2013-2015. Activities in the Lithgow LGA included:
 - Development of the travelling exhibition "A \ Moment in Time" and launch of the book based on the exhibition which told the story of a 'shared history' including the story of the Indigenous people of the Darug, Gundungurra and Wiradjuri nations and how the crossings affected their tradition and culture.
 - Installation of interpretive directional signs along the Coxs Road creating a trail from Mt York to Bathurst.
 - Guided walks of the Coxs Road.
 - Upgrading walking tracks at Evans Crown.
 - Installation of date signage in the Hartley Valley highlighting the historical significance of the area to European settlement.

LITHGOW HISTORY AVENUE

In late 2013, Council launched Lithgow History Avenue, a metal sculpture project that extends along Inch Street past Eskbank Station and Eskbank House & Museum to Blast Furnace Park and Lake Pillans Wetlands. It tells the story of the industrial history of Lithgow and its importance in the making of the nation. Lithgow History Avenue passes through areas that saw the first land grants in Lithgow, the development of coal mining, the coming of rail to the valley and the development of steel making which has been referred to as the cradle of industry in Australia.

Council commissioned Philip Spark, a local blacksmith based at the State Mine Heritage Park, to design the project with works created by himself and other artists. They have used a style based on industrial construction techniques of the late 19th and early 20th century involving angle iron, flat plate and hot rivets – much like the style of the Sydney Harbour Bridge. The works act as guideposts with a sculptural element that suggest the story of the development of industry in Lithgow. A website with historic information on Lithgow was created to support the Lithgow History Avenue project.

MUSEUMS GROUP

As a member of the Lithgow Museums Group, Council Officers and the Museums Advisor (part funded by Museums & Galleries NSW) work collaboratively on programs which develop the economic, interpretive and promotional potential of local museums and collections. The focus of the group is to improve museum practices and educate the local community on the importance and purpose of museums and keeping places.

COUNCIL COORDINATED CHILDREN'S PROGRAMS

Council coordinates a wide range of community events and activities throughout the year for children and families including Australia Day, Halloween and LithGlo. Council's Community Development Officer works in partnership with Mingaan Aboriginal Corporation to celebrate NAIDOC Week. This event, held at Lake Wallace celebrates Indigenous culture and provides local school children with an opportunity to experience Aboriginal Dance and music, local Aboriginal Art, a reptile show, Taronga Zoo Mobile, spear throwing and arts and crafts.

The **Lithgow Library Learning Centre** provides a range of activities for children including:

- Weekly children's storytime
- Baby Bounce and Rhyme Time
- Young Writers' Group
- Homework Zone with a qualified teacher to assist children and youths in years 3 - 12 with their homework and assignments.

- School Holiday activities.
- Lego Club
- Makerspace
- Sensory items for disabled, autistic and other special needs children, such as a weighted blanket, sensory chair, and earmuffs

Eskbank House & Museum provides regular events for children and families including art and craft workshops, exhibitions and performances designed to attract new audiences encouraging them to interact with the Museum and its collections. In addition to a school excursion program, exhibitions such as Primary by Design and Waste 2 Art feature artworks by local students.

Since the opening of the Indoor Pool at the **JM Robson Aquatic Centre** on 16 May 2015, Council has introduced a year-round Learn to Swim Program including a Mum's and Bub's Learn to Swim Program. In 2016, the Aquatic Centre became registered as a Sporting School enabling local schools to utilise Swim Programs offered through the Centre. In 2016/17, the Centre will commence offering Children's Birthday Parties and School Holiday activities.



Community Information and Support

COMMUNITY INFORMATION

In 2012/13 the transition from analogue to digital television was completed as part of the Federal Government's Digital Upgrade. This changeover caused a number of locations to no longer receive television programming from local stations. Many of the rural locations in the Lithgow LGA do not receive local print media, local radio reception and are in telecommunications black spots.

In response to this issue and to accommodate new technologies and the way people are using electronic media as their source of information Council has developed an active online presence with multiple facebook pages, websites and linked twitter feed.

At the Ordinary Meeting of Council held on 18 April 2016, it was recognised that there is a need for Council to work with affected communities to improve telecommunications and was resolved *THAT: Council lobby for the installation of infrastructure to provide mobile telephone coverage for the Kanimbla, Lowther and Ganbenang areas.*

In response, Council is working with the community to have sites considered for funding in the second round of the Mobile Blackspot Program. The LGA was successful in the first round of funding with Clarence, Capertee and Bogee being identified for new services by Telstra.

Council's Online Presence

Council's website and social media pages are updated daily with information on Council activities including all media releases making them available to the public prior to being published on the radio and in local print media. Council's facebook presence has been developed to target different audiences:

- www.facebook.com/LithgowCityCouncil - Provides daily updates on Council activities including media releases, events and public programs, information available in the Council Column in the Mercury and more.
- www.facebook.com/LithgowLgaYouth - Provides information on youth activities and services.
- www.facebook.com/LithgowOurPlaceOurFuture Provides information on the activities of the Lithgow Business Taskforce and Lithgow Mining Taskforce.
- www.facebook.com/revitaliseLithgow Revitalising Lithgow Town Centre – Provides information on the CBD Revitalisation Project and promotes activities in the CBD.
- www.facebook.com/lithgowtourism

Promotes the Lithgow LGA to the community and visitors.

The Lithgow City Council provides information on Council services and facilities via a variety of websites including:

- Council - information on facilities and services.
- Tourism - promoting the Lithgow LGA.
- Library - information on library services.
- Eskbank House & Museum - promoting the Museum.
- Economic Development - promoting the LGA as a place to live and invest.
- Community & Lifestyle - providing information on community services and groups in the LGA.



The Child Services Directory is available for downloading from the Community & Lifestyle website: www.community.lithgow.com. The Directory contains information on children's support services, schools, pre-schools, after school care, play groups and more.

Council Communication

Council provides information through a variety of other communication channels:

- Media Releases
- Council Connections
- Year in Review (Annual Report)
- Community Information Sessions

COMMUNITY SUPPORT

The Community Development Officer attends the following community meetings providing support and assistance where required:

- Community Services Interagency coordinated by the Lithgow Information and Neighbourhood Centre (Community Hub Manager). This interagency is made up of local services and organisations in the community services and welfare sector.

- The Child Protection Interagency which is made up of services who are located in Lithgow and surrounding areas, and that also outreach to Lithgow. Service providers work directly with children and young people.
- The Leaving Healthy Footprints Consultative Committee which is made up of local health, mental health and welfare services who work with Aboriginal people in the Lithgow LGA.
- The Lithgow Partnerships Against Domestic Violence and Family Abuse Committee (LPADVFA) which is made up of organisations who work with women, children and families in the area of domestic and family violence.

Financial Assistance

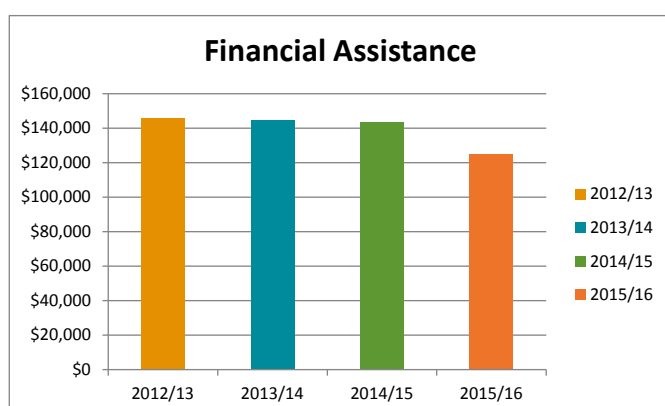
Council provides financial assistance to not-for-profit community groups and organisations under Section 356 of Local Government Act, 1993.

Financial assistance is provided on the basis of the relative merits of each application and the benefits to the community provided by the project/activities of the organisation. There are two types of financial assistance:

Recurrent - this is provided to annual events and festivals, which are regarded as contributing to the retention and further development of social capital within individual communities. A list of recipients for recurrent financial assistance is provided in Policy 4.2.

Non-Recurrent - An annual pool of funds is allocated in the Operational Plan for non-recurrent financial assistance. Council calls for submissions in April and October of each year for funding under this program.

Policy 4.2 - Financial Assistance - Section 356 of the Local Government Act is available for viewing on Council's website.



HEALTH

Council actively advocates for improved health services in the Lithgow LGA. In 2012/13, Council lobbied for the reinstatement of a full time Aged Care Assessment Team Service to be based in Lithgow in its submission on the Nepean Blue Mountains Local Health District Strategic Plan 2012-2017.

In 2013/14, Council participated in a forum hosted by Nepean Blue Mountains Medicare Local to improve health transport services in Lithgow.

"Drop the Salt" Campaign

Council supported the George Institute for Global Health in their study into dietary salt intake in Lithgow. At the conclusion of this community-based research program researchers from The George Institute for Global Health identified that the average daily salt consumption of participants had reduced by about a gram. The findings revealed at the recent annual meeting of the High Blood Pressure Research Council of Australia showed that through the "Drop the Salt" campaign, salt consumption in Lithgow fell from about 8.8g per day, to about 8.1g per day.

After the campaign, Lithgow residents reported that they were more knowledgeable about salt levels and were actively trying to reduce their salt intake. Residents said that using herbs and spices to season food and avoid eating processed food were good strategies for reducing salt intake.

Lithgow Fluoridation Project

The Health Impact Assessment Report undertaken by Sydney West Area Health Service in response to Council's Strategic Plan 2007 identified that "Lithgow Children had more cavities than the average for NSW of the same age" (2008:42). As part of a strategy to provide safe drinking water to the community, Council has installed dosing equipment at the Oakey Park Water Treatment Plant. Fully funded by the NSW Health Centre for Oral Health Strategy the installation of the equipment has been undertaken in line with design advice from NSW Office of Water, consistent with the requirements of the Fluoridation of Public Water Supply Code of Practice.

Prior to commencement, council developed a promotional campaign to advise residents in the affected areas of the introduction of fluoride. Although general objections were received from residents opposing fluoridation, overall the promotional campaign was well received by the community.

Library Programs



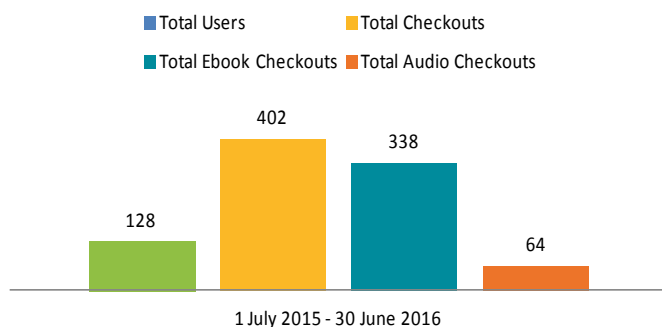
The Lithgow Library Learning Centre provides a wide range of free programs which promote equitable access and increase community awareness of the resources, services and information available at the Library. Access to new technologies and an increased demand from isolated communities and housebound residents has created an opportunity for the Library to look at new ways to provide access to the Library collections and resources.

Home Library Service

Introduced in 2013, the Home Library Services has proven to be an extremely popular service with residents in Wallerawang, Portland and local nursing homes benefiting from the opportunity to have their library resources selected and delivered to them. The service is provided to members of the community who are unable to attend the Lithgow LGA Libraries in person, whether due to age, illness, incapacity, or carer responsibilities. Some members of the community are only temporarily registered for the services due to the length of their incapacitation, while there are 55 regular patrons.

e-Book and e-Audio Book Service

E-book and E-audiobook Usage 2015/16



The graph above shows the take up of the service.

In 2014/15, the Library introduced the Axis 360 e-book service. The service allows members of the community to download e-books and e-audiobooks via an app to their smartphone, laptop or tablet. The service provides an accessible option for

- Frail aged and elderly residents
- Housebound residents
- Residents of rural and remote communities
- Commuters with access to good wifi service
- Residents with vision impairments.

Library Programs

The Library runs a variety of programs designed to encourage life-long learning and promote the facility and its resources including:

- Weekly storytime sessions
- Baby Bounce and Rhyme Time
- School Holiday activities at Lithgow, Wallerawang and Portland Libraries.
- National Simultaneous Storytime
- Book Week activities
- Homework Zone
- Library Lovers Day
- Author Talks and Workshops
- Writing workshops
- Information displays
- Local History Displays including participation in festivals such as History Week, National Trust Heritage Festival and National Family History Month
- Weekly groups, including the Knitters Groups, Book Club, Teen Writers Group, and Colouring In Group.

Exhibitions

As the cultural and social hub of the community, the Library has developed an exhibitions program to showcase the work of local artists and provide the community with an opportunity to see travelling exhibitions from major institutions.

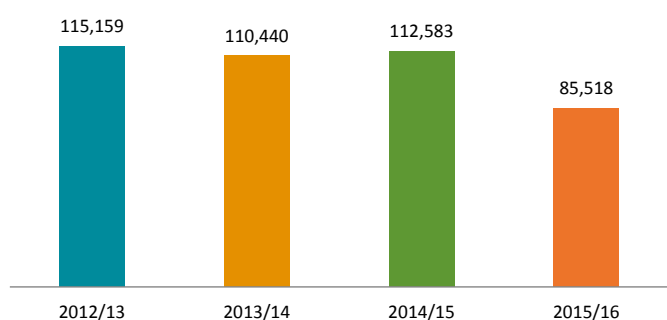
Since 2012, the Library has hosted the following travelling exhibitions:

- Leewin Paintings - State Library of NSW
- The Bicentenary Crossing of the Blue Mountains Exhibition - A Moment in Time.
- Miles Franklin - State Library of NSW
- Fred Hollows Foundation Travelling Exhibition

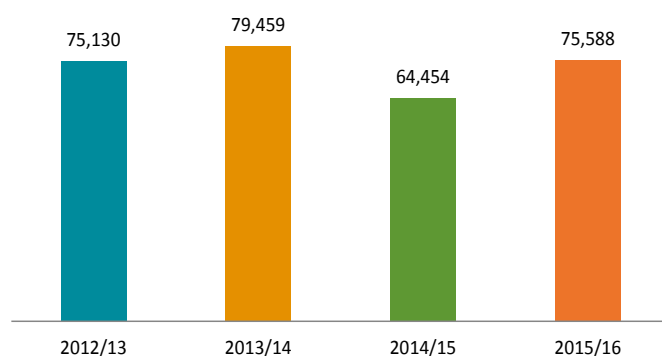
Library Usage

The graphs below show usage of the facility and services at the Lithgow Library Learning Centre from 1 July 2012- 30 June 2016.

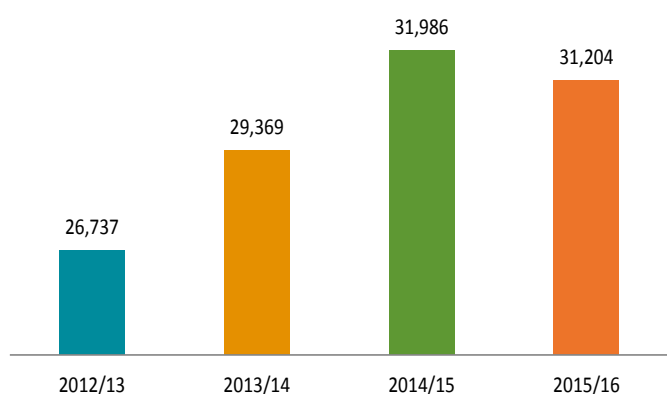
Library Patrons



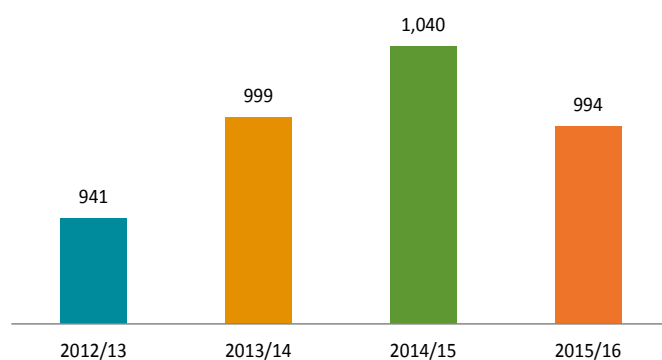
Library Loans



Technology Centre Patrons



New Members



Regulatory/Compliance Programs

REGULATORY/COMPLIANCE PROGRAMS

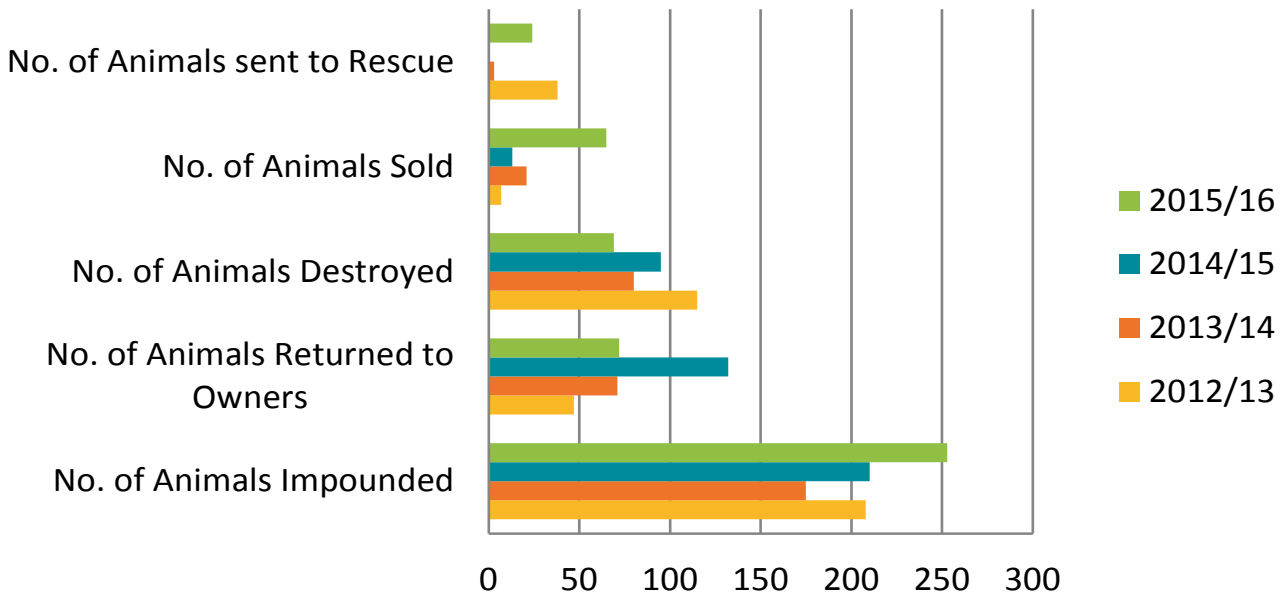
Lithgow Animal Shelter

Council maintains the Lithgow Animal Shelter to ensure community safety and compliance with the Companion Animals Act. Since 2012, works have been undertaken to improve the facility, including:

- The development of a cattery with 3 cat towers and a play area for the cats.
- Fully fenced exercise areas for lost and abandoned dogs.
- Construction of an office and staff amenities.

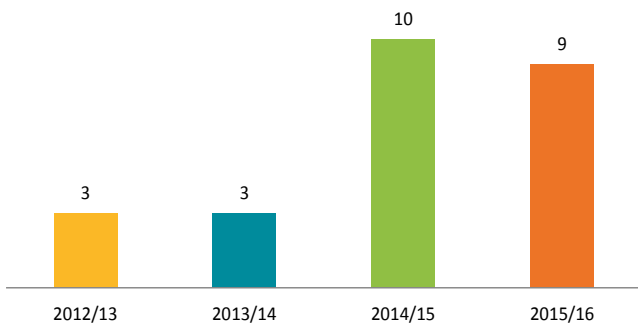
Council promotes community awareness and education through media releases, facebook, Primary School visits and brochures available at the Library and Administration Centre.

Lithgow Animal Shelter

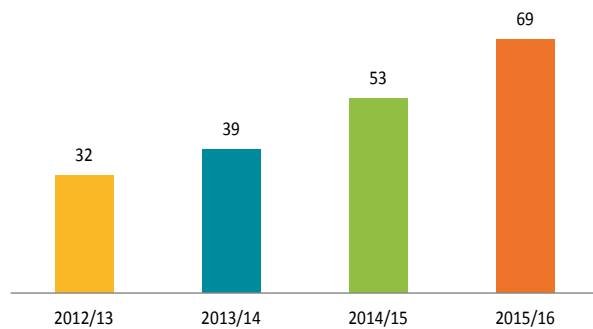


Regulatory Compliance

Environmental Protection Actions



Local Government Act Actions



Environment protection actions include such actions as: Show Cause Notices and Clean-up Orders relating to water pollution incidents and/or land pollution incidents such as illegal dumping. Local Government Act Actions mainly comprise of Overgrown Vegetation Orders. Regulatory compliance as shown in the graph's has shown a steady increase annually.

Community Safety and Volunteering

COMMUNITY SAFETY

As part of the implementation of the **Crime Prevention Plan**, Council received funding to employ a Crime Prevention Officer for 12 months to implement strategies to address alcohol related violence and malicious damage. These strategies included a second trial of the Late Night Transport Service over a 7 week period in November/ December 2013 in the lead up to the Christmas period. An 11 seater Maxi-Taxi operated between 12 midnight and 4am on Friday and Saturday nights picking patrons up from late night liquor venues and transporting them home.

The Nightrider Trial reflected the importance of the partnership between Council, licensed venues and taxis to address public safety. Local Police reviewed malicious damage incidents during the trial period and noted that incidents were lower compared to the period before and 12 months prior.

Further initiatives of the Crime Prevention Officer included undertaking safety audits in high risk public areas and working with the Lithgow Liquor Accord to implement safe drinking initiatives.

Crime Prevention Initiatives

Council participates in the Crime Prevention Committee and the Lithgow Liquor Accord which seek to identify alcohol related crime and respond to assault and harassment issues.

Council also works closely with the Lithgow Partnerships Against Domestic violence and Family Abuse Committee and participates in the planning and promotion of programs developed to educate

the community on domestic and family violence.

Annual events include:

- The White Ribbon Day Trivia Night held in November and
- International Women's Day Art Exhibition held in March at Eskbank House and Museum.

CCTV

Council has an annual program for maintaining and installing CCTV in the CBD. Council's CCTV network underwent a major upgrade, with the wireless infrastructure, system management system and server hardware all being replaced. The majority of cameras have been upgraded to digital, allowing for greatly improved resolution and programmability.

VOLUNTEERING

In 2014/15 Council met with representatives from LINC, the Lithgow Museums Network and Central West Volunteering to establish a Volunteers Network to promote volunteering in the area and develop an annual recognition program.

Council's Volunteer Program

Council has an established volunteers program at Eskbank House & Museum and Lithgow Library Learning Centre. The program provides members of the community with an opportunity to gain new skills in areas of Museum and Library Practices. The program at Eskbank House & Museum has been successful in helping two volunteers gain the confidence and skills needed to gain employment.



Thank a Volunteer Day Celebrations at the Civic Ballroom, April 2016



The Lithgow Local Government Area has been identified as an 'ageing community'. To address this issue Council is identifying ways to retain our local youth. The development of a Youth Strategy, integrated with key strategies such as the Economic Development Strategy, will provide a blueprint from which programs are developed to promote employment and educational opportunities, recreational, and cultural activities for active and healthy lifestyles.

LITHGOW YOUTH COUNCIL

Lithgow Youth Council is made up of 2 local youth professionals, 2 Councillors, Council staff and 6 young people aged between 12-24. The Youth Council meets monthly to address issues for young people in the LGA, and oversees the PCYC Scholarship Program and organisation of the annual Youth Week Event.

PCYC Scholarship Program

The program was developed to assist young people who, due to financial reasons, were unable to participate in after school, recreational and sporting activities.

20 Scholarships per annum were awarded to young people who were nominated by the PCYC or School Counsellors/Teachers. Each scholarship allowed recipients to have full membership to the PCYC and access to any activity at the Club.

In 2016, following discussions with the PCYC, it was discovered that take up was not good and the program is now under review to identify the type of scholarships that would be more beneficial to local youth.

Youth Week Events

Each year the Youth Council coordinates the annual Youth Week event. These events have included:

- Youth Week Music Festival and Skate Day at the Skate Park.
- BMX & Scooter Demonstrations and coaching by Newtons Nation at the Skatepark.
- Facebook Photography Competition inviting young people aged between 11-24 years to send in photos that captured what Youth Week means to them living in the Lithgow LGA and what they did during Youth Week.
- Battle of the Bands at the Union Theatre.

HALLOWEEN

Student Mentoring Project

Lithgow City Council's Tourism Department is responsible for delivering a range of community events throughout the year. Its signature event, Lithgow's Halloween Celebration has a program of live performances, music, art, creative workshops and lighting displays, culminating in a spectacular choreographed multimedia theatrical performance.

During 2014, Council's Tourism Department collaborated with Lithgow High School's Visual Arts students to develop their film making skills by providing a special effects makeup workshop and assisting in the production of their Zombie movie as part of the students' major work for the year.

In 2015, the Halloween Project a mentoring program commenced with a series hands on work experiences, multimedia production and event production workshops which are delivered by industry professionals. The first of which was a work observation experience for students at the Sydney Vivid Festival with one of Australia's leading boutique production company's, Creative Lighting and Audio. During this visit, students were given an insight into the complexity and management of a very large public event. They met with lighting designers and observed the final preparation of lighting installations for Vivid Sydney 2015.

Council's Events Coordinator has over 35 years experience in the event production and entertainment industry and is a qualified trainer. In association with the High School's Head of Visual Arts he presented two Event Production Workshops aimed at developing student's critical and creative thinking skills and giving them an insight into the event industry, further training and career options. These two units of competency from the Live Performance and Entertainment Training package are:

- BSBCRT301A - Develop and Extend Critical and Creative Thinking Skills.
- CUA301 - Assist with production operations for live performances.

The project culminated in the students developing part of the creative elements of the multimedia presentation for the main stage for the 2015 Lithgow Halloween Event as part of their Visual Arts Major Project for the year.

Student Workshops & Projects

Gathering in Main Street, the event created wonderful memories with people from all age groups and backgrounds dressed in costumes complete with amazing makeup. This is a party where the audience becomes part of the event.

The lead up to Halloween involved Lithgow Creatives and school children, including:

- Witch and wizard scarecrows created by local primary school children at workshops led by local artists. These made an impressive installation down the middle of Main Street
- Zombie special effects workshops engaged the local high school drama and film units and was part of the creation of a short zombie film called "The Gift".
- The zombie workshops also developed into a photography exhibition and a Zombie Fashion Parade at Eskbank House & Museum the week before Halloween setting the scene for a costume party of extraordinary proportions.

LIBRARY PROGRAMS

The Library is proactive in developing programs to engage all youth including:

- Young Writers Programs.
- HSC Lock-in - providing HSC students with an opportunity to undertake practice exams and work with teachers in the lead up to their HSC.
- School Holiday Programs.
- Homework Zone.

Youth Space

Youth utilise the Lithgow Library in many different ways. A youth space was designed by the architects when the current building was converted in 2004, but the space was never fully utilised. This was in part due to its location and also the furniture in this area was the same as other areas of the library.

After discussions between library staff, the Youth Council and young adult patrons, the teen area of the library was redesigned using more contemporary furniture. In May 2014 with a modest grant of \$8,000 from the State Library of NSW, new shelving, brightly coloured lounges and ottomans, and small individual tables suitable for laptops and other devices were purchased.

Several young patrons were involved in the selection of furniture. The furniture has been arranged so youth can sit and study, lounge, read or listen to music. The furniture is flexible and can be rearranged to suit different purposes as required. The notice board in this area has been set up to display items of interest to the age group. The area has attracted a lot of attention and its use is gradually increasing as high school students discover its potential. Council has recognised in the Community Strategic Plan that there is a need to provide passive recreational spaces for the local youth, and the refurbished library youth space goes some way to providing this.

Technology One-on-One

Recognising the need of local community members for one-on-one assistance with their digital devices, the Library approached Lithgow High School for a partnership in providing a new service. Students were selected from the technology class as part of their work experience program to provide advice to community members on such things as computers, tablets and mobile phones.

First offered in October 2014, this program proved so popular it has continued to be offered with over 60 local residents attending the latest sessions offered in May 2016. Feedback has been very positive from both the school and local community participants.



Strengthening our Economy



Community Strategic Plan 2012-2026

To support a changing and growing community, Council and the community must work together to build a sustainable, diverse and competitive economy.

This Principle Activity Area focuses on creating an economy that:

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



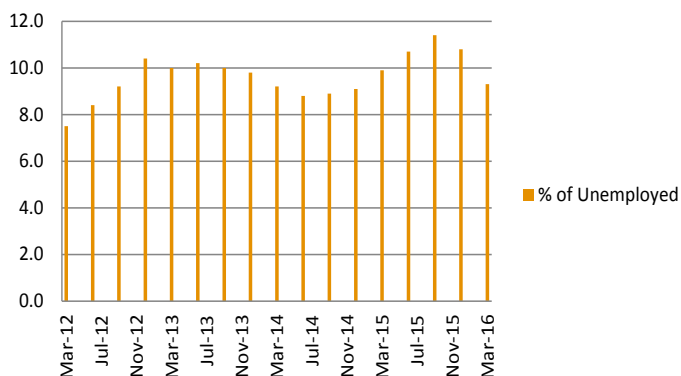
In 2016, Council conducted a Community Satisfaction Survey to identify the level of satisfaction with Council Services and Facilities. 407 residents across the LGA were surveyed. 30% of respondents identified "generating local employment opportunities" as a key challenge for the area. This was closely followed by "encouraging new business to the area" (28%). Respondents were asked what they thought was the Key Challenge for the Lithgow LGA in the next 5 to 10 years? "Verbatim responses for this question were collated and entered into analytical software. This analysis 'counts' the number of times a particular word or phrase appears and, based on the frequency of that word or phrase, a font size is generated. The larger the font, the more frequently the word or sentiment is mentioned"(see Word Frequency Tagging

image above) Micromex Consulting June 2016.

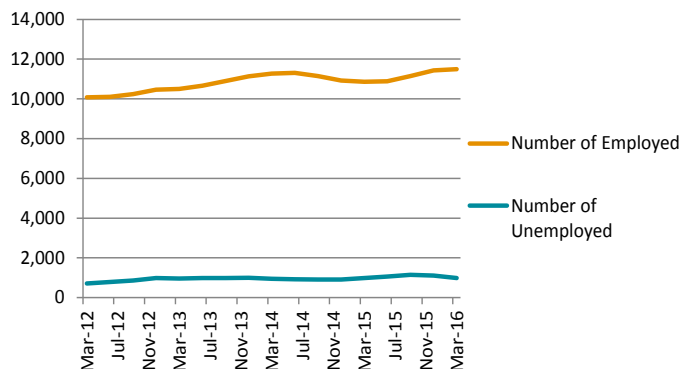
In 2014, the Lithgow LGA experienced a significant downturn in industry with the permanent closure of Wallerawang Power Station and Cullen Valley Coal Mine and mothballing of Angus Place Colliery. External factors such as foreign ownership and international coal pricing influenced fluctuations in both the mining and newly privatised local power industries.

The unemployment rate in the Lithgow LGA continues to trend towards being significantly high in comparison to the NSW State average, peaking at 11.4% in September 2015. However, this trend has commenced a downward cycle to 9.3% in the March 2016 quarter. The graphs below show employment trends between March 2012 to March 2016.

Lithgow LGA Unemployment Rate



Lithgow LGA Employment



Source: Labour Market Research and Analysis Branch, Australian Government Department of Employment



In 2012, Council identified the following issues to be addressed as part of long-term planning to ensure a sustainable future for the Lithgow Local Government Area:

- To provide leadership and communications that foster collaboration which maximises Lithgow's economic potential.
- To ensure population stabilisation and sustainable growth that supports population and business growth.
- To ensure the long-term sustainability of infrastructure and land that underpins and supports current and future industry and business.
- To facilitate and encourage the ongoing development, diversification and sustainability of the local business and industry base.
- To encourage and facilitate the provision of appropriate business support services to assist growth.
- To encourage employment and skills development to address industry needs and promote self development.
- Managing land use conflict.
- A need to provide employment and learning opportunities for young people in the LGA.

The table below indicates the Projected Population Age Distribution - Lithgow 2011 - 2031.

Age Bracket	2011	2016	2021	2026	2031	Change 2011-2031
0-14 yrs	18.7%	17.7%	17.4%	16.1%	15.8%	-2.9%
15-24 yrs	12.2%	10.7%	9.8%	9.6%	9.2%	-3.0%
25-34 yrs	10.3%	11.0%	10.5%	9.4%	8.5%	-1.8%
35-44 yrs	12.5%	11.5%	11.0%	11.5%	11.4%	-1.1%
45-54 yrs	14.9%	13.4%	12.4%	11.8%	11.4%	-3.5%
55-64 yrs	13.7%	14.6%	15.0%	13.9%	13.3%	-0.4%
65+ yrs	17.7%	21.2%	24.0%	27.6%	30.3%	+12.6%

Source: NSW Department of Planning 2014, A.P. Sheere Consulting, 2015.

MOVING FORWARD

Council recognises that ensuring the economic viability of the Lithgow LGA requires a multi-disciplinary approach and long-term planning. Furthermore it recognises that although it has a valid and important role to play in promoting and facilitating economic development, it must work within its jurisdiction and resource limitations to support sustainable growth. It acknowledges that the support of the community, key stakeholders and partners is paramount. Council is not the principal 'driver' of local economic development. This is in fact the role of business and industry. Council however, can play an effective role in influencing what is termed the 'drivers of economic development'. (EDS 2015 p. 12)

Since 2012, the following actions have been undertaken to ensure sustainable growth and development.

In June 2014, there were 1,294 registered businesses in the Lithgow LGA. 61% were 'non-employing' or sole traders. ABS - Counts of Australian Business, June 2014 - AP Sheere Consulting

Long Term Planning

The following Plans and Strategies have been developed and implemented:

- The Integrated Planning and Reporting Framework which includes the key theme "Strengthening our Economy".
- Lithgow Land Use Strategy 2010-2030.
- Lithgow Local Environmental Plan 2014.
- Economic Development Plan and Investment Prospectus. Both documents have been revised and were adopted at the Council meeting held on 27 June 2016.
- Business and Retail Strategy
- Lithgow Destination Management Plan - A Tourism Strategy
- Lithgow Festivals and Events Strategy
- Village Improvements Plans for Capertee, Rydal, Hartley and Tarana
- Lithgow CBD Revitalisation Action Plan
- Strategic Water and Sewerage Business Plans.

The following plans are currently being developed.

- Lithgow City Rural and Rural Residential Strategy Review
- Masterplan and Development Control Plan for the Marrangaroo Urban Release Area
- Comprehensive Development Control Plan
- Cullen Bullen Village Improvements Plan
- Farmers Creek Precinct Master Plan.

Infrastructure Upgrade and Renewal

The development of long-term plans ensures that Council is positioned to successfully seek state and federal grant funding to assist in infrastructure development and upgrades. Since 1 July 2012, Council has been successful in receiving \$62,935,000 in funding. The table below shows the annual grants and contributions for infrastructure upgrade and renewal.

Year	Grants and Contributions \$000
2012/2013	14,090
2013/2014	7,384
2014/2015	5,830
2015/2016	30,631

Note: Grants and Contributions includes Loans. Figures are from Financial Statements with 2015/16 figures from the March Revised Budget.

The following major Infrastructure works programs have been undertaken:

- Lithgow Aquatic Centre
- Clarence Water Transfer Scheme
- Lithgow and Wallerawang Sewerage Treatment Plant Upgrades
- Repair and remediation works to the ruins at Blast Furnace Park.

- Replacement of the Black Bridge at Wallerawang.
- Installation of the Lithgow History Avenue Sculptures.

Works scheduled to commence in 2016/17 are:

- Construction of the Portland Sewage Treatment Plant.
- Refurbishment of Cook Street Plaza and the Eskbank Street Precinct; Stage 1 of the CBD Revitalisation Program.

Creating a place to live, work and invest

Each year, Council develops and implements a suite of programs designed to support local businesses. These programs include a range of educational and shop-local initiatives that aim to ensure the longevity of small businesses and promote the Lithgow LGA as a vibrant, 'up and coming' location for businesses looking to relocate from other areas.

These initiatives include:

- The development and promotion of iconic local events such as Halloween and LithGlo.
- Attraction of new events to the region.
- Business workshops delivered free or at nominal cost.
- Partnering with University of Western Sydney and industry to identify and deliver courses specific to the Lithgow LGA.
- Facilitated the development of a vibrant and regular market culture throughout the LGA.
- Actively marketed the LGA through tourism and economic trade shows.
- Developed the Lithgow App and Surprisingly Diverse Visitors Guide.
- Implemented the Main Street Facade Improvement Program - an incentives program for businesses to improve their shop fronts.
- Implemented two taskforces: Lithgow Mining Taskforce and Lithgow Business Taskforce
- Established a strong online presence to promote living and investing in Lithgow:
 - Lithgow - Open for Business
Information on living, working and investing in Lithgow.
www.business.lithgow.com
 - Lithgow Creative Cluster
An online creative industries business directory.
www.creatives.lithgow.com
 - Lithgow Tourism
Promotes tourism activities in the Lithgow region.
www.tourism.lithgow.com
- Facebook pages have also been developed for: Lithgow Council, Lithgow Tourism, Revitalising Lithgow Town Centre, Lithgow Libraries and Eskbank House & Museum, Lithgow Youth Council, Lithgow Our Place, Our Future and Lithgow Halloween.



Bess Elwell-Cook,
Cote & Cutler Outfitters
Ironfest Fashion Display
Lithgow Creative's Pop-Up Gallery at A Readers Heaven
June 2015

LITHGOW CREATIVES

The Lithgow Creatives project aims to provide resources, promotion and infrastructure for those living locally in the creative industries sector.

The Lithgow Creatives Website Project provides a free online space for promoting, networking and resourcing creative industry practitioners across the Lithgow Local Government Area (LGA). It also provides a wonderful resource for potential clients looking to utilise Lithgow Creatives.

Lithgow Creatives were hired by Council between 2012-2016 for projects including:

- For the provision of workshops, installations and props for the Lithgow Halloween Festival and Mothers Day Street of Flowers decorations.
- Cote and Cutler assisted Eskbank House & Museum with conservation and preservation work on the collection.
- Students from Mitchell Conservatorium and local musicians were employed to provide entertainment for events.
- Design and construction of sculptural pieces for Lithgow History Avenue.

Pop-Up Gallery

A Pop-Up Gallery for Lithgow Creatives is hosted in the book shop, A Reader's Heaven. This space allows Creatives to hold a commercial exhibition that is fully secure and monitored for free. Since its launch in April 2014, the following exhibitions have been held in the Gallery Space:

- Photographic Works by David Rawsthorne.
- Historic Costumes & Jewellery by Cote & Cutler, Portland.
- Paper Daze by Janine Smith was combined with a book signing by the author of Paper Daisies, Kim Kelly.
- Eclectic by Lithgow Photography Group.
- Her Salty Blooded Tears by Lee Chanel Topaz.
- Goovin' by Ludwina Roebuck was combined with the book launch of "The Night the Music Died" by Ian Heads.
- War Games: Everybody Loses by Adrian Symes.

- Book Launches; BBQ Secrets by Rich Evans and Wild Bush Horse Race by Jess Jennings.

Lithgow Laneways Project

The Lithgow Laneways Project is a collaboration between Lithgow City Council, Lithgow Tidy Towns and local artists to create unique sensory installations in laneways connected to Lithgow's Main Street.

Council provides funding towards the projects and in-kind support in the form of advice from the Museums Advisor and Cultural Development Officer.

Gallery Lane has been established as a temporary outdoor gallery space.

Whispering Lane has an installation that allows a person to whisper in a pipe at one end and another person to hear them clearly at the other. Additional pipes have been added to create an Escher like art work. Another installation which plays soundscapes when activated is in the process of being installed. This work has been created by local artisans Phil Spark and Tim Johnman.

Bird House Wall is an installation of bird houses created from recycled materials by local artist Ludwina Roebuck. It has been installed on a wall in Pioneers Park and creates an attractive entrance to the East End of Main Street.

Future Laneway Installations planned include Secret Lane (small artworks by a variety of local artists spread out along the laneway) and Burns Lane (a book themed installation on the wall of the Library).

ESKBANK HOUSE & MUSEUM

The hub of the Lithgow Cultural Precinct, Eskbank House & Museum has an active public exhibitions and events program. The Museum regularly hosts exhibitions by

local artists and photographers, develops and promotes feature exhibitions around the Museum Collections and hosts musical and theatrical performances by the Lithgow Branch of the Conservatorium of Music, Blaxland and Daughter Productions and Blast Furnace Theatre.

Art and craft workshops to create props for Halloween are held as part of the school holiday program. Make-up effects workshops, Zombie and Vampire Fashion Parades are also held in the lead up to Halloween at the Museum.

The gardens provide an opportunity for events targeting new audiences to the museum such as Eskbank Steampunk and themed garden parties including Roaring 20's Garden Party in 2015, Rock 'n' Roll Garden Party in 2016 and plans are underway for a Mad Hatters Tea Party in 2017.

LITHGOW LIBRARY LEARNING CENTRE

The Lithgow Library Learning Centre seeks to raise the profile of Lithgow Creatives through the provision of gallery space for regular art exhibitions. Since June 2012, this facility has hosted regular exhibitions of works by local artists. These exhibitions have resulted in increased sales of the works and awareness of the artists throughout the community.

In addition the Library has held four travelling exhibitions from organisations such as the NSW State Library, Fred Hollows Foundation and the Bicentenary of the Crossing of the Blue Mountains.

During History and Heritage Weeks, the Library works with local historians and community groups to create displays and public programs focused around the theme of the week and the Library Local Studies Collection.



Pictured: Blast Furnace Theatre performing Hansel & Gretel in the grounds of Eskbank House Museum January 2016



MARKETING THE REGION

A number of key marketing initiatives were employed during the 2012 - 2016 reporting period to promote and encourage visitation to the Lithgow LGA including:

- Implementation of the Destination Management Plan – a Tourism Strategy for Lithgow.
- Annual attendance at the South Coast Caravan, Camping and 4WD Show, Canberra Home, Leisure and 4WD Show, Newcastle Caravan, Camping and 4WD Show and Country Week at Sydney Olympic Park.
- Continual promotion of the Lithgow Visitors Guide and Lithgow App.
- Advertising in regional publications and Sydney Newspapers as well as local media outlets.
- Promotion via Social Media including Facebook, Instagram and Twitter.
- Development of the Village's booklet in conjunction with Bathurst Regional and Oberon Councils. The Booklet features touring notes on all of the villages within the region and makes discovering these places easy and appealing with glossy colour photos and stylish graphic design.
- Development of the Lithgow Region Motorcycle Touring Guide. The guide increases awareness of the LGA as a destination for motorcycle tourism and promotes rider safety.
- Installation of Welcome Banners and Christmas Banners on flagpoles at the Visitor Information Centre on the Great Western Highway, in Wallerawang Main Street and on the Portland Road to welcome visitors to the area.
- Installation of a LED Screen on the wall of the Visitor Information Centre to promote events and attractions to motorists and passersby on the Great Western Highway.
- Development of a regional map in conjunction with Lithgow, Bathurst and Oberon Councils, Cartoscope Maps and tourism operators for visitors.

- The following promotional campaigns have been developed and are available for viewing on the LithgowCityCouncil Youtube page:
 - Television commercial - "A break in Lithgow will bring you closer together " was aired In January 2013 (2091 views).
 - Martin Place Sydney Promotional Campaign - Experience Halloween in Lithgow - 4 June 2015 (671 views)
 - Lithgow Halloween 2015 - 7 September 2015 (196 views)
 - LCC Bluett Award Winners - 6 December 2015 (297 views)
 - Halloween 2015 - 1 November 2015 (2,196 views)

Billboards

The Destination Management Plan – A Tourism Strategy for Lithgow identified the need to update the two billboards welcoming people to the Lithgow LGA.

Council launched a photographic competition to encourage locals and visitors to submit images to be used on the new billboard signage.

107 images were received with the final 4 images being selected by the Tourism Advisory Committee for public vote. The community was encouraged to vote on their preferred image via social media, Council's website and ballot at key locations. The two images receiving the highest number of votes were selected for installation on the billboards.

A graphic designer was engaged to convey the marketing message to viewers of the sign and to get the perfect perspective of the photos. The Lithgow Tourism theme was carried through to the billboard advertisement with use of corporate branding and colours.

In 2015 the billboards were installed with many compliments for their vibrancy and freshness and the new message they send to passing motorists is that Lithgow is a destination that includes fun and adventure, natural beauty, industrial heritage and fascinating buildings.

Targeting the RV Friendly Market

A key action from the Destination Management Plan – A Tourism Strategy for Lithgow, identified the need for RV Friendly accreditation.

The RV Market was an untapped niche market that could attract additional investment into the region. The niche market of Recreational Vehicle (RV) camping areas is a growing and important market, encouraging prolonged stays and visitor satisfaction. Two sites were selected which met the criteria required by the Campervan and Motor Home Club of Australia they are Lake Wallace, Wallerawang and Kremer Park in Portland.

Since accreditation was granted in 2015, an intensive marketing campaign has been undertaken including advertising at Caravan and Camping Shows, becoming members of the Caravan and Motor-home Club of Australia (CMCA) as well as the Caravan and Camping Industry of Australia (CCIA).

As a result of the marketing push, the popularity of camping at Lake Wallace and Kremer Park has continued to go from strength to strength, with public holidays demonstrating the high demand for free RV friendly campgrounds within an easy drive of Sydney.

The economic benefit of offering a viable short to medium term alternative place to camp for RV's is now being realised. Major investment has been experienced in both Wallerawang and Portland and the entire Lithgow LGA. Examples include increased spending on groceries, petrol, at restaurants, services and tourist attractions.

Visitor Guide and Lithgow App

To broaden the scope of the delivery of promotional material for the Lithgow Area, Council redesigned the Lithgow Visitor Guide and created a Smartphone App.

The Guide is the first impression of the Lithgow LGA for many of visitors. The 'Surprisingly Diverse' catchphrase reinforces the mantra that Lithgow Tourism has adopted in re-branding the Lithgow LGA as a dynamic adventure playground full of history and enviable natural beauty. Photo's were commissioned from local photographers to fill the pages with spectacular photos of the LGA.

As well as selling the entire LGA, the new brochure gives individual operator's exposure to every Visitor Information Centre in New South Wales and beyond.

The initiative to take Lithgow Tourism to the world came to fruition with the creation of a Smartphone App showcasing the area. Potential tourists can download the

free app from the Google Play or the Apple App Store making the distribution of Lithgow LGA information limitless. The app has multiple categories which give the user the ability to drill down to the necessary information quickly and easily with a direction function to guide potential customers to the physical address of the listing.

MARKETING LITHGOW'S ECONOMIC STRENGTHS

business.lithgow.com

The Economic Development Website provides potential investors, developers and new residents with a wealth of information on living, working and studying in the Lithgow LGA.

The site has been developed with a user friendly interface which provides access to a range of statistical data, strategic plans and Council incentives and initiatives such as the Main Street Facade Restoration Program and Lithgow Creatives website.

Economic Development Strategy

In 2010, Council prepared the comprehensive Economic Development Strategy. The Strategy aims to pro actively support the diversification of the Lithgow economy while recognising that our coal and energy industries remain key drivers for local employment and economic growth. During the past four years, this document along with the Investment prospectus have been used to promote investment to the Lithgow Region at events such as Tourism Trade Shows and Country Week; an annual event targeting prospective 'Tree Changers' and promoting rural lifestyles.

In 2015, Council commissioned AP Sheere Consulting to update the Strategy which was adopted by Council in June 2016.

Marketing Main Street

Over the past four years, Council has worked closely with local business groups and operators to invigorate and revitalise the CBD. A variety of events and promotions have been developed to promote Main Street businesses to locals and tourists including:

- LithGlo
- Lithgow Live @ Lunchtime
- Mother's Day Promotions:
 - Mothers Day Shop Front Competition 2013
 - Mother's Day Main Street Sale 2014
 - Mother's Day Street of Flowers 2015
 - Partnering with Lithgow District Chamber of Commerce to deliver Business promotions 2016.
- Halloween



LITHGOW CBD REVITALISATION

A holistic approach has been taken to the revitalisation of the Lithgow CBD. Council recognises that more than structural change is required to ensure the sustainability of the retailers and businesses within the Lithgow, Wallerawang and Portland CBD's.

In recent years, Council has been working closely with retailers and business owners, coordinating training in Business and Merchandising Displays and developing major promotions designed to encourage people to Shop Lithgow.

ShopGlo

In December 2012 Council partnered with around 30 Main St businesses and retailers to decorate their shopfronts for Christmas. Council supported the project by providing **Visual Merchandising Training** followed by in store mentoring sessions.

With a Facebook competition format the Lithgow community was invited to 'like' individual images of each shopfront posted on Council's Facebook page. The competition was very well supported by the local community driving visitation to both Council's Facebook page as well as foot traffic into each participating business.

As part of this event, Council activated an empty shopfront with a television screen featuring short films by local High School students.

This event was a component of the highly successful **LithGlo**, created in December 2012 to celebrate the Christmas spirit in a special and unique way. A number of iconic cultural and architectural destinations in Lithgow were creatively lit by lighting specialists over 3 nights in December 2012. Destinations included the Blast Furnace ruins, Hoskins Church, Lithgow Courthouse, Union Theatre, and twin heritage railway viaducts at Bowenfels. The event drew thousands of local residents and visitors from across NSW into Lithgow town centre. This is now an annual event.

Lithgow Live @ Lunchtime

In 2012, leading up to Christmas, Council coordinated a series of lunchtime concerts in Cook Street Plaza. The concerts created a festive atmosphere in the CBD for the lunch time crowd, drawing people into the Main Street, invigorating our public spaces and encouraging people to shop locally. The program had a direct economic effect on the community with Council engaging a local musician to engage the performers and provide sound equipment. Market stall holders also reaped the benefits promoting local products and patronage of local cafe's increased.

Mothers Day Promotions

Council has been proactive in partnering with the Lithgow Business Association and individual business operators to create an annual program of shop local promotions focussed on peak trading times. Mother's Day is one of the biggest retail spend periods of the year.

In 2013, Council initiated the **Mother's Day Shopfront Competition**. 30 Main St businesses and retailers decorated their shopfronts in celebration of Mothers Day. Additional **Visual Merchandising Training** was provided to participating business operators followed by in store critiques. Building on the success of ShopGlo, local businesses banded together to sponsor prizes to the most popularly voted shopfront as well as to a lucky draw customer who voted in store for a particular shopfront.

As a result of these competitions and the training provided, a large number of Main St shopfront retailers are now regularly dressing their shopfront displays to a far greater standard than before helping to drive visitation to Lithgow's Main St and adding considerably to its destination appeal.

In 2014, Council worked with over 60 businesses in Lithgow, Wallerawang and Portland to create the **Mother's Day Mainstreet Sale**.

Extensive coordination was required to identify partnering businesses and collating their specials to be promoted over the 10 day sale period. Volunteers worked with Council officers to assist in creating a beautifully presented booklet to be inserted into local newspapers as well as distributed to participating businesses.

The co-ordinated promotional strategy included:

- Mothers Day Facebook event page
- DL flyers
- Shopfront posters
- Presentation booklet
- Double page advertising spreads in the Lithgow Mercury newspaper
- 3000 booklets inserted into the Lithgow Mercury newspaper
- Radio advertising
- Themed shopfront window displays

The project engaged the services of a local graphic designer and printer to ensure that the shop local ethic was followed as closely as possible during the delivery of the project.

The promotion was well received by the business community, shoppers and visitors; all of who celebrated the showcasing of the unique retail and food offer available in the Lithgow region.

2015, saw Main Street come alive as part of the **Mothers Day 2015 Street of Flowers**. Businesses and Council

joined together to decorate shop fronts, vacant walls, fences and public spaces were decorated with floral art displays designed to draw people into Lithgow's town centre to enjoy the flowery displays and take advantage of the promotions being offered.

A special **Mothers Day 15 Street of Flowers facebook event page** was created and made accessible via the Revitalising Lithgow Town Centre facebook page www.facebook.com/revitaliselithgow. Council promoted activities in the Main Street and participating businesses were able to post their shop promotions marketing to a large audience across the Central West and Blue Mountains.

In 2016, the true success of this Shop Local initiative was realised with CBD businesses and the Lithgow District Chamber of Commerce taking over the program and coordinating the Street of Flowers promotion.

TWO TASKFORCES TO ENCOURAGE INDUSTRIAL AND BUSINESS SUSTAINABILITY

During 2014/15 the Lithgow Local Government Area suffered two major blows to local industry with the closures of Wallerawang Power Station and Angus Place Colliery. This resulted in major job losses not only in the Power and Coal Industries but also flow on effects to businesses relying on these industries. In response, Council has established two Taskforces; The Lithgow Mining Taskforce and the Lithgow Business Taskforce. The **Lithgow Mining Taskforce** consists of the Mayor, Deputy Mayor, General Manager, Economic Development Officer and representatives from Centennial Coal, the Mining Unions and the NSW Minerals Council. The role of the Taskforce is to:

- promote coal mining in our region; and
- lobby State and Federal Government around issues confronting coal mining in the region including local coal supplies to Mt Piper Power Station and planning and environmental concerns restricting mining.

The Taskforce has met with the Minister for Planning, Minister for Resources and Energy and made representations to the Member for Bathurst in relation to the following matters which impact on the coal mining industry in our region:

- The proposed extension of the Gardens of Stone National Park.
- The closure of Baal Bone Colliery
- The proposed life of mine extension of Springvale Colliery.
- Streamlining the planning process
- Employment for mining in Lithgow
- Draft Minerals Industry Action Plan by the NSW Minerals industry
- Community sponsorship and support.

The **Business Taskforce** is made up of The Mayor and Councillors, the Member for Bathurst and representatives from agencies including NSW Trade & Investment, Central NSW Business Enterprise Centre and the Department of Employment. The Taskforce has identified a number of Key Actions to attract new investment to the Lithgow area including:

- Marketing Lithgow's economic strengths and lifestyle attractions.
- Continuing to revitalise the CBD,
- Growing existing businesses; and
- Development of a Master Plan/Development Control Plan for the Marrangaroo Urban Release area and Industrial Precinct.

Small Business Training and Information

An initiative of the Business Taskforce has been training for Small Business Operators. In 2014/15, Council, Central West Business Enterprise Centre, UWS Lithgow Campus and NSW Trade & Investment provided 20 free places for local small business operators to undertake Certificate III in Micro Business Operations.

Lithgow ~ Our Place...Our Future

A facebook page has been set up to keep the community informed of progress with the taskforces.



Graduating business operators from the 2014/15 Certificate III in Micro Business pictured with Councillor Frank Inzitari and the Mayor, Councillor Maree Statham.



PARTNERSHIP WITH UWS FOR COLLEGE CAMPUS IN LITHGOW

Following a downturn in the local economy in the late 1990's, Council facilitated a forum to identify ways for the LGA to move forward. A university presence was identified as a need for Lithgow at the forum. In June 2009 representatives from the University of Western Sydney made a presentation regarding a proposal to have a UWS College established in Lithgow's CBD. The University of Western Sydney was keen to gauge the level of community support for establishing a University College presence in Lithgow's CBD. They also wished to identify the training needs of key industries in the region to enable the delivery of relevant courses. The UWS proposal was to establish a university college in Lithgow utilising premises already located within the CBD providing benefits to businesses and regenerating the town centre and the broader region. Council provided an under used building, the Hoskins Building, for use by the University under a peppercorn lease agreement. The building was donated to the community by the Hoskins family in 1927, and therefore could not be sold. It had housed the Lithgow Regional Library up to 2004 however left vacant after the relocation of the library. Sections were used by various community groups, however, it fell into disrepair. The grant funded a complete renovation of the building, giving new life and purpose to this grand old building. The public open day was held on 4 February 2014, with the official opening to taking place in March 2014. Support throughout the community for the University has been strong, with many seeing this development as the most significant project to occur in Lithgow for the past decade.

SMALL BUSINESS TRAINING

Research indicates that 1.5 per cent of Australian businesses close within their first year. According to the 2011-12 report into corporate insolvencies by the Australian Securities and Investments Commission "44 per cent suffered poor strategic management" (Source SMH 0409214).

Council has been working closely with small business operators to provide them with the tools they need to succeed in business.

Council works closely with the Central NSW Business Enterprise Centre to provide training opportunities for small business operators including:

- Coordinating regular visits to Lithgow of the Small Biz Bus which provides information and support to small business operators and those considering starting a business.
- In 2014/15, 20 local business operators completed the Certificate III in Micro Business Operations.
- The Business Enterprise Centre has been working closely with local entrepreneurs through the NEIS Program to help establish new business enterprises in the LGA.

Visual Merchandising Sessions were hosted for Retailers to assist with decorating their shop windows as part of events and to attract shoppers to the CBD.

Lithgow Visitor Information Centre hosted 6 workshops for both tourism and business operators. The workshops were facilitated by Tourism Business Solutions. The topics included Customer Service, Marketing 101, Implementing Digital Media and a Digital Media Master Class and Events focussed workshops. The workshops had on average 30 attendees and were very well received.

STUDENT MENTORING PROJECT GREEN ARMY

Lithgow City Council's Tourism Department is responsible for delivering a range of community events throughout the year. Its signature event, Lithgow's Halloween Festival has a program of live performances, music, art, creative workshops and lighting displays, culminating in a spectacular choreographed multimedia theatrical performance.

During 2014, Council's Tourism Department collaborated with Lithgow High School's Visual Arts students to develop their film making skills by providing a special effects makeup workshop and assisting in the production of their Zombie movie as part of the students major work for the year.

In 2015, the Halloween Project has seen the commencement of a mentoring program with a series hands on work experiences, multimedia production and event production workshops which are delivered by industry professionals. The first of which was a work observation experience for students at the Sydney Vivid Festival with one of Australia's leading boutique production company's, Creative Lighting and Audio. During this visit, students were given an insight into the complexity and management of a very large public event. They met with lighting designers and observed the final preparation of lighting installations for Vivid Sydney 2015.

Council's Events Coordinator has over 35 years experience in the event production and entertainment industry and is a qualified trainer. In association with the High School's Head of Visual Arts he presented two Event Production Workshops aimed at developing student's critical and creative thinking skills and giving them an insight into the event industry, further training and career options. These two units of competency from the Live Performance and Entertainment Training package are:

- BSBCRT301A - Develop and Extend Critical and Creative Thinking Skills.
- CUAATA301- Assist with production operations for live performances.

The project culminates in the students developing part of the creative elements of the multimedia presentation for the main stage for the Lithgow Halloween Festival as part of their Visual Arts Major Project for the year.

The first Green Army Team, which commenced in August 2015 for a term of 6 months was a huge success. Eight weeks prior to the completion of the first of two projects, two Green Army participants obtained full time employment with local environmental contractors. At the completion of the 6 month term, 8 of the 10 participants either gained employment or are undertaking further study. A second Green Army Team commenced in February 2016 for a 6 month term.

The Green Army provides an opportunity for young Australians aged 17-24 years to gain training and experience in environment and conservation fields. The Lithgow Green Army Project is funded by the Federal Government and sponsored by Lithgow City Council. It is a hands-on, practical environmental action program that supports local environment and heritage conservation projects. Central Tablelands Local Land Service, Lithgow Oberon Landcare Association and Lithgow & District Community Nursery provide training and specialist advice throughout the project improving project outcomes.

The project aims to:

- Build on current partnerships with government and community organisations while directly engaging the community.
- Raise awareness of environmental and heritage values, while also encouraging greater community participation into the future.
- Increase the skills base of local youth and provide opportunities to directly network with potential employers.

A variety of works are undertaken during the term of the projects including; erosion & weed control, revegetation and mulching of degraded areas. Participants work with local Landcare and Community Nursery volunteers to develop skills in seed collection and propagation of native plant species.

LAND USE STRATEGY 2010-2030

In 2010, Council completed the Draft Land Use Strategy and Issues Paper. The strategy provides key strategic directions for the next 20 years around:

- Population makeup and trends
- Infrastructure
- Environmental protection including water, soil, vegetation, forests and national parks
- Heritage
- Rural land use
- Residential land use
- Industrial, commercial, tourism lands
- Open space and recreation

LITHGOW LOCAL ENVIRONMENTAL PLAN 2014

In 2014, a new era in planning began for the Lithgow LGA with the approval of the Lithgow LEP 2014. The plan took effect on 19 December 2014. The plan now aligns with the State Government's Standard LEP template and introduces legally referable mapping available online for the community to access for the first time.

The LEP is an important milestone in the development of a comprehensive strategic land use planning framework that will allow council to deliver the goals and targets of the Community Strategic Plan 2026.

The Plan repealed and replaces all previous planning provisions and is consistent with a template that applies across the State of zones, clauses and definitions. It also delivers locally specific outcomes that support the key directions of the adopted and endorsed Land Use Strategy 2010-2030. Council believes that the improved planning document will provide more surety for investment.

The LEP provides a suite of land use planning tools to facilitate the orderly and economic development of land and provide protection and conservation of natural environment and areas of environmental heritage.

The new LEP allows for growth in all development types in both existing areas as well as new greenfield sites. The plan zones some 154ha of land, in two separate sites near Wallerawang and Marrangaroo, able to be developed as modern industrial/business clusters.

This land brings a much needed opportunity to provide diversification of our employment base and a major step towards providing investor ready land.

In addition, Marrangaroo is also the focus of future residential growth providing 310ha of land for a new residential precinct supported by neighbourhood business and recreational areas and some highway enterprise corridor landuses.

A key item in the new LEP is for the first time Portland

and Wallerawang are recognised as town centres with appropriate residential, business, industrial and recreational land zonings to guide future development.

The new LEP now makes it easy to know what type of development can be considered in any area and provides greater surety to landholders as to what they might expect to be developed within their immediate neighbourhoods.

The Lithgow Local Environmental Plan is the culmination of a number of years of strategic planning work and consultation with the Lithgow community and relevant government agencies. The development of the Local Environmental Plan involved a high level of community consultation fully integrated with Council's website and online services. For the first time, the community was able to access on line mapping, tutorials, video and electronic documentation and enquiry forms to assist them to fully understand the provisions and implications of the new Plan in the comfort of their own homes. A significant aspect of this project is that Council developed the LEP in house through a strategic planning team consisting of planners, GIS and IT personnel.

The new LEP will be supported by a **Comprehensive Development Control Plan** currently under preparation. This Plan will provide more detail relating to the LEP provisions to further assist development decisions into the future.

LITHGOW CITY RURAL AND RURAL RESIDENTIAL STRATEGY REVIEW

Although the LEP is an important milestone, Council recognises the need to undertake further planning for rural areas and in particular planning for future rural lifestyle development opportunities throughout the LGA. Therefore, work has commenced on a Rural Lands Study to address this need.

The objectives of the project are to:

- Inform a possible future Planning Proposal to provide for additional small lots within Lithgow LGA, including areas of Hartley and Portland.
- Assess the impacts on the viability of our current urban centre, towns and villages, conflicting land use issues, levels of facilities and services required and their projected costs.
- Independently and critically review the rural and rural residential land use policy framework of the Lithgow Land Use Strategy 2010-2030 and Lithgow Local Environmental Plan 2014.
- Gain a clear understanding of the values and land use planning issues of the rural areas of the LGA.
- Develop a vision and strategy for the management of rural land which ensures sustainable resource

use, environmental enhancement, rural landscape protection, protection of sustainable agricultural opportunities and recommendations for the provision of a range of rural residential living opportunities.

- Provide for improved management of rural land fragmentation/ subdivision and dwelling construction.
- Review all existing planning controls and ensure future controls support the adopted vision and growth management and sustainability principles for rural land.

A comprehensive community consultation process has commenced with 420 people participating in Community Visioning Sessions in February held in Capertee, Portland, Hartley and Lithgow. This plan will be finalised in the second half of 2016.

MASTERPLAN AND DEVELOPMENT CONTROL PLAN FOR THE MARRANGAROO URBAN RELEASE AREA

Council is preparing to commence the next stage in planning for the growth and development of the Lithgow LGA with the development of the Masterplan and Development Control Plan for the Marrangaroo Urban Release Area.

The primary driver for this project is to plan for the future development of the area in an orderly and cost effective manner.

In 2005, following a spike in demand for residential land supply and an identified need for further suitable employment lands, Council identified a need for additional urban land in close proximity to services and facilities in Lithgow to provide for future orderly and sustained growth.

The Marrangaroo area was identified as a suitable site for investigation based on its location; ability to provide for a full range of urban land use; and its proximity to road infrastructure and relatively flat to undulating topography.

A full Local Environmental Study and Structure Plan was prepared by Geolyse Pty Ltd in 2006. The aim of these studies was to consider the "highest and best" use of the study area.

The Structure Plan provides the following:

- Preferred land uses and their location;
- Areas to be conserved and protected from future development;
- Key infrastructure needs and preliminary costings;
- A staging plan.

The Structure Plan was adopted by Council in principle in February 2007 (min 07/15). The Structure Plan identified an estimated potential residential lot yield of:

- 194 large lot residential allotments; and
- 1,530 urban allotments.

Council in 2014 gave effect to this Structure Plan in the Lithgow Local Environmental Plan by zoning the area of IN1 employment lands located north of Reserve Road and immediately east of Great Western Highway and creating an Urban Release Area under Part 6 of the LEP to the south of Reserve Road and east of the Great Western Highway.

The project area comprises 339.22 ha of land within the Marrangaroo Urban Release Area (URA) and 54.85ha of IN1 zoned land (employment lands as mapped in Lithgow Local Environmental Plan 2014). Within the URA there is 41.22 ha of land zoned for B6 Business Corridor and 298 ha of land zoned R1 General Residential.

The Project Area has approximately 38 individual landowners with one land holding of 143.9ha in single ownership in the centre of the URA representing 36.4% of the project land area or 42.4% of the URA land area.

The objectives of the project are to:

- Develop a vision and planning framework for the future development of the Marrangaroo Urban Release Area and adjoining employment lands to ensure development occurs in a logical and cost effective manner over time and is based on best practice urban design principles.
- To consider an interim planning framework for the development of the employment lands and enterprise corridor or part thereof to be accelerated ahead of the remainder of the project area.
- To establish a new suburban micro- community of Lithgow that provides a place that has its own identity, facilities and amenities, is highly liveable, functional and attractive and will meet the needs of the expected future population and demographic.
- To ensure that the vision and planning framework is developed, designed and communicated to all relevant stakeholders such as the landowners, community, elected representatives and government agencies in a collaborative and transparent manner that is easily demonstrated and understood.
- Provide a planning framework that may be used to inform, stimulate, channel and/or facilitate future investment decisions.
- Enhance the capacity of Council staff in relation to the principles of planning, designing, managing and implementing projects of this nature and to facilitate shared knowledge and skills.



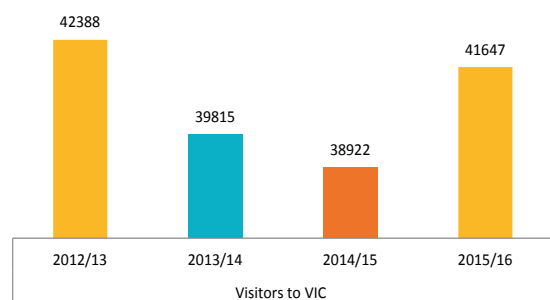
The Lithgow Visitor Information Centre (VIC) provides a wide range of free programs which promote equitable access and increase community awareness of Tourism promotions and attractions available in the Lithgow LGA.

The VIC offers a one-stop shop for visitors, tourism operators and event coordinators to the area providing a range of services including:

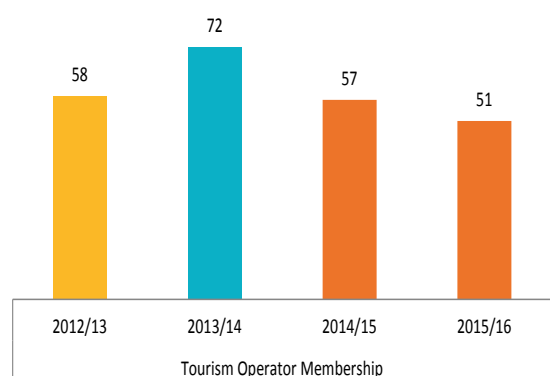
- Accommodation and tour bookings for member operators.
- Promotion of events and attractions.
- Retail Souvenirs
- Co-ordinated film locations
- Attend Consumer shows
- Host journalist familiarisation

The graphs below show usage of the facility and membership from 1 July 2012- 30 June 2016

Visitation



Membership



TOURISM ADVISORY COMMITTEE

Lithgow City Council works with Tourism Operators and the community to create a strong and sustainable tourism industry in the Lithgow LGA. The Tourism Advisory Committee is responsible for providing advise to Council on the long term tourism development needs for the LGA including identification of new tourism businesses and product and growth opportunities for existing businesses. The Committee also advises and provides input into marketing and promotion of tourism monitoring the success of events , promotions and celebrations.

DESTINATION MANAGEMENT PLAN – A TOURISM STRATEGY FOR LITHGOW

Following a lengthy period of consultation with operators and the community, the Destination Management Plan – A Tourism Strategy for Lithgow was finalised and adopted by Council in May 2013. The strategy provides an extensive audit of the tourism infrastructure and facilities within the LGA, combined with an analysis of trends in the tourism sector and how they may impact. Based on this information the Destination Management Plan lays out a strategic plan of works and improvements to maximise the potential of tourism in the Lithgow LGA.

The purpose of the Tourism Strategy/Destination Management Plan is to provide Council, government agencies, tourism organisations, the tourism industry and associated businesses, with a comprehensive framework to guide the development of tourism within the Lithgow LGA.

In particular, the Plan focuses on:

- Product and market development opportunities and how they can be realised.
- Determining the tourism infrastructure, facilities and services needed to meet the existing and likely future needs and expectations of visitors to the LGA.
- Gaps in supply of products and infrastructure.
- The implications for land use planning.

The Tourism Advisory Committee sets three actions from the Plan for implementation. Since its implementation the following activities have been undertaken:

- Further development of the regional and scenic drive product.
- Continuing to encourage mountain-biking in the State Forest.
- Continuing to recognise the importance of the event sector as a key driver for the local economy.
- Consulted with Capertee Valley Alliance on the development of the International Bird Trail in the Capertee Valley.
- Development and installation of Town Entry Signage.
- Received RV Friendly Accreditation for Lake Wallace and Kremer Park.

FILMING AND PHOTOGRAPHIC SHOTS IN THE LITHGOW LGA

Council regularly receives applications from Companies wishing to film or undertake photographic shoots in the area. Over recent years the following films were made in the LGA:

- "Cooee" was filmed in Glen Davis.
- "A Day in the life of the Ruin" was filmed at Blast Furnace Park.
- "Coming Home Again" was filmed at the Court House Hotel, Lithgow.
- "Christmas Appeal" was filmed in Main Street, Lithgow.
- "Wolverine" was filmed in the State Forests.
- Flat Daddy was filmed at various locations in Lithgow.
- Photo shoot for Vogue Magazine was filmed at Ben Bullen Railway Station and the old Service Station at Cullen Bullen.
- 6 Projects were undertaken by the Sydney International Film School.
- 3 documentaries.

EVENTS

In addition to providing assistance to local event organisers Council's Tourism Department work tirelessly to attract and retain major events for the Lithgow Region.

Lithgow annually hosts a number of major Hockey carnivals including the Western Conference under 13, 15 and 17 Boy's Carnival in March 2013. The Mothers Day under 11, 13 and 15 years Carnival attracted over 40 teams and was conducted over all of the Lithgow Hockey fields in May 2013.

The **Glow Worm Tunnel Trail Running**

Weekend held at Newnes in the Wolgan Valley annually in June attracts over 600 competitors including some of the top ultra marathon runners from across Australia and New Zealand.

The Glow Worm Tunnel Trail Running Weekend has become a weekend of running, fitness and exploring in a spectacular setting. Other Events over the weekend included fun activities for the whole family and fitness levels.

Wallerawang and Lithgow featured in the December 2012 VMX Magazine following the **9th Suzuki Dirt Classic** held in Wallerawang. The three day event attracted over 500 riders and a large spectator audience, with many local businesses and supplier's commenting that they had their best ever weekend.

The VMX magazine is distributed in over 30 countries including America, Europe and the United Kingdom. Mr Ken Smith, Editor, part owner of VMX Magazine and organiser of the Suzuki Classic Dirt 9 event said *"Lithgow Council were indeed part of the reason for the success of the event, they were helpful right from the word go - with the development application, with contacts for local service providers, with advice on pretty much everything local actually, they were a joy to deal with from go to whoa. Other local governments should take a leaf out of Lithgow's of really helping the local community"*

These events have attracted competitors and spectators to the Lithgow area where they may have not previously visited the region and has a significant increase on local businesses in the Lithgow LGA.

An Events Destination



COMMEMORATION OF THE BLUE MOUNTAINS CROSSING BICENTENARY

Lithgow City Council was instrumental in planning and providing assistance to community groups for the celebration for the Bicentenary of the Crossing of the Blue Mountains by the first Europeans in 1813. A three year program (2013-2015) the event was coordinated by Blue Mountains, Lithgow, Oberon and Bathurst Council's in conjunction with community groups and non-government organisations.

The Blue Mountains Crossing Bicentenary celebration events held in the Lithgow LGA were conducted by various community groups with a Section 355 Committee formed by Lithgow City Council to assist and to provide financial and in-kind support.

The events brought increased visitation to the region, injecting additional income into local businesses as well as developing the social capital of the community through the recognition of the significance of the crossing of the Blue Mountains and the development of agriculture and industry in the region.

Celebrations ranged from theatrical performances, historical exhibitions to guided interpretive walks along the original Cox's Road.

- A Moment in Time Exhibition – in association with Hartley District Progress Association.
- Walk the Journey, Guided walks along the Cox's Road route in the Hartley Valley - in association with Hartley District Progress Association.
- Music, Markets and Plane Spotting – in association with Hartley District Progress Association and Lithgow RSL.
- Mt York Civic Event – in association with Blue Mountains City Council.
- Lithgow Crossings Bicentenary Commemorative Coins (distributed free to all Primary School Students in the LGA).
- Crossing's the Play by Blaxland's descendants.
- 'Crossing the Barrier' Exhibition at the Lithgow Library Learning Centre.

ICONIC LOCAL EVENTS

In addition to providing a variety of small community events through the Libraries, at Eskbank House & Museum and in partnership with other community stakeholders, Lithgow City Council has two flagship events; Halloween and LithGlo. They were developed to encourage tourism to the area and promote the shop local initiative in the lead up to Christmas.

Halloween Festival

The annual Lithgow Halloween shop local event has gone from strength to strength proving to be a major attraction for the area. This spectacular event has brought thousands of residents and visitors to Main St, Lithgow allowing the community to both reconnect and to support the local business community.

The event has evolved over its three year operation and 2016 promises to be bigger and more spectacular.

In 2013 the inaugural Halloween event was centred around Cook Street Plaza with retailers providing a safe 'Trick or Treat' for the family the length of the Main Street. The crowd for this event was estimated to be 5,000 predominately local participants. In 2014, for safety reasons, the Top End of Main Street - Bridge St to Eskbank St - was closed to traffic and transformed into the 2014 Halloween Block Party. For many, the event created wonderful memories as people from all age groups and backgrounds dressed in costumes complete with amazing makeup. This is a party where the audience becomes part of the event.

Over 60 businesses along Main St partnered with Council and created Halloween themed shop window displays, special retail promotions and a "trick or treat" trail threaded throughout the town centre.

A special feature of the business participation included cafes, bistros and restaurants creating unique Halloween themed food and beverage menus describing scarily named and looking food experiences for the brave to sample. This was a huge success with businesses reporting full tables and standing room only until after midnight across the town centre. With an estimated crowd of 15,000 people some businesses reported "140% increase in sales" and the "highest sales in 16 years of business". A major component of the event was the incorporation of spectacular light shows and projections onto heritage buildings throughout the Top End. It created haunted houses that drew huge crowds and enabled endless photographic opportunities. In addition entertainment featuring local creatives included a zombie baby, zombies circulating along the streets, and live themed musical performances. Local artists created installation art works for the street including a witches coven and graveyard.

In 2015, the event encompassed the whole of Main Street, with continuous stage shows, local markets, lighting, feasting in the Street, the Skulls Auction and much, much more. The estimated attendance was 27,000 with the visitors from Central West, Blue Mountains, Sydney, Central Coast, Newcastle and Canberra area

LithGlo

Lithglo is an annual three night celebration of Christmas spirit across the Lithgow community held in December. .

Lithgow's Hoskins Memorial Uniting Church and Queen Elizabeth Park provide a beautiful backdrops

for this lighting spectacular which has seen many of Lithgow's Historic buildings flooded with magnificent lighting displays. The event provides feel good Christmas themed entertainment for all the family, market shopping and a professional and emotive art show. Three key components of the event included:

- Night Markets to showcase the vibrant market culture that has been fostered in Lithgow over recent years.
- Art Show in the Church Hall and Christmas Carols in the Church providing the public with plenty of Christmas themed cheer and an opportunity to showcase the talent of local artists. Organ recitals in the Church are also a popular item on the events program over the three nights.
- Targeted lighting of various features of the exterior of the beautiful old church make for an atmospheric experience. However, a highlight of this event is the lighting of the giant spruce in front of the Church as a Christmas Tree.

LithGlo was extremely popular with thousands of people visiting Lithgow over the three nights. The events unique mix of attractions, entertainment and markets were enjoyed by all.

In 2015 the festival was held December over two nights. Friday night Hoskins Church was ablaze with sunflowers. Saturday night the highly popular Village Markets moved to Queen Elizabeth Park. Over 62 market stalls offering many options for Christmas presents.

Lithgow City Council was the sole sponsor of LithGlo and is looking forward to many more years for this highly successful event.

Hoskins Church lit up as part of Lithglo 2015

Eskbank House and Museum

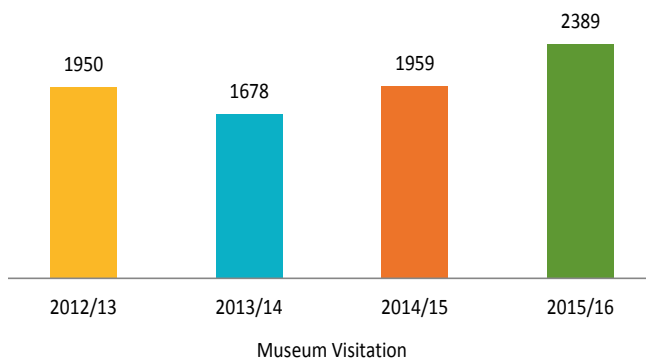


Alma Jean Edwards Wedding Dress donated to EHM in 2016 and displayed in the Drawing Room.

Eskbank House and Museum is situated in picturesque gardens in Lithgow's Cultural Precinct. The Museum aims to be the heart of history, art and culture in the Lithgow Local Government Area by providing a museum of local history, a community art gallery and a space for performances, workshops and meetings.

The graph below shows visitation to the Museum from 1 July 2012 to 30 June 2016.

Visitation



Note: Visitation in 2013/14 is lower due to the bushfires

COLLECTION MANAGEMENT

The Museum houses an extensive collection of objects related to the history of the Eskbank Estate and Lithgow as a whole. This collection is currently being conserved, catalogued, exhibited and interpreted. Since 2012 the following collections have been catalogued on eHive:

- The Book Collection
- The Bracey Collection was cleaned and interpretive research and images for internal signage was completed.
- The Garden House Collection
- The Shell Collection
- The Blacksmith Collection
- The Eskbank House Art Collection
- The Lithgow Pottery Collection
- Items included in the "Bits and Bobs" Exhibition were catalogued and researched.

- Newly donated objects were catalogued on receipt.

Moveable Heritage

In 2015 the Steam Engines were discovered to contain asbestos. Council immediately isolated them from the public and engaged a specialist company to safely remove the asbestos. Once all asbestos was removed, the collection was assessed as safe for the public and made available for viewing again.

The collection of moveable heritage items were moved to Eskbank House around 1969. The most impressive and significant of the engines is Possum the steam locomotive. Originally named "Cyclopes" and built in 1912, Possum was brought to Lithgow from England in 1919 by Hoskins Bros. to work in the Lithgow iron and steel works. In 1928 it moved to Port Kembla where it worked until retired in 1967 after which it was donated to the Lithgow District History Society and moved to Eskbank House in 1969.

Other items in the display include a Pioneer roller, Buffalo Pitts Engine, Marshall portable steam engine and two skips from the State Mine. The Barford and Perkins Pioneer Roller was purchased second hand by Lithgow Woollen Mills owner Harry Rosen in the late 1950s to demolish the Tweed Mill terrace housing which was built in the 1850s and was in a poor state. The roller is one of a few surviving pieces of plant associated with the former Lithgow Woollen Mills.

The Buffalo Pitts Traction engine was used to haul coal from Neubeck's Commonwealth Colliery in Lidsdale – Blackmans Flat until 1924. It was then used at Neubeck's sawmills until 1969 when it was moved to Eskbank House along with the other engines.

The moveable heritage collection is all intrinsic to the story of early Lithgow and it was important to not only make safe these engines but, to preserve and maintain them within the collection.

CONSERVATION MANAGEMENT

Council has developed an annual capital works program based on the Conservation Management Plan which provides a strategic direction for maintaining the

buildings and grounds with a focus on ensuring the historical integrity of the original property.

Since 2012 the following capital works have been completed:

- Upgrade the porch attached to the Garden House.
- Plan developed for the upgrade of the car park and mobility access to the house.
- Construction of a post and rail fence bordering Inch and Bennett Streets.
- Plans developed to upgrade the rear of the house and Kitchen Garden.
- Replacement of the rear wall and portico of the Courtyard Gallery.
- Installation of an accessible entrance and toilet.
- Roof repairs.
- Security lighting upgraded.
- Trees bordering the property were removed opening up the museum to its previous park like environment.

EXHIBITIONS AND EVENTS PROGRAM

Eskbank House and Museum has focussed on consolidating the art and museums exhibition program, developing a sustainable workshop program, a performance program and Events Program.

The Courtyard Gallery hosts regularly changing exhibitions that:

- Showcase the museum collections
- Provides the community with access to travelling exhibitions from other Galleries and Museums.
- Provides an opportunity for community and professional artists to promote their work.

The Events Program has been developed to attract different audiences to the Museum. The events program teaches the history of the house through a living gallery concept in the Museum rooms. Visitors were given an opportunity to carefully handle objects usually behind

glass and to have photos taken in the furniture collection usually behind barricades. Events have included:

- The Roaring 20's Garden Party.
- Eskbank Rock 'n' Roll
- Eskbank Steampunk.
- Ghost Tours

The Museum hosts a regular workshops program for children and youth encouraging them to interact with the collection. The program aligns with other key activities including Halloween and Waste 2 Art.

- Scarecrow making workshops - the Scarecrows were part of the art installation in the CBD for Halloween.
- The Zombie Fashion parade was the culmination of a special effects workshop, short film and exhibition. It was aimed at the high school aged sector of the community and was very successful in getting them to engage with the museum and its collections.
- Vampire Cloak, Makeup and Acting Workshop which culminated in the Vampire Masquerade Fashion Show as part of the 2015 Halloween program of events.
- Children's events include Art and Craft Workshops and in 2015, the Inaugural Easter Egg Hunt was held in the Garden.

2014/15 saw the initiation of a performance program at Eskbank House. The Mitchell Conservatorium worked with the staff to bring classical concerts to the Courtyard Gallery. Work began with Blast Furnace Theatre to develop a program of "picnic theatre" in the picturesque grounds of the museum.

AWARDS

In recognition of their achievements in museum, art and event management Eskbank House and Museum won the "Blue Star Sustainability Awards – Cultural Heritage Award for NSW" for 2015.



Developing our Built Environment



Community Strategic Plan 2012-2026

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

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

PLANNING FOR A BRIGHTER FUTURE

Ensuring integrated corporate plans that set the long term direction for the LGA and Council.

Council continues to plan 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. Since 1 July 2012, the following plans and strategies have been developed and implemented:

- The Integrated Planning and Reporting Framework which includes the key theme "Developing our Built Environment".
- Lithgow Land Use Strategy 2010-2030.
- Lithgow Local Environmental Plan 2014.
- Village Improvements Plans for Capertee, Rydal, Hartley and Tarana.
- Lithgow CBD Revitalisation Action Plan.
- Strategic Water and Sewage Business Plans.
- Portland Sewage Treatment Plant Feasibility Study.
- Disability Action Plan.
- Strategic Asset Management Plans.
- Generic Community Lands Plan of Management.
- Lithgow Golf Club Plan of Management.
- Adventure Playground Concept Design.

The following plans are currently being developed:

- Lithgow City Rural and Rural Residential Strategy Review.
- Masterplan and Development Control Plan for the Marrangaroo Urban Release Area.
- Comprehensive Development Control Plan.
- Cullen Bullen Village Improvements Plan.
- Farmers Creek Precinct Master Plan.
- Integrated Water Cycle Development Plan.
- Hassans Walls Management Plan.

INFRASTRUCTURE RENEWAL & UPGRADE

The development of long-term plans ensures that Council is positioned to successfully seek state and federal grant funding to assist in infrastructure development and upgrades. Since 1 July 2012, Council has been successful in receiving \$62,935,000 in funding. The table below shows the annual grants and contributions for infrastructure upgrade and renewal.

Year	Grants and Contributions \$000
2012/2013	14,090
2013/2014	7,384
2014/2015	5,830
2015/2016	30,631

Note: Grants and Contributions includes Loans. Figures are from Financial Statements with 2015/16 figures from the March Revised Budget.

The following major Infrastructure works programs have been undertaken:

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

Works are scheduled to commence in 2016/17 on:

- Construction of the Portland Sewage Treatment Plant.
- Refurbishment of Cook Street Plaza and the Eskbank Street Precinct; Stage 1 of the CBD Revitalisation Program.



The Community Strategic Plan (CSP's 2025 and 2026) identified a number of major capital projects to be delivered over the life of the plan (10 years). Significant progress has been made with these projects as follows:

Aquatic Centre

Lithgow Aquatic centre developed and constructed in stages to ensure environmental sustainability.

The final stage of the Aquatic Centre redevelopment was completed in May 2016. The Centre now boasts a 25m indoor heated pool, 50m outdoor pool constructed to FINA standards, Children's Splash Park and jumping pillow.

On 29 June, the Centre was officially launched as the JM Robson Aquatic Centre after former Mayor, James Malone (Jim) Robson AOM. During his time as Mayor, Jim was instrumental in leading initiatives to modernise and diversify the Lithgow economy. In 1962, he opened the then, "state of the art" swimming pool and was a supporter of the development of the Lithgow Aquatic Centre and indoor pool for the Lithgow Community. He passed away in June 2015.

The recent Community Satisfaction Survey (April 2016) results showed that overall, 85% of respondents were at least "somewhat satisfied" with the Centre. Residents aged 65+ were more satisfied with the centre than those 18-34. However, on a scale of importance, residents aged 35-49 and females rated it significantly higher in importance. Year-round operation of the Centre commenced on 16 May 2015 in a limited capacity as the outdoor pool and concourse was under construction. With construction completed and new programs being

developed to engage the community there is greater opportunity to increase satisfaction with the facility and its services.

Adventure Playground

Develop an adventure playground.

In 2015/16, Council engaged renowned designed Ric McConaghy to develop a concept plan for an adventure at Endeavour Park Lithgow. Following completion of the concept plan, Council is now in a position to target apply for grant funding for construction of the playground in future years.

Blast Furnace Park

Improvements to the conservation, management, access and interpretation of Blast Furnace Park.

During 2015/16, Council made substantial progress on upgrade works at the Lithgow Blast Furnace which included:

- Repair and remediation of the major structures on the site to make them safe for close visitation and to improve their structural integrity.
- Finalised detailed planning, approvals and site assessment for the Blast Furnace Masterplan works which will include construction of raised walkways, viewing platforms, fenced pathways and interpretive signage to allow safe visitor access to and appreciation of this iconic heritage site.

Masterplan works will be undertaken in 2016/17 subject to funding and are intended to manage safety risks for the public by low impact works which

will control access to high risk areas while also enabling visitors to enjoy the ability to visit, view and interpret most parts of the site.

Bowenfels Gun Emplacements

Improvements to the conservation, management, access and interpretation of the Bowenfels Gun Emplacements.

During the second half of 2013, Council contracted Lithgow State Mine Railway Ltd in partnership with Verto Employment agency to undertake remediation works to the South Bowenfels guns including removal of rust, resealing, repainting to the original colours and replacing missing parts.

Interpretative signage was installed in early 2016, telling the story of the gun emplacement and public access has been restored to the site.

Civic Centre/Function Room

Options identified for the development of a Civic Centre/Function room in Lithgow.

The Civic Centre Options report was considered by Councils Executive Management Team at its meetings of 5 May 2014 and 19 May 2014. The options report looked at relevant issues such as site identification, benefits, existing buildings versus a Greenfield site and capital investment requirements of the Office of Local Government. EMT agreed to proceed no further.

SEWAGE INFRASTRUCTURE

- *Extension of sewerage infrastructure to non-serviced areas.*
- *Improvements to on-site wastewater management at Cullen Bullen.*
- *Upgrade of Portland Sewage Treatment Plant.*

Doctors Gap Water and Sewer Extension Project

Since 2007, Council has been in consultation with the Doctors Gap Landholders Association regarding a proposal to provide reticulated sewerage and water to their homes. As the land is one shared 'tenancy in common' and in order to extend water and sewer to the 22 residences located on this land Council would require the Association to undertake a subdivision to allow the dwellings to be on individual allotments. Subdivision of this land can only proceed with unanimous agreement of all members of the Doctors Gap Landholders Association. As this has been unable to be obtained,

Council resolved at its meeting held on 2 March 2015 (Min No. 15-40) NOT proceed with a project to service the Doctors Gap area with water and sewer and to advise the Doctors Gap Landholders Association accordingly.

Cullen Bullen On-Site Waste Water Study

Since 2011 Council has:

- Commission a report on issues in relation to on site waste water disposal at Cullen Bullen and provide recommendations for future waste water disposal.
- Implemented an On-site Waste Water Inspection program at Cullen Bullen.
- In October 2014, Council made application under the NSW Governments Resources for Regions Program for \$4.48m (total estimated cost of project 2014, \$6.482m includes Council contribution of \$2m) for the construction of the Cullen Bullen Sewerage Treatment Plant. Council was advised at the time that the project would not be progressing until Council completed a number of targets one of which being an Integrated Water Cycle Management (IWCM) project.
- Commenced the IWCM project.
- Council was advised in June 2016, that as this matter had not been resolved, it had been re-submitted for short listing under the Restart NSW Resources for Regions Program with additional information required to be submitted by August 2016.

Portland Sewage Treatment Plant which Council was successful in obtaining \$10m funding under the Resources for Regions Program for this \$15m project. This upgrade commenced in early 2016 and will take approximately 18 months to complete with construction commencing in August 2016. The new plant will be constructed on the existing site with minimal impact to the local community, This upgrade will mean that the Lithgow LGA will have three modern, state of art sewerage treatment facilities capable of catering to the future growth of the area and protecting the environment. Lithgow STP was completed in 2011/12 and Wallerawang STP in 2012/13.



Queen Elizabeth Park lit up as part of Lithglo 2015

VIBRANT AND ENGAGING PUBLIC PLACES

The enhancement of Civic Spaces and Public Places within the Lithgow LGA through the development and promotion of public art and amenity.

In recent years, Council has implemented a program of working with local creatives and community groups to create vibrant temporary and permanent public art programs within the CBD area.

In November/December 2012, Council piloted a program to draw people into the Main Street every Thursday during lunchtime to shop and enjoy live concert performances in Cook Street Plaza in the lead up to Christmas.

Lithgow Live @ Lunchtime created a festive atmosphere in the CBD for the lunch time crowd, drawing people into the Main Street, invigorating our public spaces and encouraging people to shop locally. The program had a direct economic effect on the community with Council engaging a local musician to engage the performers and provide sound equipment. Market stall holders

also reaped the benefits promoting local products and patronage of local cafe's increased. This program, provided the impetus for the upcoming redevelopment of Cook Street Plaza, showcasing the Plaza's strengths as a live performance and arts space.

Lithgow Laneways Project

Promoting, developing and utilising the creative talents of the Lithgow region is at the core of the Lithgow Laneways Project, a partnership between Council and Lithgow Tidy Towns. It provides an opportunity for local creative industry practitioners to exhibit their works locally in temporary and permanent laneway exhibitions created in the Main Street Lanes.

Gallery Lane has been established as a temporary outdoor gallery space.

Whispering Lane has an installation that allows a person to whisper in a pipe at one end and another person to hear them clearly at the other. Additional pipes have been added to create an Escher like art work. Another installation which plays soundscapes when activated is in the process of being installed. This work has been created by local artisans Phil Spark and Tim Johnman.

Bird House Wall is an installation of bird houses created from recycled materials by local artist Ludwina Roebuck. It has been installed on a wall in Pioneers Park and creates an attractive entrance to the East End of Main Street.

Future Laneway Installations planned include Secret Lane (small artworks by a variety of local artists spread out along the laneway) and Burns Lane (a book themed installation on the wall of the Library).

Iconic Local Events Transform the CBD

Since 2012, Council has developed two iconic local events which transform Lithgow's public spaces and historic buildings into works of art. Both Halloween and LithGlo provide opportunities for local creatives and retailers to transform the CBD into a vibrant and inviting space. Lighting specialists are engaged to create spectacular light shows and projections onto heritage buildings throughout the town centre where crowds are entertained by performance artists.

Mothers Day Street of Flowers

A 'shop local' initiative designed to increase visitation and spend in the Lithgow Town Centre in the lead up to Mother's Day, the 'Street of Flowers' sees Main Street businesses and the streetscape adorned with colourful flower decorations.

Function and Art Combine

Council has installed two new Exelooos in the CBD at Cook Street Plaza and the Eskbank Street Taxi Rank. A significant feature of these toilets is the ability to transform a dull toilet block into a dynamic public artwork.

The Cook Street Plaza Amenities block has been decorated with images from early 1900 editions of the Lithgow Mercury that depict Main Street businesses and our mining heritage.

It is proposed that the amenities in Eskbank Street will be upgraded during the redevelopment of the Eskbank Square Precinct.





Wallerawang Cemetery
One of 14 cemeteries in the Lithgow LGA.

CEMETERY MANAGEMENT

Council maintains and operates 14 cemeteries throughout the local government area at:

- Capertee
- Cullen Bullen
- Dark Corner
- Hartley
- Lithgow (3 cemeteries)
- Lowther
- Meadow Flat
- Palmers Oakey
- Portland
- Rydal
- Wallerawang

In addition to general maintenance, an annual Cemetery Improvements Program is implemented for capital works to be undertaken. Since 1 July 2012, the following works have been undertaken:

Cemetery	Capital Works Program
Capertee	<ul style="list-style-type: none"> • Tree removal • Fencing • Installation of a columbarium
Lithgow	<ul style="list-style-type: none"> • Internal road improvements • Tree removal • Footpath construction (internal and external) • Boundary fence replacement • Turfing
Portland	<ul style="list-style-type: none"> • Tree removal • Drainage improvements • Boundary fence replacement • Installation of a columbarium
Rydal	<ul style="list-style-type: none"> • Replace fencing
Wallerawang	<ul style="list-style-type: none"> • Installation of a new beam

COMMUNITY BUILDINGS

Union Theatre Upgrade

In December 2013, Council completed improvements to the historic Lithgow Union Theatre. This involved construction of new toilet facilities, total reconstruction of the footpath and front entry for accessibility, removal of an unsightly external steel stairway and construction of a new internal stair. All works were undertaken to meet new Building Code requirements for accessibility and address the identified need for improvements to accessibility in Council's Disability Access Plan. The building was constructed in 1891 as the Oddfellows Hall and is now used as a public hall and theatre. It is used regularly by community groups and is the home of the Lithgow Musical Society. It has seen performances of The Wizard of Oz stage show, The Wiggles, and numerous classical music artists. It is a valuable community asset that has been extensively improved by Council over a number of years.

Due to the heritage significance of the Union Theatre a heritage architect was engaged to carry out the design work to complement the historic character of the building. This was done in consultation with Council's heritage advisor to ensure that the building met the criteria in the Union Theatre Conservation Management Plan. This has resulted in the heritage character of the building being improved with the new works being successfully integrated into the original fabric of the building. The project has received praise from user groups and the community in general.

Community Commercial and Industrial Buildings

Meadow Flat Hall Improvements

In 2012/13, renovations were completed to the Meadow Flat Hall to make it available for use by the community. The hall was given back to Council by the community in 2010 in very poor condition. Following the handover, Council allocated funds in each subsequent budget to bring the hall to a standard where it could be used again by the local community. It has now been renovated making it a valuable asset and focal point for the Meadow Flat Community.

A pleasing aspect of this project is that all work was done either by local contractors or Council staff which provided a financial benefit to the local community. VERTO's Disability Employment Service also spent a week at the hall preparing and painting the interior and landscaping the grounds.

Refurbishment of the Interior of the Lithgow Visitor Information Centre

In August 2015 Lithgow City Council Tourism Advisory Committee endorsed new concept designs developed by AUS Visual Merchandise. The new concept designs featured a modern information centre with a touch of the industrial heritage.

The new interior of the Visitor Information Centre included a new focus on the retail zone, a hot zone, a technology zone, a cafe/chill out zone.

Highlights of the Visitor Information Centre include furnishing linking to the regions heritage.

The project was completed at the end of June 2016.

Amenities Improvements Program

Council introduced a program in 2012/13 to build new toilet facilities and upgrade existing toilet facilities within its area.

In 2012/13 Council replaced the existing toilet block in Queen Elizabeth Park with a new architect designed building as the first stage of this program.

In 2013/14 Council demolished the old toilets and constructed modern new compliant toilet facilities at the Union Theatre in Lithgow as the next stage of this program.

In 2014/15 Council constructed two new toilet blocks in Lithgow CBD and replaced an existing building with a new facility in Clarence Pirie Park in the Village of Capertee. The locations chosen for Lithgow were Cook Street Plaza in the centre of the CBD and the carpark adjacent to the taxi rank in Eskbank Street in close proximity to the Council Administration Building.

This program was continued in 2015/16 following extensive community consultation with the construction of a new toilet block to replace substandard and non compliant facilities at Wallerawang Oval.

The buildings are fully compliant for accessibility for persons with disabilities, which continues Council's program of improvements identified in its recently completed Disability Action Plan.

In 2016/17, Council will be upgrading the toilets in Endeavour Park, Lithgow.



To maintain commercial and industrial buildings to meet the needs of the community and service Council operations.

Cycleways, Walkways, Parks and Gardens

RECREATIONAL FACILITIES FOR A HEALTHY, VIBRANT COMMUNITY

Promoting healthy, active lifestyles in a safe environment through the provision of Innovative play spaces, walkways and cycle paths, interactive outdoor learning environments and creative landscapes is part of Council's plan to enhance the lifestyle choices of the Lithgow Community.

Lithgow City Council is responsible for the care, maintenance and development of :

- 44 Parks and Reserves.
- 3 Picnic/bar be que areas.
- Garden maintenance and weekly mowing of 213 hectares of public open space (that's 213 soccer fields).

In April 2016, Council engaged Micromex Consulting to undertake a random telephone sampling of 407 residents across the Lithgow LGA. Overall, Queen Elizabeth Park, Hassans Walls Lookout and Lake Wallace Recreation Area received a 'High' satisfaction rating. The following 5 Parks and Reserves were rated as being 'significantly higher' in importance by female respondents:

- Queen Elizabeth Park
- Blast Furnace Park/Lake Pillans Wetland
- Endeavour Park
- Other Parks/Playgrounds
- Hassans Walls Lookout.

Lake Pillans Walkway and Cycle Path

in early 2016 Council completed the final section of pathway around Lake Pillans Wetlands enabling locals and visitors to move more easily around the Wetlands through to Blast Furnace Park.

In 2015, Council completed the first 220 metre long section of pathway with the final 430 metre long section, made possible with a significant financial contribution by Westfund and Council. The 1.5m wide pathway, designed with accessibility in mind, allows people to move around the entire lake more easily and safely .

This project complements the major upgrade works being undertaken by Council to improve the visitor experience at Blast Furnace.

This is great news for the many people who visit Lake Pillans and Blast Furnace and will do a lot to encourage people to walk and exercise more.

Lithgow History Avenue

In 2013/14, Council completed the Lithgow History

Avenue project; A sculptural walk linking the CBD to Eskbank House & Museum and Blast Furnace Park within the Cultural Precinct.

A sculptural time line depicting the history of Lithgow lines the walk along Inch Street each linked to information and images on a dedicated website which can be accessed via QR Codes from smartphones and devices as you view the pieces.

Walkway/Cycleway Upgrades

Council annually allocates funding to the construction and upgrade of walkways and cycle ways. Since 1 July 2012, the following works have been undertaken:

- Extension Farmers Creek Walkway from Geordie Street to GWH linking the VIC to McDonalds.
- Construction of footpath along Kirkley Street from the GWH to Bowen Vista Estate.
- Restoration works and extension of footpath from GWH to Hill Crest Estate.
- Footpath construction along GWH from Kirkley Street to Magpie Hollow Road.
- Tree removal and footpath upgrade on GWH at the Lithgow Cemetery.
- Construction new over rail bridge at Wallerawang which included safe pedestrian access.
- Extension of the footpath from Pied Piper Pre-School to the existing footpath in James Parade, Wallerawang.

Farmers Creek Precinct Master Plan

During 2015/16 Council engaged Gondwana Consulting to develop a Master Plan for the Farmers Creek Precinct to guide the delivery of future environmental and recreational development works in the Farmers Creek catchment. Farmers Creek runs through the heart of Lithgow. The full extent of the Project is roughly 18 km of Farmers Creek and associated tributaries through to Lake Lyell. The majority of project objectives are focused on the 10 km section of Farmers Creek and tributaries within the urban area from the Farmers Creek Dam to the Great Western Highway, with the remaining 8 km of creek within a largely agricultural landscape with limited public access. In addition to environmental enhancements, a key feature within the plan will be the development of the precinct for recreational purposes including improved public access and increased recreational use through the construction of walking/cycle paths (particularly along the tributaries) and revegetation of the riparian corridor.

Playgrounds for all ages

Council recognises the need to provide sun safe, fun, interactive environments for our kids to play and has

developed a program of installing shade structures over children's playgrounds and replacing/installing covered picnic tables.

These large, bright shade areas help users enjoy their time in comfort acting as an excellent shield against the sun.

Improving playgrounds, sports grounds, parks and open space areas is a key priority for Council as it promotes a healthy, active community.

Adventure Playground

Work was completed during the 2015/16 on development of an adventure playground concept plan for Endeavour Park, Lithgow. Renowned designer Ric McConaghy undertook consultations with local school children to incorporate their ideas into the design. The adventure playground will be equipped with flying foxes, climbing structures, trampolines, cubbies, water activities and natural play spaces which develop creative, social and cognitive skills in children. After community consultation, Council selected Endeavour Park as its preferred option for a number of reasons including:

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

Construction is scheduled for 2016/17 subject to funding.

Lake Wallace Foreshore

The Lake Wallace Foreshores is a popular recreation area and picnic area for residents and visitors to the LGA. Recreational facilities are further enhanced by the provision of free barbecues, toilet and shower amenities, shelter areas, open space, baseball diamond, sailing and swimming.

In 2015, RV Friendly Accreditation was awarded to this location. Lithgow is now able to advertise itself to the RV friendly market. The economic benefits of offering a viable short to medium term alternative place to camp for RV's are well documented. A recent post to facebook shows the effects.

"We recently camped at Lake Wallace whilst visiting family in Lithgow. What a gem, the grounds are kept beautifully as well as the toilet facilities. There are lots of garbage bins everywhere so there is no need for people to dump rubbish anywhere. It was the most beautiful spot to camp and I

think whoever looks after this beautiful spot needs to be commended. However, I have just been told there are some people trying to stop free camping there. I would like to ask the people of Lithgow and the surrounding area if they are aware of how much people like us free campers spend in their communities. Whilst we were there we filled up our car twice, we refilled our gas bottles, we bought groceries, we went to the lovely Tin Shed restaurant, The Wallerawang Bowling Club as well as the Wallerawang Bakery. One of my suggestions to the Council is to have a box located where people can place dockets for the purchases they made in Lithgow and surrounding areas so the Council can regularly check to get some understanding of just how much income this brings to local businesses... I can assure you that you would be pleasantly surprised. We have a fully self contained unit and we bought it that way for a reason. If your lovely free camp wasn't there, people like us would move on to another spot that supports us free campers and take our money with us.

Source: www.facebook.com/Lithgow2790 Post to page 6 June 2016.

Recent improvements to the playground include installation of a range of outdoor gym equipment, interactive play equipment for small children and shade protection over the children's playground.

The fitness park provides access to a range of different pieces of equipment and targets different key areas including flexibility, cardiovascular fitness and strength and can be incorporated into the walk, run or bike ride of local residents. The fitness park is also located right next to a children's playground which provides opportunities for mums and dads to exercise while supervising their children on the play equipment.

Queen Elizabeth Park

The other major drawcard in Council's recreational assets is Queen Elizabeth Park located in the Lithgow town centre.

The playground has been developed with shade shelters and interactive play equipment to provide a range of play experiences for children of all ages and abilities including a 'Liberty Swing' for wheelchair bound children. It has now been further enhanced by the installation of exercise equipment designed for older users.

The new equipment has been installed as part of the playground to provide families with an opportunity to work-out and play together.

Council acknowledges the need to develop its parks and gardens and recreational facilities to meet the changing needs of the community now and into the future.

Recreational Facilities



Sir Joseph Cook Boardwalk, Hassans Walls Lookout in the Hassans Walls Recreation Reserve, Lithgow
Named after Sir Joseph Cook, Lithgow's Prime Minister, in office 24 June 1913 - 17 September 1914.

CAPITALISING ON THE VIEWS

Since 2012, Council has undertaken significant works to develop the three lookouts in the Lithgow LGA to make them safe and accessible for visitors and locals. Hassans Walls and Bracey Lookout in the Hassans Walls Recreation Reserve over look the Hartley and Lithgow Valleys respectively while Pearsons Lookout in the north of the LGA overlooks the Capertee Valley.

Constructed in the early 1950's, by volunteers to provide panoramic views of the Lithgow Valley, **Bracey Lookout** is named after the Bracey family who made a major and lasting contribution to the town over many years, is an iconic lookout that holds a central place in the proud history of Lithgow.

Hassans Walls and Bracey Lookout are an important part of the modern development of Lithgow. Interpretive signage at the lookout points out that when Governor Macquarie travelled along the newly constructed Western Road in 1815 he noted this spectacular line of cliffs that reminded him of the hill forts of northern India. He named them Hassans Walls in recognition of this resemblance.

The Sir Joseph Cook Boardwalk at **Hassans Walls Lookout** commences at the start of the path near the picnic shelter and extends 80m to a 25m square viewing platform near Padley's Trig Station. The boardwalk has been dedicated in honour of Sir Joseph Cook, Lithgow's Prime Minister and interpretive signage has been installed at the entrance to the boardwalk detailing the significance of this great man to Lithgow and our nation. The boardwalk provides improved access at Hassans Walls Lookout making it easier to take in the views of the magnificent Hartley Valley.

The galvanized steel and fibre reinforced plastic boardwalk was designed to accommodate disabled access, increase safety for visitors to the reserve, and to protect threatened flora and fauna species in the area.

During 2013/14, Council completed the upgrade of **Pearsons Lookout** at Capertee, an iconic lookout overlooking the world famous Capertee Valley, which is the widest valley in the world. Pearsons Lookout is used by travellers between Lithgow and Mudgee Road and is a "must stop and see" point on the journey. It was in need of works to improve access from the adjoining highway and remedy neglect to the Lookout. Council undertook consultation with the Capertee community on the design of the upgrade works which involved re-grading and sealing the access, safety works, new fencing, an accessible viewing platform and interpretive signage. This project has been a very successful partnership between Council, the Capertee Community and Roads and Maritime Services.

In the Community Satisfaction Survey conducted in April 2016 of 407 residents in the Lithgow LGA, Hassans Walls Lookout received an overall satisfaction rating of 'high' while Pearsons Lookout and Bracey Lookout received a rating of 'moderately high'. Although residents aged 18-34 were significantly less satisfied with Bracey and Pearsons Lookouts, females were significantly more satisfied with Hassans Walls and Bracey Lookout.

QUALITY RECREATIONAL FACILITIES

Lithgow City Council maintains and manages 11 Sporting Fields and 1 Golf course (which is 32 hectares of open space parklands) ensuring that they are available for use except in exceptional wet weather conditions.

Council allocates funding annually to upgrade each of these facilities and where possible seeks funding from external sources such as Federal and State Governments and Developer Contributions.

Internationally Accredited Playing Fields

During 2014/15, Council partnered with the Lithgow Hockey Association to replace the synthetic surface of Field No. 1 at Glanmire Oval with a Polygras Synthetic Surface.

At a cost of \$320,000 (\$200,000 provided by Council and \$120,000 contributed by the Lithgow Hockey Association), the new surface provides a superior playing surface for local, state, national and international hockey matches.

In 2010, Council completed the installation of a Federation International Hockey approved water hockey turf to Field No. 2. Combined with the newly completed synthetic turf, Lithgow is now one of a few non-metropolitan areas with two high standard synthetic turfs.

This has resulted in increasing the Lithgow Hockey Associations chances of being successful in bids for state and regional championships. However,

as allocation of championships are awarded 12-18 months in advance, current bids, if successful, will not be realised until 2016/17.

Lithgow has a high standard of Junior players. In the past when picked for State or Regional representation, they were disadvantaged by their in-ability to play on Synthetic Surfaces.

These two new playing surfaces now ensure that they are confident in their abilities to play at a high standard on internationally accredited playing fields.

Year	Grants & Contributions \$	Council Expenditure \$
Sporting Fields		
2012/13		49,297
2013/14	11,273	62,823
2014/15	120,000	404,594
2015/16	133,087	261,158
Aquatic Centre		
2012/13	914,909	1,024,424
2013/14	47,490	463,613
2014/15	780,000	3,647,224
2015/16	2,250,000	2,853,029
Lithgow Golf Club		
2012/13		12,899
2013/14		21,939
2014/15		6,235
2015/16		2,616



To develop parks, gardens and recreational facilities that will meet the needs of the community now and into the future.

JM Robson Aquatic Centre



PROVIDING RECREATIONAL FACILITIES FOR A HEALTHY, VIBRANT COMMUNITY

Council acknowledges that developing recreational facilities that will meet the needs of the community now and into the future not only promotes health and wellbeing but also contributes to the economic growth and long-term sustainability of the Lithgow local government area.

In recent years, Council has progressively redeveloped the former Lithgow War Memorial Olympic Pool site to the state of the art aquatic centre that was officially launched in June 2016; the JM Robson Aquatic Centre.

Located within the Lithgow Sporting Precinct the Lithgow Aquatic Centre project has entailed:

- Demolition of two small pools and construction of a new building which includes a 25m indoor pool, public amenities and kiosk/cafe.
- Construction of a solar heated outdoor hydro play area to cater for young families.
- Installation of solar heating to replace the gas fired system for the 50m outdoor pool.
- New car parking incorporating disabled parking and access.
- Installation of a jumping pillow for recreational use.
- Upgrade of the 50m Olympic Pool and concourse.

The new indoor pool provides year round access to aquatic facilities and plays an important role in Council's delivery of programs and facilities which promote health and participation in recreational

activities by everyone regardless of age and ability. The aim of the project was to improve the facilities in a way that meets the needs of local people across all sectors and demographics, including people with disabilities, seniors, families, our indigenous community and youth. Council has been proactive in ensuring sustainable design has been incorporated into all stages of the aquatic centre upgrade. Including innovations such as:

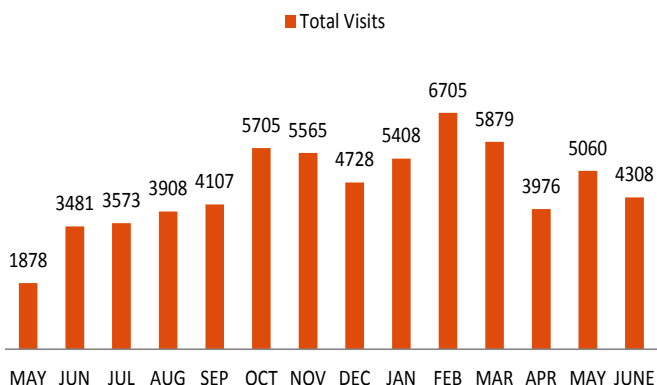
- A building envelope design and natural ventilation system to alleviate the requirement for a cost prohibitive and high energy consuming dehumidification system.
- Wall mounted thermal pool blankets to minimise overnight heat loss.
- Installation of two 30,000L rainwater tanks.
- The pool, showers and in-slab hydronic floor heating is primarily solar powered (with gas backup).

The opening of the new indoor facility has 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.

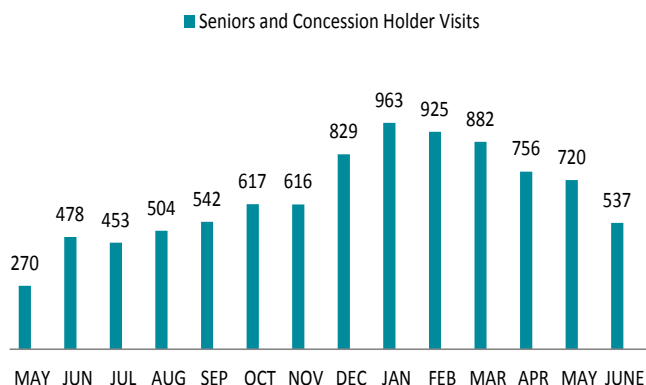
Following a condition assessment conducted by Facility Design Group Architects of the 50m outdoor pool it was found that a large proportion of the pool plant, pipework, filtration and lining were at or near the end of their useful life. In April 2015, the upgrade of the 50m Olympic Pool which had serviced the Lithgow Community for over 50 years commenced. The project incorporated a complete redevelopment of the 50m Olympic Pool, including

a new pool liner, wet deck, concourse, shade sails, plant and pipework, as well as refurbished filtration. Completed in early 2016, the pool still has 9 lines and complies with FINA requirements. The graphs below show patronage of the JM Robson Aquatic Centre since the opening of the Indoor Pool on 16 May 2015. During this period the outdoor pool was closed to patronage for refurbishment. As this is the first full year of operation these statistics provide baseline data for comparison in future years.

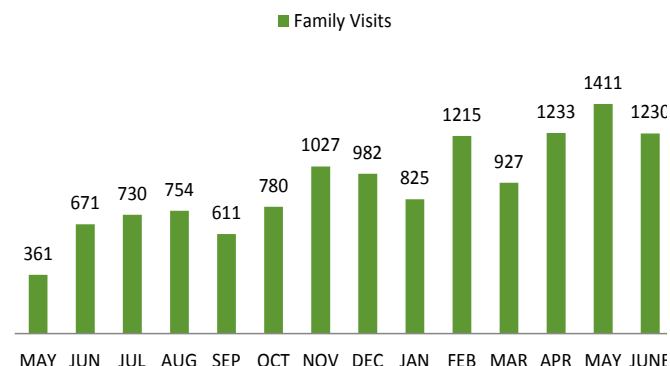
JM Robson Aquatic Centre Patronage



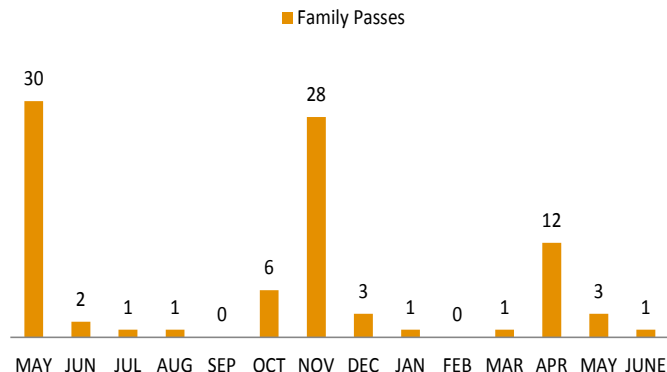
JM Robson Aquatic Centre Patronage



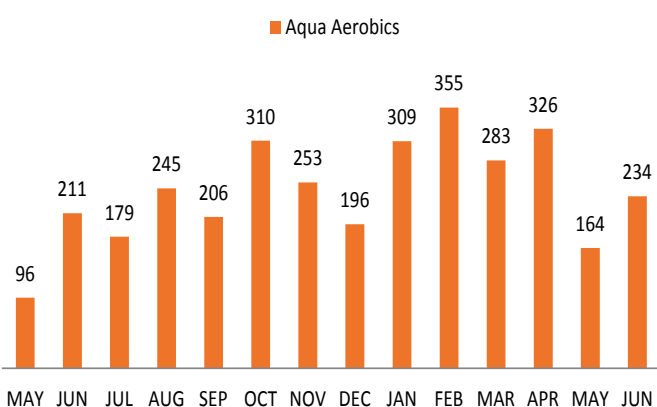
JM Robson Aquatic Centre Patronage



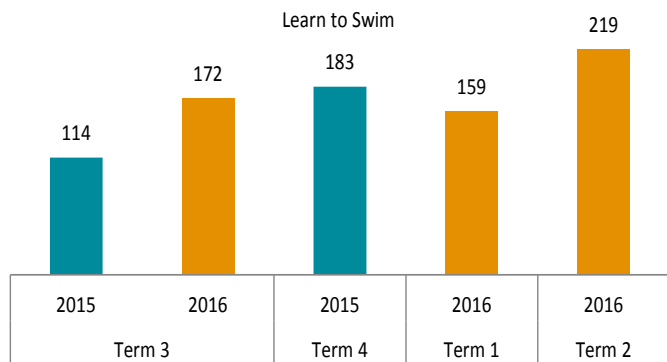
JM Robson Aquatic Centre Patronage



JM Robson Aquatic Centre Patronage



JM Robson Aquatic Centre Patronage





INTERPRETING OUR HERITAGE

As part of a progressive program to highlight Lithgow's heritage, Council has been working on two major projects which will showcase the areas proud industrial and social heritage.

The **Lithgow History Avenue Project** involved the creation of a series of public sculptures to be installed along Inch Street Lithgow, between Tank Street and Blast Furnace Park. The aims of the project were:

- To create a walking route, linking a number of heritage sites including Eskbank Station, Eskbank House and Blast Furnace Park
- To raise awareness of the industrial heritage of Lithgow and to attract visitors to the town's attractions.
- To link with a heritage rail project that is currently under development.

The sculptures reflect the story of steel production in Lithgow and are based on industrial techniques of the late 19th and early 20th centuries involving angle iron, flat plate and hot rivets. The first piece of sculpture is located at the corner of Inch and Tank Streets, the corner of the Workers Club., with a series of guide posts spaced at irregular intervals by the side of the footpath on the north side of Inch Street past Eskbank House to Blast Furnace Park. The guide posts lead the viewer through a period of Lithgow's history from the first European settlement through the establishment of a large industrial centre. A website which can be accessed via QR Codes from smartphones and devices as you view the pieces.

Council's Interpretive Signage Project

recognises the contributions made to the development of the area by local entrepreneurs and significant figures in Australian history. Signage has been installed in Main Street and local parks recognising the contributions made to the development of the area by Sir Joseph Cook - a former Prime Minister; the Bracey family; Jim Robson; Thomas Brown and the Eskbank Estate; Robert and William Pitt, and; international Squash Champion, David Palmer.

Council has also been working with Community groups in the villages and environmental groups to develop interpretive signage as part of lookout upgrades and village enhancement.

PRESERVING AND INTERPRETING OUR HERITAGE

Identifying, preserving, improving and promoting the LGA's built, natural and cultural heritage.

Glenroy Cairn

In 2014/15, with Council's assistance community groups in Hartley held commemorative events for the 200th anniversary of the First Divine Service held west of the Blue Mountains by Macquarie on his journey along Coxs Road to Bathurst. This service was held at the Glenroy Cairn which was erected in 1937 to commemorate the first Divine Service west of the Blue Mountains.

Prior to the service, Council had conservation work completed on the Glenroy Cairn and sponsored the **Hartley Date Signing Project**, the first installation of which was completed in 2015. This involved the creation of date signs to mark significant sites in the Hartley Valley.

Council plans to complete restoration of the Glenroy Cairn and further signage installations for the Hartley Date Signing Project.

Bowenfels Anti-Aircraft Gun Restoration

The Lithgow Heavy Anti-Aircraft Gun Station (at South Bowenfels) and Dummy Station (off Chifley Road at Scenic Hill) have state heritage significance as the only known inland heavy anti-aircraft gun stations of their type in NSW. The emplacements were established during World War Two following the entry of Japan into the war to protect Lithgow's important mining, manufacturing and transport industries and the Lithgow Small Arms Factory.

During the second half of 2013, Council contracted Lithgow State Mine Railway Ltd in partnership with Verto Employment agency to undertake remediation works to the South Bowenfels guns including removal of rust,

resealing, repainting to the original colours and replacing missing parts. Interpretative signage was installed in early 2016, telling the story of the gun emplacement and public access has been restored to the site.

The Lithgow Anti Aircraft Gun Stations, an important part of Lithgow's wartime history, have been given a face lift thanks to a partnership between Council, a dedicated group of young workers from a local employment agency and local community groups.

The restoration work has been of a very high quality and involved the use of specialist restoration skills.

Council has now installed interpretative signage and improved access to the site so that the community and visitors can fully enjoy and appreciate the site.

Blast Furnace Park Upgrade

The heritage listed Blast Furnace Park is the site of Australia's first major iron works and is a significant landmark reminder of the industrial past of Lithgow. Significant numbers of people visit Blast Furnace to enjoy its striking industrial and natural landscape, located right within an urban area. It is a popular location for photography and other recreational and cultural activities.

The Blast Furnace also sits within the Lithgow cultural and heritage precinct including Historic Eskbank Station, Eskbank House and Museum, Lithgow history Avenue Sculpture Trail, Lake Pillans Wetlands and State Mine Heritage Park and Railway. Council is seeking to harness the potential of Blast Furnace to promote cultural heritage tourism by incorporating the Blast Furnace Park site into a heritage trail linking these key heritage sites. This project has been made possible by grant funding and Council funding.

The construction of low impact fencing, walkways, viewing platforms and new interpretive signage will enable visitors to enjoy and interpret most parts of the site while restricting access to the highest risk areas. Visitors will be able to move around the site in an interesting manner, where paths are clearly defined.

Wherever practical, accessibility for people with varying levels of mobility has been incorporated into the plans through accessible ramps and pathways and signage for people with a visual impairment. These pathways will link to the recently completed walkway/cycleway leading from the Blast Furnace Park Carpark to Lake Pillans Wetlands below providing an interactive, educational and unique visitor experience.

During 2015/16, Council made substantial progress on upgrade works at Lithgow Blast Furnace which included:

- Repair and remediation of the major structures on the site to make them safe for close visitation and to improve their structural integrity.
- Detailed planning, approvals and site assessment was finalised during the year for the Blast Furnace Masterplan works which will include construction of raised walkways, viewing platforms, fenced pathways and interpretive signage to allow safe visitor access to and appreciation of this iconic heritage site.

This project aims to have major cultural, recreational, tourism and economic benefits for Lithgow by establishing the Blast Furnace site as a performance, exhibition, film and events venue and the centrepiece of the Lithgow Cultural Precinct. Masterplan works will be undertaken in 2016/17 subject to funding and are intended to manage safety risks for the public by low impact works which will control access to high risk areas while also enabling visitors to enjoy the ability to visit, view and interpret most parts of the site. High risk areas will continue to be accessible to accredited tour, film, photography and other events by arrangement.

Masterplan works will involve the provision of:

- Low fencing around high risk areas
- Fenced platform walks and viewing platforms to enable visitors to pass through the Davy Engine room and the engine house furnace foundations.
- Grates over pits and holes that can be unlocked by arrangement.
- New interpretive signage.
- Carpark and entrance upgrades.





PLANNING FOR FUTURE GROWTH AND DEVELOPMENT

Local Environmental Plan

In 2014, a new era in planning began for the Lithgow LGA with the approval of the Lithgow LEP 2014. The plan took effect on 19 December 2014. The plan now aligns with the State Government's Standard LEP template and introduces legally referable mapping available online for the community to access for the first time.

The LEP is an important milestone in the development of a comprehensive strategic land use planning framework that will allow council to deliver the goals and targets of the Community Strategic Plan.

The LEP provides a new planning regime to accord with the State Government's Standard Order and LEP and replaces two outdated planning instruments that had been in place for almost two decades. Whilst the LEP is a Standard Instrument LEP with a set template of zones, clauses and definitions it delivers locally specific outcomes that support the key directions of the adopted and endorsed Land Use Strategy 2010-2030.

The LEP provides a suite of land use planning tools to facilitate the orderly and economic development of land and provide for future growth across all land use types;

- Will align development growth with the provision of essential infrastructure,
- Provide for the protection of the natural environment, and
- Provide for the protection and conservation of items and areas of environmental heritage.

The development of the Local Environmental Plan involved a high level of community consultation fully integrated with Council's website and online

services. For the first time, the community was able to access online mapping, tutorials, video and electronic documentation and enquiry forms to assist them to fully understand the provisions and implications of the new Plan in the comfort of their own homes.

A significant aspect of this project is that Council developed the LEP in house through a strategic planning team consisting of planners, GIS and IT personnel.

Lithgow Flood Study

The purpose of the Lithgow Flood Study is to provide further information relating to existing flooding problems in the Lithgow Local Government Area and to ensure that new development does not create additional flooding problems.

The main objective of the study is to provide the residents of Lithgow with an update on the hydrology of the Farmers Creek Catchment and to develop a two-dimensional hydraulic model to define both overland flow and main stream flooding patterns in Lithgow for flood frequencies between a 5 and 200 year Average Recurrence Interval.

This information has been compared to previous study findings to provide a detailed assessment of flooding trends in the Lithgow region.

This study will form the first step in a floodplain risk management process for Lithgow and will assist in outlining the impacts of flooding on future and existing urban development as well as further potential flood mitigation measures.

Village Improvements Planning

The Lithgow local government area is made up of 12 rural villages/hamlets. In order to provide community facilities and ensure the needs of these rural and remote communities are met, Council has commenced a program of developing a range of Village Improvement Plans specific to the major

villages and their surrounding communities. The Village Improvements Program sits within Council's Community Strategic Plan 2026 with the following objectives:

- Placemaking – by enhancing community facilities to increase community identity, spirit and sense of place;
- Community Development – through encouraging opportunities for community interaction to enhance community well-being and village life;
- Environmental Sustainability – by increasing the environmental sustainability of rural village communities;
- Economic Development – by supporting rural village communities to identify and develop growth and employment opportunities;
- Infrastructure Services – by providing sustainable infrastructure to support current and future needs of rural village communities, and
- Partnerships – by strengthening relationships between rural village communities and council.

All of the plans include an Action Plan detailing initiatives to be implemented over the coming years in a joint partnership between Council, the community, business and government stakeholders. During 2014/15 Council completed the Capertee Plan and two major projects have also been completed for the Village- the new toilet facilities at Clarence Pirie Park and the upgrade to Pearsons Lookout overlooking the Capertee Valley. Council has completed development of the Rydal, Hartley and Tarana Village Improvements Plans during 2015/16 which aim to strengthen Council's partnership with these villages and promote community cooperation and engagement by implementing a shared direction for the future, based on prioritised and practical solutions. In 2015/16, Council commenced consultation with

the community of Cullen Bullen. The Plan will be completed in 2016/17.

Rural and Rural Residential Strategy Review

This project is now well underway with the first round of community consultation completed in February 2016. There was a strong attendance at the workshops held across the LGA. Council's consultant and Councillors were impressed with the community interest in the project and the enthusiasm shown by participants to provide information and comment.

The consultant is currently completing the analysis phase of the project and will prepare a draft strategy for Council's review. It is anticipated that the draft strategy will be placed on public exhibition in the latter half of 2016. During this period Council will receive and consider written submissions. If you missed the visioning workshops you will still have opportunity to provide Council with your comment before Council makes any decision on the draft strategy.

Marrangaroo Masterplan Project

The Marrangaroo Masterplan project will develop a vision and planning framework for the future development of the Marrangaroo Urban Release Area. This includes the adjoining industrial lands located off Great Western Highway and Reserve Road Marrangaroo.

It is intended that this area will form a new suburban micro-community of Lithgow to provide for the future residential, industrial/business and employment growth of the LGA.

During 2016/17 Council will commence extensive landowner, stakeholder and community consultation on this project and Council encourages as many people as possible to become involved in this process.



Capertee Village and surrounds

Lithgow Economic Restructure Project



The Lithgow Economic Restructure Project has been developed to complete a range of capital improvements to Lithgow's town centre. The total cost of Stage 1 of the project is \$2,899,000 with Council receiving \$1.3m in funding to commence the redevelopment of the CBD under the Federal Governments, National Stronger Regions Fund.

The first sections to be redeveloped are Cook Street Plaza and the 'square' at the intersection of Eskbank and Main Streets; Eskbank Square.

The Plaza is the heart and soul of the CBD, it links the main street to the Railway Station and provides a linkage to major cultural activities in the CBD. The project involves the:

- Upgrade of essential services to the space and surrounds.
- Installation of new pedestrian pavements and Main St Pedestrian Crossing.
- Installation of a performance stage and outdoor gallery frame.
- Installation of green walls, shade and shelter.
- Installation of new public seating.

Redevelopment of Eskbank Square will provide opportunities for minor scale events or "moments" such as busking and provide a node for larger events when Main Street is closed. The project involves:

- Reinforcement of pedestrian movement between the north, south, east and west sides of the intersection at this important "cross over" point in Main Street linking to Mort Street and Railway Parade to the North and South.
- Recognising the character and identity provided by buildings at this intersection.
- Extension of raised thresholds reinforcing pedestrian priority and connection between the sides of Main Street and intersections.

A key component of the Lithgow Economic Restructure Project is to ensure that the CBD functions effectively, accommodating the demands of current and future populations, providing an appropriate level of retail choice and encouraging a range of activities in the town centre to create

a vibrant focal point for the community and visitors to enjoy. Key benefits associated with the infrastructure upgrades include:

- Helping to diversify the local industry base.
- Meeting the needs of a changing population, families and businesses.
- Accommodating the requirements of tourism.
- Helping to retain and attract new residents and investors.
- Improving community safety and reduction in crime.
- Addressing the low SEIFA ranking and unemployment
- Helping to develop community cohesion.
- Development of local jobs e.g. retail, services, community.
- Providing a range of business opportunities.
- Increasing local competitiveness with neighbouring LGA's.
- Providing a greater range of services.
- Encouraging private investment i.e. retail expansion, new retail and commercial developments.
- Making the region more attractive to current and future residents.
- Provision of approximately 90 full time equivalent jobs created.

There are also other benefits that are difficult to quantify but nonetheless are important to the evaluation of the project. These include improved community cohesion, community pride, improved access and linkages.

In January/February, Council invited the community to provide input into the concept plans for the redevelopment of the CBD, in particular Cook Street Plaza. This information has been collated and considered by the CBD Revitalisation Committee. The following images are concept drawings which provide an understanding of the transformation to take place in the CBD. As the project progresses the community will be informed of the process. It is anticipated the redevelopment will commence early 2017.



Pictured: Concept Plans for the redevelopment of Main Street.



CONNECTING THE COMMUNITY

Providing safe, efficient, and effective networks to transport people and goods within and through the Lithgow Local Government Area is a priority in Council's Strategic Asset Management Plan 2012-2022.

Great Western Highway through Lithgow Pedestrian Access Management Plan

Council has completed a Pedestrian Access and Mobility Plan (PAMP) which is a comprehensive strategic action plan to identify, develop and build pedestrian facilities. The study area commences at the intersection of the Highway with Magpie Hollow Road and extends north for 3.8 kilometres along the Highway to near the intersection with Lockyer Street passing through the western suburbs of Lithgow. The highway is dual carriageway through Lithgow and a major freight route connecting Sydney and the central west of NSW. It is also an important tourist route which provides access to destinations that include the Blue Mountains, Jenolan Caves, Mudgee and Bathurst.

The process identified the pedestrian network through current and future pedestrian destinations, factors that inhibit pedestrian movements including natural and man-made barriers, a review of pedestrian crash statistics and pedestrian movement issues identified with stakeholders and the general community.

As a result of the study a list of high, medium and low priority works has been identified. The list of works shall be reviewed by council and a works program devised noting time frames for the priorities to be completed.

GWH through Lithgow PAMP - Walkway/Cycleway Program
2013/14 - 2016/17

2013/14	Footpath construction - Kirkley Street to GWH.
2014/15	Extension of footpath in James O'Donnell Drive, Hill Crest Estate to GWH
2015/16	Footpath construction - Col Drewe Drive to GWH.
2016/17	Footpath construction - Kirkley Street to Magpie Hollow Road along GWH.
2015/16	Tree removal and footpath upgrade on GWH at Lithgow Cemetery

Wolgan Road Upgrade

Following negotiations between the NSW State Government and the owners of the Emirates Resort and Spa located in the Wolgan Valley, construction funding was provided for work on the upgrade of 14.2 kilometres of the unsealed section of Wolgan Valley Road. The project extended from the end of the sealed road on the Wolgan Gap to the entrance to the Emirates Resort.

Safety is paramount for all road users. The provision of 14.2km of new bitumen sealed road has ensured improved travel conditions for motorists and eliminated the increasing maintenance burden to Council caused by the increasing traffic volumes into the Wolgan Valley.

The \$4.2 million project provided a 7 meter wide bitumen pavement from the foot of the Wolgan Gap to the low level causeway near the entrance to the Emirates and Spa Resort. Associated works included minor improvements to horizontal and vertical alignment at select locations and improved drainage through the installation of new or increased capacity culverts.

At the location of the 'Burnt Bridge' the structure was replaced with a new Hel-Core galvanized pipe system within the existing creek bed and realignment of the road and its approaches to the new bridge structure

Black Bridge Replacement Program

Council received \$3.5m under the State Government's Resources for Regions Program to replace the Black Bridge at Wallerawang. The bridge was constructed in the 1920's and did not comply with today's safety standards. There had been a number of traffic incidents, including one fatality, on the bridge or approaches in the last few decades. Situated on the main arterial route between the Great Western Highway and Portland, traffic counts estimated that 3,100 vehicles utilise the bridge each day. A considerable proportion of the traffic traversing the bridge are heavy vehicles and articulated trucks, which, in combination with narrow footways, approaches, and traffic lanes, put the safety of both drivers and pedestrians at risk.

Construction of the 22m single span bridge with increased vertical clearance to improve rail safety a wider traffic carriageway and a footpath either side was undertaken by Abergeldie Complex Infrastructure.

The bridge components were pre-fabricated and transported to site for placement.

Due to the complexity of managing projects over rail lines, construction was undertaken within scheduled rail closures and as such, stringent security measures were in place at all times.

Traffic management was carefully managed as the existing bridge is a main thoroughfare for traffic in the area, so disruption of traffic was consistently kept to a minimum with the existing bridge remaining operational at all times. Works were completed in early 2016.

Lithgow Rail Interchange Refurbishment

The Lithgow Interchange is located in the city centre of Lithgow and is bounded by Railway Parade to the north and Main Street to the south. A number of deficiencies were identified with regard to access, safety and the overall experience of the travelling community. The following improvements to the facility have been made:

- The traffic barriers and vegetation overgrowth on the footpath on the southern side of Railway Parade was removed to provide safer access to the Interchange facilities. Wheel stops replaced the traffic barriers.
- The disabled parking space located on the south eastern side of Railway Parade has been made compliant by upgrading the existing facilities and providing a pram ramp.
- Drainage infrastructure has been installed in the south-eastern section of the park and ride facility in order to prevent storm water ponding.
- The road pavement, parking lot pavement and kerb and gutter along the coach set down area was repaired along with sections of the footpath along Railway Parade.
- Cycle facilities and an additional bus shelter were installed in the immediate vicinity of the Transport Interchange.



Transport

Project		2012/13	2013/14	2014/15	2015/16
Bridge Improvements Program	• Wolgan Road	\$31,221	\$185,256		
	• James O'Donnell Drive			\$20,212	
	• Palmers Oakey				20,865
	• Glen Davis Road Bridges				21,645
Drainage projects	• Marsden Swamp Road.	\$6,540			
	• Falnash Street		\$21,242		
	• Bowen Vista Estate			\$42,897	
	• Hartley Valley Road				\$76,528
Roads to Recovery Program Upgrades	• Glen Davis Road	\$56,548	\$180,133	\$96,805	\$48,904
	• Glen Alice Road			\$141,621	
	• Glen Davis Area			\$53,957	
	• Dark Corner Road	\$212,006			
	• Sunny Corner Road			\$77,775	
	• Mid Hartley Road	\$40,740			
	• Springvale Road	\$242,776			
	• Rydal Hampton Road	\$7,947	\$305,656	\$298,463	\$130,000
	• Portland Railway			\$14,259	
	• Range Road			\$58,086	
	• Forest Ridge Road				\$5,160
	• Magpie Hollow Road				\$66,126
	• Back Wallerawang/Rydal Road				\$57,508
	Gravel Resheeting Program	• Mount Horrible Road			\$26,132
• Gravel Resheeting		\$116,449			
• Back Cullen Road		\$46,198			
• Glen Alice Road			\$210,063	\$105,537	
• Dunville Loop				\$7,515	
• Wattle Mount Road					\$72,685
Rural Roads Construction Program	• Rural Roads	\$25,353			
	• Mid Hartley Road	\$24,067			
	• Cox's River Road			\$114,562	
	• Capertee Village		\$40,642		
	• Martins Road Sealing			\$102,324	
	• Blackheath Creek Road				\$145,988
	• Quarry Road, Ben Bullen				\$19,525
Urban Resealing Program	• Ivatt Street	\$2,915			
	• Cox's River Road	\$43,162			
	• Victoria Avenue		\$45,207		
	• Piper Street		\$49,052		
	• Paine Street		\$32,283		
	• Mort Street		\$285,923		
	• Lithgow Lanes		\$18,935		
	• Gas Works Lane		\$110,133		
	• Enfield Avenue		\$24,248		
	• Carlon Street		\$26,918		
	• Bate Street		\$43,236		
	• Methven Street			\$158,672	



Environmental Health

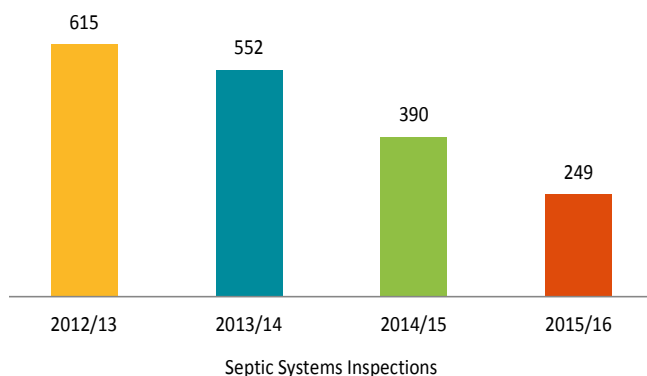
ROUTINE ENVIRONMENTAL HEALTH INSPECTIONS

Council undertakes a variety of routine Environmental Health Inspections to protect the environment and ensure the health of the community:

- On-Site Sewage Management
- Monitoring of Aerated Waste Water Systems
- Trade Waste

- Food Premises Inspections
- Skin Penetration Premises Inspections
- Pools/Spa Inspections
- Cooling Tower Inspections
- Caravan Park Inspections

Septic System Inspections



Annual inspections and approval of on-site sewerage systems occurs for all un-sewered properties in the Local Government Area to ensure compliance with environmental and public health performance standards and the Local government Act s68 Park c, Items 5 & 6. Council also monitors 120 service records for Aerated Waste Water Systems per annum.

Note: The significant reduction in inspections in the 2015/16 financial years is due to staff changes.

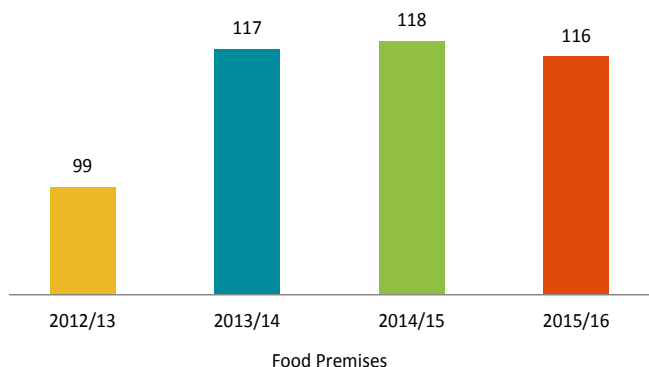
Trade Waste Inspections



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

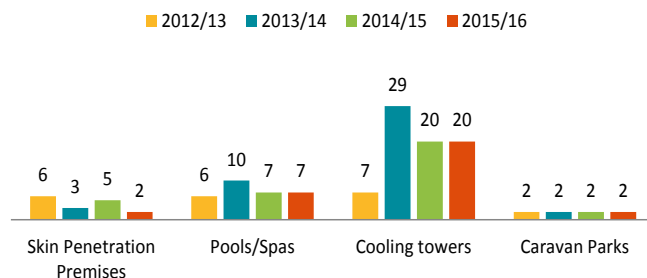
Note: The significant reduction in inspections in the 2015/16 financial years is due to staff changes.

Food Premises Inspections



Food inspections are conducted on food premises within the Lithgow Local Government Area in accordance with the Food Regulation Partnership with the NSW Food Authority to ensure public safety and compliance with the Food Act 2003.

Environmental Health Inspections Program



Council undertakes routine Environmental Health Inspections to ensure compliance with relevant legislation. This involves inspections over a number of industries which could present a risk to public health such as skin penetration premises, swimming pools, caravan parks and cooling tower's within the LGA. Inspections of swimming pools and spas open to the public are conducted to assess compliance with the public requirements. This ensures the operations and surrounds are satisfactory and concurrent with the Public Health Act 2010 and Public Health Regulation 2012. Cooling towers are inspected in accordance with the Public Health (Microbial Control) Regulation 2010 to maintain an up to date register of all cooling towers within our Local Government Area.

RESPONSIBLE WASTE MANAGEMENT

Council operates six landfills and four transfer stations. Lithgow Solid Waste Facility is the primary landfill for the Local Government Area.

Since 1 June 2012, Council has:

- Installed remote surveillance cameras at rural landfills.

Lithgow Waste Facility

In response to issues identified in The Waste Management Strategy, Council has installed an electronic weighbridge system that will operate at the Lithgow Waste Facility.

The weighbridge provides an accurate system to calculate the amount of waste being disposed of into the current landfill. During 2014/15 additional facilities were added to the weighbridge including extension of the sewer and construction of toilet facilities, installation of a computer and printer, construction of perimeter fencing and installation of security.

The following rehabilitation works have been undertaken to Stage 1 Area at the facility:

- Leachate control
- Upgrade and maintenance of the road.
- Development of a Landform Design and Filling Plan.

Kerbside Recycling

The delivery of over 18,000 new garbage and recycling bins during November 2013 has provided the community with an excellent opportunity to recycle and reduce waste from going to landfill.

The Recycling and Waste Collection evolved from the need to reduce valuable resources going to landfill. This was achieved by improving resource recovery from the waste stream and in particular the replacement of crate collection with 240Lt bins for recycling.

Lithgow residents have embraced the new recycling

- Installed recycling bins at the Waste Transfer Stations; Meadow Flat, Tarana, Angus Place and Hampton.
- Developed a planned closure program for the remaining rural landfills and installation of transfer stations which includes recycling facilities.

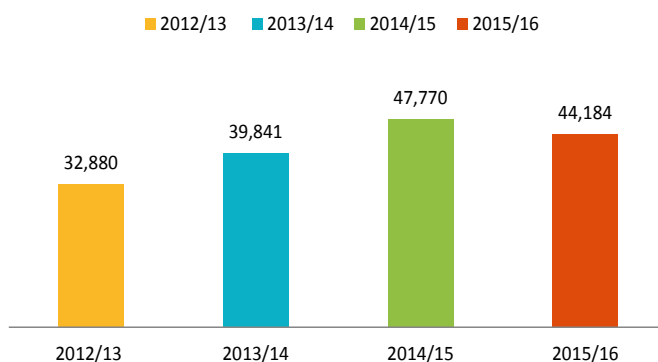
service and in the first quarter there were 472,640 kilograms of recyclable materials diverted away from landfill, thereby increasing the life span of the landfill and increasing the reuse of materials.

In 2015/16 Council saw an reduction in kerbside garbage to landfill of 7.9% and an increase in kerbside recycling of 11% from 2014/15.

The recent Community Satisfaction Survey (April 2016) showed that 51% of respondents were 'very satisfied' with the household waste collection (garbage and recycling service) as opposed to 20% and 28% of respondents who were 'very satisfied' with Council's management of landfill and waste transfer stations respectively.

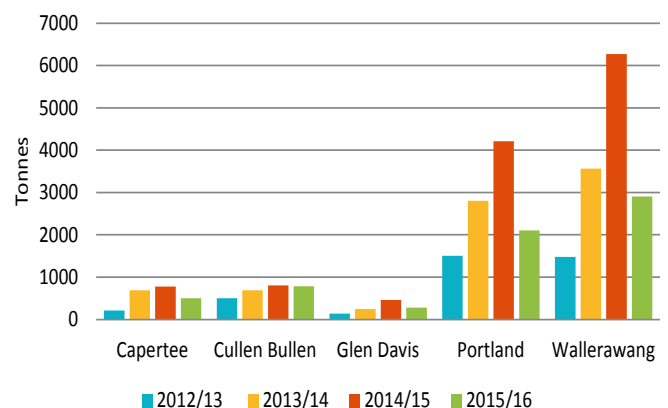
The survey showed that respondents in the Lithgow Planning Precinct were significantly more satisfied with 'Household Waste Collection', 'Management of Landfill' and 'Management of Waste Transfer Stations', while those in rural areas, particularly the Rural North Planning Precinct were significantly less satisfied with these 3 services/facilities. Respondents from the Portland Planning Precinct were significantly less satisfied with 'Management of landfill'. It should be noted from these responses that rural residents are significantly more impacted by the planned closure of rural landfills and replacement with Waste Transfer Stations and that many residents in the rural areas do not receive the Household Garbage and Recycling Service.

Lithgow Waste Facility



Since the installation of the weighbridge at the Lithgow Solid Waste Facility a more accurate representation of annual tonnage into the facility has been achieved. Historical records indicate an average of 45,000 tonnes are received annually, this is within the annual tonnage allowed within the EPA Licence. The 2014/15 volume was a result of the receipt of clean fill from the roadwork's, which will be used for future operation works.

Waste to Rural Landfill



Sewage Treatment Plants

SEWAGE INFRASTRUCTURE UPGRADES FOR SUSTAINABLE GROWTH

Ensuring the sewerage capacity of the region for sustainable growth and development whilst, improving our air quality through a reduction in carbon emissions.

SEWAGE TREATMENT PLANT RENEWAL

The upgrade of the **Wallerawang Sewage Treatment Plant** was completed during 2012/13. The plant was constructed to service 3,300 "equivalent persons" allowing for population growth in the Wallerawang and Lidsdale catchment area. The Wallerawang STP, is a smaller version of the Lithgow STP (completed in 2011/12) and features state of the art technology including Intermittent Decanted Extended Aeration (IDEA) which is a sludge treatment system designed to remove nitrogen and phosphorus.

Lithgow and Wallerawang STP's use ultra violet disinfection to destroy cryptosporidium and giardia prior to discharge into Farmers and Pipers Flat Creeks.

Designed to meet the needs of the Wallerawang community for the next 20 years, the plant has a daily maximum design capacity of 2.5 million litres of raw sewage. 800,000 litres is currently received on average from Wallerawang sewerage each day. Recycled water is used throughout the plant saving drinking water. The electrical control system has been designed to reduce power costs and greenhouse gas emissions through the use of variable speed drives.

Planning and design has been completed for the new **Portland Sewage Treatment Plant** which Council was successful in obtaining funding under the Resources for Regions Program. The upgrade of this facility will mean that the effluent discharged will be of a much higher quality than is achievable with the current plant. This will mean a better outcome for the downstream environment.

The upgrade will also cater for the future growth of Portland including the future development of the current Cement Works Site. The new plant should not reach design capacity until 2045 at the current growth rate for the Portland area. It will cater for normal flows of 650KL/day and increase to 2,925KL/day in wet weather events greatly increasing

the capacity of the current plant. Like Lithgow and Wallerawang STP's, the design includes UV disinfection which provides a much higher level of treatment meaning a better outcome for the environment.

This upgrade commenced in early 2016 and will take approximately 18 months to complete with construction commencing in August 2016. The new plant will be constructed on the existing site with minimal impact to the local community. This upgrade will mean that the Lithgow LGA will have three modern, state of art sewerage treatment facilities capable of catering to the future growth of the area and protecting the environment.

Year	Project	Cost
2011/12	Lithgow STP Upgrade completed	\$22,000,000
2012/13	Wallerawang STP Upgrade completed	\$10,000,000
2015/16	Portland STP upgrade commenced	\$15,000,000

Cullen Bullen On-Site Waste Water Study

In 2011 Council engaged a specialist company, Sustainable Solutions International (SSI) to report on issues in relation to on site waste water disposal at Cullen Bullen and provide recommendations for future waste water disposal. The report sought to assess the factors affecting the performance of existing on site waste water systems within the village of Cullen Bullen and provide Council with recommendations. It included indicative costings for a future waste water strategy that will ensure the long term protection of public health and the environment.

The investigation was initiated due to concerns that sewerage from septic systems may be running onto neighbouring properties; that sewerage on flat sites may be ponding; overflow from septic tank absorption trenches may be discharging into stormwater drainage systems; and concern that discharge of grey water into stormwater drainage systems may be occurring.

Council's Onsite Waste Water Management Inspection Program was concentrated on Cullen Bullen until all systems were inspected. The inspection results have been reassuring, particularly from a public health perspective. The

report raised concerns of soil type; climate and lot size and led to a conclusion that the situation at Cullen Bullen may not be sustainable in the long term.

The report looks at interim solutions that mitigate impacts of failing systems in the short term and solutions that completely eliminate all environmental and health risks. A Risk Assessment/Response Matrix report was drafted together with interim options.

In October 2014, Council made application under the NSW Governments Resources for Regions Program for \$4.48m (total estimated cost of project 2014, \$6.482m includes Council contribution of \$2m) for the construction of the Cullen Bullen Sewerage Treatment Plant. Council was advised at the time that the project would not be progressing until Council completed a number of targets one of which being an Integrated Water Cycle Management (IWCM) project. Council has commenced the IWCM project which is not scheduled for completion for some time yet. As this project was not successful in 2014, Council has factored this expenditure into future year's budgets to enable completion of the IWCM and other targets.

However, Council was advised in June 2016, that as this matter had not been resolved, it had been re-submitted for short listing under the Restart NSW Resources for Regions Program with additional information required to be submitted by August 2016.

South Bowenfels and Littleton Sewage Infrastructure Upgrade

Lithgow City Council has completed an upgrade of the South Bowenfels sewage network, which is an

area of major growth in the Lithgow LGA. The works involved the upgrade of two existing pump stations, being South Bowenfels and South Littleton, as well as the placement of several kilometres of new sewer main through the Lithgow urban area. The works were undertaken through a number of sensitive residential areas where careful rehabilitation was required.

The scheme included an increase in pumping and storage capacity to ensure that the system is able to cope with the demands of recent development, whilst also catering for expected future growth in the area. The upgrade also ensured that system overflow events during wet weather are minimised, which will improve stormwater quality and protect downstream catchments.

Sewer Mains Relining

Sewer mains relining is an important project for Lithgow City Council. The aging sewerage infrastructure suffers from significant ground water ingress. The ingress of storm and ground water reduces the capacity of the system, increases the volume of waste water required to be treated, can also dilute nutrients in the sewage, potentially reducing the effectiveness of treatment. Storm and ground water ingress also increases the likelihood of spilling from the sewerage network during wet weather events which increases pumping costs. Relining of specific sections of sewer mains is an annual project for Lithgow City Council. 6.6km of water mains have been relined since 2012. This very important program will reduce costs associated with sewage removal and treatment, reduce Council's energy consumption and reduce pollution of waterways.



DROUGHT PROOFING THE LGA

Ensuring water security and capacity of the region for sustainable growth and development.

Clarence Water Transfer Scheme Upgrade

The Clarence Transfer Scheme upgrade is a significant milestone in “drought proofing” Lithgow’s potable water supply network and ensuring significant capacity for future generations. The Transfer System pumps water from the Clarence Colliery Dam, which receives high quality ground water from the mine works to the Farmers Creek Dam.

Farmers Creek Dam is a relatively small dam, with a capacity of only 450 million litres of water and is the raw water supply to Lithgow’s Oakey Park Water Treatment Plant. Although the dam can quickly recover after a rainfall event, lack of rain can quickly deplete the amount of water available, as seen during the summer of 2013/14.

The Clarence Transfer Upgrade increased the capacity of the transfer system from 5.5 million litres per day to 14 million litres per day. This doubled the amount of water available to be transferred to Farmers Creek Dam.

Water Infrastructure Renewal

Recognising that the physical network infrastructure is critical to delivering quality service to customers, Lithgow City Council has invested significant portions of the capital budget in water main replacement and renewal. With infrastructure in some areas dating back to 1912, this asset portfolio warrants significant investment of resources for its management. Council has adopted a total asset management approach for the scheme’s management to ensure that assets are managed as effectively as possible i.e. optimisation of the whole of the asset lifecycle rather than focusing on asset creation alone.

Since 1 July 2012, the following works have been undertaken:

- Mains renewal at:
 - Eddy, Silcock and Tobruk Streets, Rifle Parade and Tank Street Lane, Lithgow
 - Hillcrest Estate, Lithgow
 - Jamieson and Purcell Streets, Portland
 - Blackberry Lane, Wallerawang.
- Completed Structural and Geotechnical Analysis Reports as part of the Farmers Creek Dam No. 2 Safety Works program.

- Maintained and upgraded Oakey Park Water Treatment Plant, Pumping Stations and Reservoirs.
- Upgrade Cook Street Water Pump Station.

Water Loss Management Program

Protecting our water and providing safe drinking water where the measure of success is to reduce loss of potable water by 25%.

Lithgow City Council is looking to lower energy consumed during water pumping by reducing water loss in the water reticulation network. Previous reports, have indicated a loss of up to 36% of the total system input.

In order to reduce water loss sustainably it is important to know where and when excess water is being consumed within the network.

This requires measurement of flows into smaller sectors of the network, often called district metered areas. This allows the identification of poorly performing areas and much better knowledge of bursts and leaks as they occur. Instead of annual reporting, this type of system can allow timely notification of burst and leak levels, reducing run times and therefore annual volume of water lost. The Water Loss Program involves dividing the Lithgow network into a number of District Metered Areas (DMA’s). Each zone has a flow and pressure monitoring installed to not only track Minimum Night Flow which is the best indicator of leakage levels, but also system pressure and other anomalous flow patterns. A system which analyses this data in the background and indicates any anomalies through a web based platform has been installed. This type of automated system will reduce human analysis time and improve indication of anomalous data.

Installation works were completed by 30 June 2015. During 2015/16, Council recorded a water loss of 707.9ML. This amount is non-revenue water and includes council buildings, parks and sporting fields, fire fighting and mains flushing.

Lithgow Fluoridation Project

The Health Impact Assessment Report undertaken by Sydney West Area Health Service in response to Council's Strategic Plan 2007 identified that "Lithgow Children had more cavities than the average for NSW of the same age" (2008:42). As part of a strategy to provide safe drinking water to the community, Council has installed dosing equipment at the Oakey Park Water Treatment Plant. Fully funded by the NSW Health Centre for Oral Health Strategy the installation of the equipment has been undertaken in line with design advice from NSW Office of Water, consistent with the requirements of the Fluoridation of Public Water Supply Code of Practice. Prior to commencement, council developed a promotional campaign to advise residents in the affected areas of the introduction of fluoride. This included advertising in the Council Column of the local paper, development of a webpage which included frequently asked questions and a two-sided DL letter box flyer notifying of the



Stormwater Infrastructure

MAKING FLOOD PRONE AREAS SAFER

Providing Stormwater Infrastructure to allow for the sustainable growth and development of the area.

Farmers Creek Flood Mitigation

Stage 2 of the Farmers Creek Lithgow Flood Mitigation Scheme involved the widening of the existing channel from the termination of Stage 1 at Watsford Oval to the Albert Street Bridge on both the northern and southern sides for a total length of 376 metres.

The work included relocation of public utilities, major earthworks, installation of precast concrete retaining wall blocks, widening of the channel floor of the Creek and erection of safety fencing. The goal of the works is to reduce the frequency and depth of flood water inundation on the adjoining residential area protecting over 100 homes. Recent heavy storms indicate the work has been highly successful in dealing with flash floods.

Lithgow Flood Study

The purpose of the Lithgow Flood Study is to provide further information relating to existing flooding problems in the Lithgow local government area and to ensure that new development does not create additional flooding problems. The main objective of the study is to provide the residents of Lithgow with an update on the hydrology of the Farmers Creek Catchment and to develop a two-dimensional hydraulic model to define both overland flow and main stream flooding patterns in Lithgow for flood frequencies between a 5 and 200 year Average Recurrence Interval. This information has been compared to previous study findings to provide a detailed assessment of flooding trends in the Lithgow region. This study will form the first step in a floodplain risk management process for Lithgow and will assist in outlining the impacts of flooding on future and existing urban development as well as further potential flood mitigation measures.





To provide stormwater infrastructure to allow for the sustainable growth and development of the area.

*Enhancing
our Natural
Environment*



Community Strategic Plan 2012-2026

The Lithgow local government area contains a unique and diverse environment that is a significant lifestyle, community and economy asset for the area. This Principle Activity Area focuses on enhancing, managing and maintaining the Lithgow region's district and exceptional natural environment by:

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

MAJOR FIRE AND STORM DAMAGE THROUGHOUT THE LGA

On 16 October 2013, a devastating fire (known as the State Mine Fire) started near the Army Camp in Reserve Road, Marrangaroo and quickly spread to impact on many areas of Lithgow including burning near Oakey Park, Morts Estate, Clarence, Dargan, Doctors Gap and Hartley before spreading to other communities in the Blue Mountains burning out more than 55,000 hectares (140,000 acres).

In the Lithgow LGA, the fire destroyed the Lithgow Pistol Club, Clubhouse and major parts of the Zig Zag Railway. The fire front surrounded the water treatment plant. Council personnel had prepared the plant for the fire and were on hand at this stage to protect this critical infrastructure.

Once the initial fire passed RFS crews assisted in putting out hot spots. The power supply to the Plant was also taken out with the fire. Endeavour Energy were very helpful and arranged for a generator to be installed to get the plant back up and operating within 24 hours.

Approximately 240 Fire fighters from Sydney metropolitan area, rural areas, the ACT, Victoria and Tasmania were seconded here to fight the fire and were accommodated with makeshift sleeping conditions at the Civic Ballroom and the Lithgow Basketball Stadium. The Lithgow Hartley Bushfire Volunteer Mobile Catering Van and the Rapid Relief Team run by the Plymouth Bretheran provided excellent meals donated by local residents and businesses throughout the Central West.

Council staff provided support to the fire fighters by providing bulk water with Council water carts, using heavy machinery, traffic control and road closures, mechanical repairs, electrical repairs, cleaning of various venues and secretarial, administration support and general organisation of resources to the Fire Control Centre.

In contrast, 12 months later, on the evening of 14 October 2014, Lithgow and surrounds experienced an unexpected heavy snow storm. The snow that fell was extremely dense and blocked roads throughout the LGA causing major traffic disruptions and road

closures. Lithgow was declared a natural disaster area as a result of this storm. The community cohesion displayed by all emergency services was a major plus for local disaster planning and the response times to areas of concern was convincing.

Council emergency teams were involved the next day in commencing the cleanup and maintaining emergency services such as fuel to hospital generators as power was disrupted for up to 12 hours.

The heavy snow caused widespread damage to trees, felling many and splitting others making them extremely dangerous. With the assistance of Contractors, roads were cleared of blockages and dangerous trees were dealt with in a temporary fashion. Damage to trees was wide spread to such an extent that Council provided emergency clean up services to remove debris for private property and public property.

Many significant trees were destroyed during this storm and restoration costs do not reflect the cost of replacing so many trees.

In the months after the storm dangerous trees were still being discovered and removed. Due to the extent of the damage specialist contractors were used to assist in removing trees located on Council and public land. Whilst Council has no responsibility for trees on private property, it did assist residents by removing green waste stored on the footpath.

The storm event was totally unexpected and was not identified by the weather forecasting as a potential hazard for the Lithgow area.

This caused major disruption to Council's water and sewer services with no power to pump stations for an extended period of time.

There was also considerable damage to Council infrastructure including:

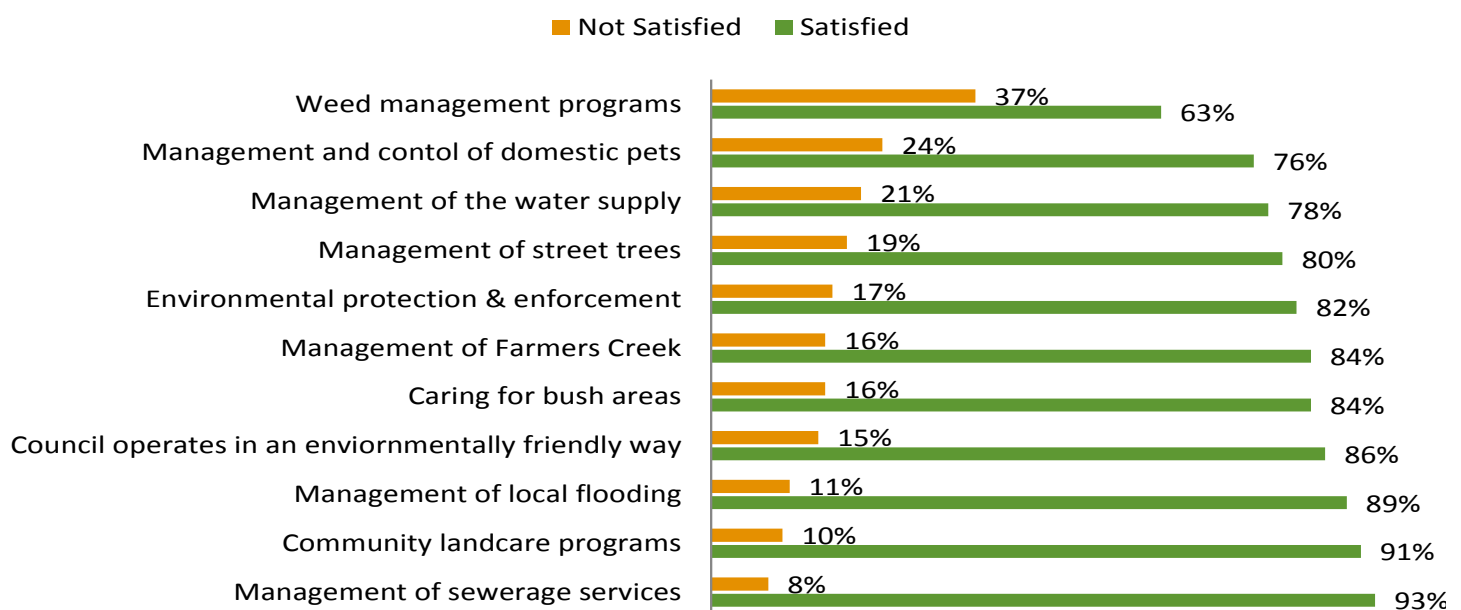
- Damage to fences at Watsford Oval
- Damage to the toilets at Zig Zag Oval
- Flooding to the main entry of the new Indoor Aquatic Centre.
- Damage to the roof of the Hartley Building; and
- Leaking of the roof at the Lithgow Library causing damage to the downstairs meeting room.

Community Strategic Plan 2012-2026

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

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

Environmental Services



Note 1: Satisfied measures the combined results for 'somewhat satisfied', 'satisfied' and 'very satisfied', while Not Satisfied measures the combined results of 'not very satisfied' and 'not at all satisfied' responses.

Note 2: Environmental protection and enforcement refers to activities such as building site inspections and rubbish dumping.

The Community Strategic Plan 2026 identified a number of issues to Environmental Management for consideration by Council and the community as follows:

Minimise the effects of Climate Change

Council has introduced a number of initiatives to minimise the effects of climate change including:

- Reducing energy consumption by Council buildings. The new Aquatic Centre, for example, has a number of innovative design features installed to reduce energy consumption and costs.
- Installing a boosted solar gas hot water system in the Ashley Grandstand.
- Installing LED Panel lights in the Council Administration Centre.
- Commencing a Water Loss Management Program which aims to reduce loss of potable water by 25%.
- Implementing an annual footpath construction program.

Contaminated Land

Management of contaminated land is governed under Contaminated Lands Management Act. No Council lands have been rehabilitated during the term.

Improved air quality

Council continues to provide rebates for the replacement of solid fuel heaters with cleaner energy alternatives. The extension of natural gas to Portland is still an ongoing challenge which Council continues to lobby the State Member for Bathurst. At present the only energy sources available for the residents of Portland are coal fired, wood burning and electricity. The extension of natural gas to Portland would provide a clean energy alternative which would assist in

providing impetus for employment generating activities and also encourage many residents to switch to a cleaner form of domestic heating. This would provide both environmental and health benefits to the community of Portland. Advice has been received via the Member for Bathurst, the Hon. Paul Toole MP from from the Hon. Anthony Roberts MP, Minister for Industry, Resources and Energy noting:

"The gas industry within NSW has predominantly been owned and operated by private organisations for over 160 years. NSW currently has six privately owned natural gas networks.

With all commercial operations, before proceeding with a major capital investment, all aspects would need to be examined by the organisations. The main requirement would be the guarantee of a new significant base load (usually industrial) in validating the commercial viability of extending the network in the area.

Jemena has reviewed the feasibility of extending a natural gas network to Portland on several occasions, concluding that the commercial viability of the extension could not be established because of the lack of an adequate base load. The nearest suitable gas main is located at Wallerawang."

Protection and Conservation of Biodiversity and Natural Watercourses

The Lithgow Local Environmental Plan 2014 has provided for the protection of biodiversity and natural land formations and watercourses through the implementation of environmentally sensitive overlays.

Council continues to apply and implement significant state government legislation such as Planning For Bushfire and the Sydney Drinking Water Catchment SEPP to manage bushfire threat to settlement and water quality of the Sydney Drinking Water Catchment.

The Quality of Drinking Water

Council undertakes routine monitoring of the drinking water supply to ensure that it complies with the Australian Drinking Water Guidelines.

The following plans and strategies have been developed and implemented to ensure the water security of the Lithgow LGA:

- Drought Management Plan
- Water Loss Management Plan
- Strategic Water and Sewer Business Plans

- Integrated Water Cycle Management Plan Evaluation Study
 - Drinking Water Quality Management Plan.
- The following plans and strategies are currently being developed:

- Integrated Water Cycle Management Plan

Identification and Preservation of Indigenous Natural Heritage Sites

Council worked with members of Mingaan Aboriginal Corporation to finalise the Management and Biodiversity Plan for Maiyngu Marragu. The objectives of the plan were to assess the biodiversity values of the study site, identify management issues within the site and make recommendations to address these issues.

In 2015, as part of the implementation of the Plan, Council assisted Mingaan with the installation of interpretive signage at Maiyngu Marragu .

Waste Management

In November 2013, Council delivered of over 18,000 new garbage and recycling bins to the community replacing the old 240lt bin and recycling crate system. The new service has been well received by the community with, on average, 14,000 tonne of recycling being collected per year.

In conjunction with the Waste Contractor Council has implemented a Waste Education Program that includes:

- An annual collection calendar showing recycling and normal bin collection days.
- Waste Management Information on Council's website.
- Lithgow Waste Services website which includes education resources for schools.
- Council has conducted waste education programs in schools and pre-schools.
- Participated in the EPA "Hey Tosser" campaign and installed new waste, recycling and butt bins at environmental hotspots.

CLEAN AIR INITIATIVES

Council is continuing with the Solid Fuel Heating Appliance Replacement Scheme which supports Council's commitment to improve air quality by providing opportunities for the community to replace coal fired fuel heaters with alternative clean heating sources through cash rebates to assist with the associated changeover costs. This scheme has traditionally focussed on coal fired appliances. The rebate program was started by Council in response to community concerns about the threat coal smoke poses to community health and the environment and has been in operation for a number of years. Householders are encouraged to convert their coal fired heating system with more sustainable and healthier forms of heating such as gas or electricity. This has resulted in residents noticing a marked improvement in air quality over recent years as more people replaced their coal fired heater with cleaner and more sustainable heating methods. Council recently reviewed the rebate scheme and assessed the number of coal fired heaters in the area and resolved as a further

incentive to make Lithgow a coal smoke free area to increase the standard rebate from \$500 to \$1,000 and from \$700 to \$1,400 for pensioners.

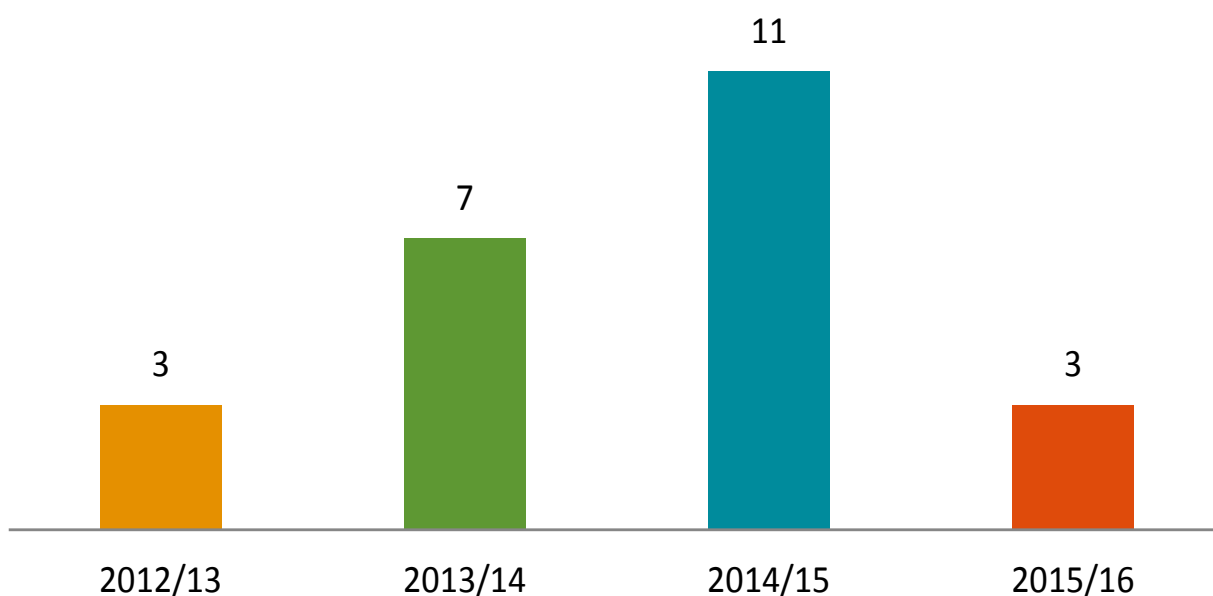
In 2013/14 Council was successful in receiving \$30,000 in funding from the Environmental Protection Authority to participate in the 2014 Wood Smoke Reduction Program.

This program provided cash incentives for the replacement of ineffective wood heaters with cleaner forms of heating. This temporary program was a perfect partner for Council's Alternate Fuel Rebate Program for the removal and replacement of coal fired appliances which have been in operation for some years.

Council provides education and information fact sheets to residents about the effects of coal and wood smoke on health and the environment, and promotes the benefits of reducing smoke in the environment.

The Wood Smoke Reduction Program supported Council's commitment to improve air quality by providing opportunities for the community to replace solid fuel heaters with alternative clean heating sources.

Coal Fired Heater Replacement Rebates



PROMOTING ENERGY EFFICIENCY

Working towards establishing Council as a 'green business' enterprise is part of Councils ongoing commitment through its Sustainability Working Party towards a cleaner more energy efficient community.

Through its Sustainability Working Party, Council secured funding to replace an old and inefficient gas storage hot water service in the Ashley Grandstand change rooms used by football and other sporting teams throughout the year. The existing system failed to deliver sufficient hot water. The new gas boosted solar system is an efficient and cost effective solution as it can deliver the required peak flow on weekends when sporting activities occur.

Lighting Upgrade to Administration Building and Council Chambers

The Administration Building was constructed in 1974 and the installed lighting consisted of standard dual 40 watt and 20 watt fluorescent tubes with diffusers. These tubes were discontinued in about 2000 and Council replaced them with dual 36 watt tubes and diffusers.

The Sustainability Working Party considered lighting as one of a number of initiatives at Council to reduce energy costs and greenhouse gas emissions. After substantial investigation that included a trial, it was determined that the installation of LED panel lights would achieve the stated outcomes. The end result has seen the following benefits to Council:

- An improved level of lighting in the targeted areas.
- A reduction in electricity consumption by half in the targeted areas.
- A fifty per cent reduction in the production of greenhouse gases in the targeted areas.

Overall, the project has been an outstanding success and the financial savings will allow the future expansion of this project to other areas of Councils Administration Buildings.





RESPONSIBLE ENVIRONMENTAL MANAGEMENT

Protecting and enhancing biodiversity through consultation with the community and the development of partnerships with the Central Tablelands Local Land Service (CTLLS) and Lithgow Oberon Landcare Association (LOLA) has achieved real environmental outcomes in a range of Council reserves and waterways.

Lithgow and Hartley Bushland Reserves Program

The project provided environmental benefits in a large number of reserves in the Local Government Area including;

- Farmers Creek (Saywell and Montague St sections)
- Hartley Reserve
- Hassan's Walls Reserve
- Hyde Park Reserve
- Lake Pillans Wetland Reserve
- Londonderry Reserve.

Overall, the project has been a great success evidenced by community participation in a number of planting days in Council reserves to enhance riparian habitat with native species following the removal of weeds.

Hassans Walls Environmental Works

Management of natural resources within Hassans Walls reserve through the control of environmental and noxious weeds was undertaken through the implementation of a successful grant from the Public Reserve Management Fund Program.

This project enhanced biodiversity, reduced erosion, improved habitat value and controlled noxious weeds within the reserve. All of these works improve

recreational opportunities, visual amenity of the area and increase public perception and awareness of the environmental asset.

The project has treated a number of the high value areas within the reserve while also identifying other locations of weeds within the reserve, which require additional works to contain and will be targeted in the future. This project compliments and builds on previous works currently being undertaken within the reserve by increasing community participation for lasting environmental outcomes.

Hillcrest Reserve Environmental Works

Hillcrest Reserve has potential to be a high quality bushland reserve although weeds are currently threatening these natural values. The Reserve contains important remnant native vegetation consistent with the Lithgow Abercrombie Grassy Woodland presenting some unique challenges. Past land use has isolated the reserve from the boarder landscape, while future challenges include threats from environmental weeds and the impacts of urban development.

Council will continue to manage threats to the reserve through projects such as this, which has achieved significant reduction in noxious weeds such as Blackberry and Hawthorn as well as

other environmental weeds. Council also aims to undertake work to increase the linkages and condition of native vegetation within the reserve. Protection and enhancement of biodiversity through weed control and supplementary planting will assist in enhancing biodiversity, reduce erosion and improve habitat value. It is hoped improved visual amenity of the area, together with increased public perception and awareness of this environmental asset will provide long-term environmental outcomes through community support and ownership.

Willow Removal Vale of Clwydd

This project will control woody weed infestations along at least 3km of Vale of Clwydd Creek. Vale of Clwydd Creek is a suburban creek running through the suburb of Vale of Clwydd, part of the urban area of Lithgow. The creek flows into Lake Pillans Wetlands and Farmers Creek. Farmers Creek is a significant stream, running through the urban area of Lithgow, and into the Coxs River, which flows into Lake Burragorang.

This project will help to prevent the spread of Willows, a Weed of National Significance, and other noxious weeds into the surrounding Greater Blue Mountains World Heritage Area, and further into the catchment. It will also help to combat the increased erosion and flow modification that can be associated with Willow encroachment along waterways. Fallen Willow debris, and the dense mat of their roots can sometimes trap silt, build up the level of the stream bed and divert water flow into the banks, thereby increasing erosion.

Working Together to Protect the Environment

Council works with a number of stakeholders to achieve this through a range of environmental projects, one of which is the Green Army.

The Green Army have been working to increase the biodiversity, restore threatened species habitat and improve the condition of native vegetation since late August 2015. At Farmers Creek they have planted native species as well as mulching new and existing planted areas. They have also undertaken weed removal at a range of sites such as Farmers Creek, Hassan's Walls, Hillcrest, Londonderry & Hartley Reserves to name a few. The Green Army team have participated in a number of community projects such as Threatened Species Day, Purple Copper Butterfly Workshops and are working closely with the Lithgow & District Community Nursery in propagation and seed collection.

This project builds on current partnerships with government and community organisations while directly engaging the community.

Central Tablelands Local Land Service, Lithgow Oberon Landcare Association and Lithgow & District Community Nursery have provided training and specialist advice throughout the project improving project outcomes. It is hoped this project will raise awareness of environmental, heritage values and encourage greater community participation into the future.

Furthermore, projects such as this increase the skills base of local youth and provide opportunities to directly network with potential employers. Eight weeks prior to the completion of the first of two projects, two Green Army participants obtained full time employment with local environmental contractors.



To responsibly manage natural resources through the control of environmental and noxious weeds.

Environmental Protection and Leadership



LITHGOW LITTER PREVENTION PROGRAM

Successful grant funding allowed the implementation of a litter prevention program under the NSW Council Litter Prevention Grants Program. This was delivered throughout the Local Government Area using the NSW Environmental Protection Authority (EPA) "Hey Tosser" slogan on advertisements and signage. The Litter Prevention Program funding aimed to achieve the EPA target of, a 40% reduction in littered items across assessed sites within the LGA. The accumulation of cigarette butts and littering at roadside stops and the associated bushfire risk of cigarette butts were of particular concern. The delivery of the program involved education to raise community awareness, new infrastructure and increased enforcement at selected locations or "hot spots".

New infrastructure such as waste bins, recycling bins, butt bins and accompanying signage was installed at all 'hot spot' locations, making it easier for people to do the right thing and feel positive about the sites.

The following Council sites "hot spots" were identified for new infrastructure:

- Clarence Pirie Park, Capertee
- Scenic Hill, Lithgow
- Hassan's Walls, Lithgow
- Endeavour Park, Lithgow

The education program was delivered in partnership with NetWaste to all participating primary schools with 665 students attending. Many of these students also submitted works into the poster competition, which asked students to design a poster which encouraged people not to litter. All submissions were displayed at Lithgow Library with the winning poster from Meadow Flat Public School awarded a prize.

The broader community was also involved with over 75 local businesses pledging their support to prevent littering in the LGA. They displayed posters in shop windows and new signage on car park exit points increasing the profile of the project. The project also promoted participation in Clean Up Australia Day on 1st March 2015 aiming to build valuable relationships in the community that will continue to grow into the future. As a result of this partnership Lithgow LGA achieved a 41% increase in participation in Clean Up Australia Day in comparison to the previous year.

At the conclusion of the project, an average 80% reduction in littered items was achieved at hot spot locations. The most common littered item across all sites was cigarette butts. At commencement of the project they made up 18% of the litter and had increased to 44% at the completion of the project. The increase in cigarette butts as a proportion of total littered items across all sites highlights the prolific nature, longevity & difficulty in removing the butts from our natural environment.

ENVIRONMENTAL MONITORING

In 2011, the New South Wales Government passed legislation (The Protection of the Environment Legislation Amendment Act 2011, or PEOLA Act), which requires Lithgow City Council to monitor its discharges to the environment (land, water or air) as part of its Environment Protection License conditions and publish that monitoring data within 14 days of receipt. Results are published on Council's website for the following locations:

- Oakey Park Water Treatment Plant
- Lithgow Sewage Treatment Plant
- Portland Sewage Treatment Plant
- Wallerawang Sewage Treatment Plant
- Lithgow Solid Waste Facility
- Portland Garbage Depot.

RAINWATER TANK AND DOMESTIC APPLIANCES REBATE SCHEME

Ensuring the water security and capacity of the region.

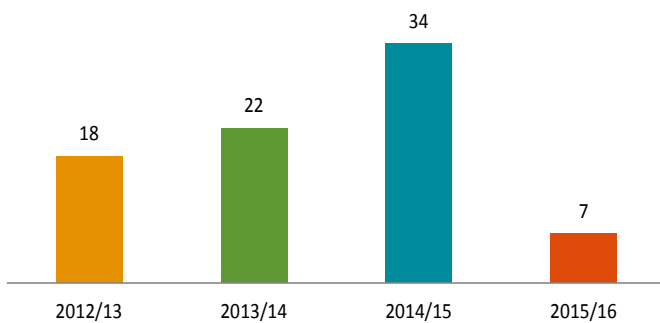
This is one of the many ways Council is working with the community to create sensible solutions for people and the environment to ensure that clean, fresh drinking water doesn't become a luxury item. Council has implemented a rebate scheme for:

The installation of Rainwater Tanks connected to domestic appliances and for garden watering; And
The purchase of energy and water efficient domestic appliances.

In addition to this, Council has developed 'A Guide to Rainwater Tanks' to assist residents in selecting and installing a rainwater tank which includes information on Council's planning and building requirements. Furthermore, Council's rebate scheme which previously covered tanks 5,000 litres or more has recently been extended to cover 2,000 litre tanks.

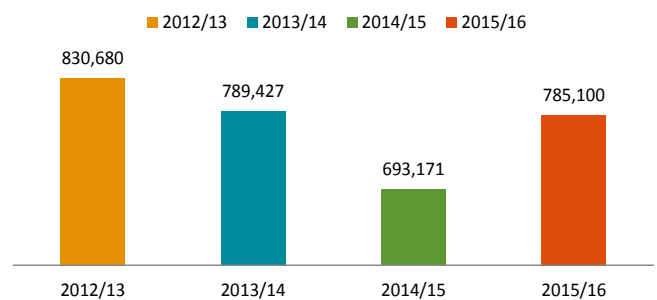
WATER MONITORING AND PURCHASE

Blue Green Algae Sampling in Partnership with Delta Electricity



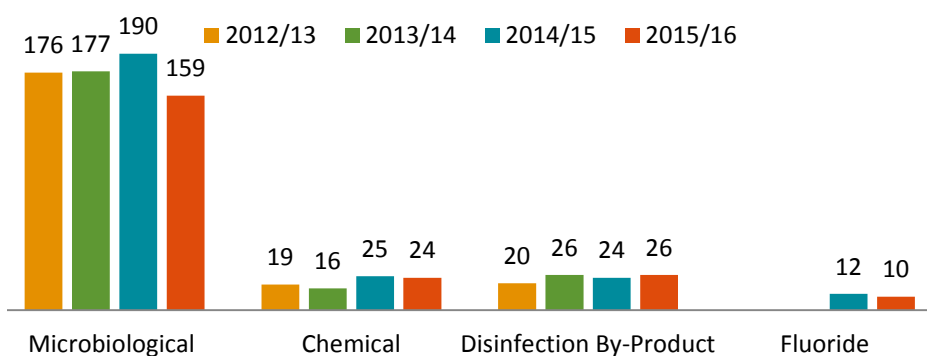
The increase shown in 2014/15 represents a prolonged period of hot weather combined with very little rainfall, which is conducive to increased chances of Blue Green Algae outbreaks. Therefore increased testing was undertaken during this period.

Water Purchased from Fish River Water Supply (kL)



The areas of Wallerawang, Portland, Cullen Bullen, Blackmans Flat, Pipers Flat, Lidsdale, Rydal and Glen Davis are supplied with water purchased from the Fish River Water Supply. In recent years, the amount of water purchased has decreased as Council is able to supplement the supply to the villages when needed thus reducing demand on the Fish River system.

Routine Samples of the Reticulated Drinking Water Supply



The drinking water monitoring program enables regional rural water utilities to monitor their water in line with the Australian Drinking Water Guidelines 2004. Representative samples are taken by local water utilities and provided to NSW Health for analysis and recording to ensure water provided to consumers complies with the Guidelines.

Responsible Governance and Civic Leadership



Mayor Statham officially launching the Lithgow History Avenue at Eskbank House Museum

Community Strategic Plan 2012-2026

Leadership in practice must involve engagement and can involve making hard decisions, often balancing a number of different interests, including the role of the local government area in the wider regional and international communities. This Principal Activity Area focuses on:

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

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

When developing the Community Strategic Plan 2026, Council identified four key issues to ensuring community confidence in the way the organisation is directed, controlled and managed. They are:

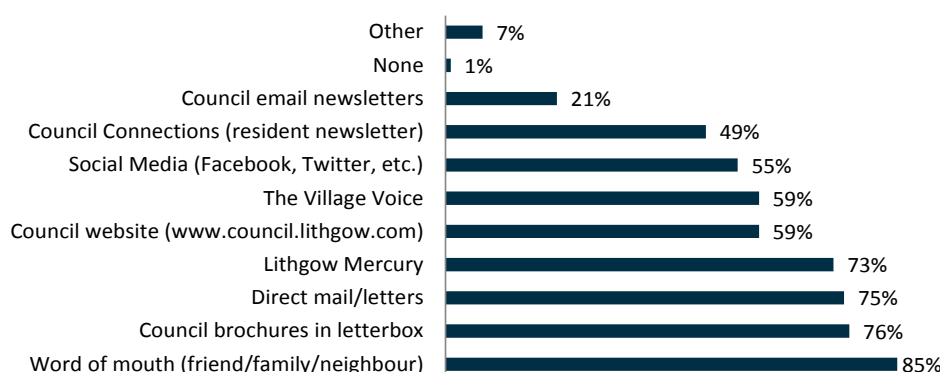
IMPROVING COMMUNICATION WITH THE COMMUNITY

Council uses all media platforms to ensure the community is kept up-to-date with Council activities and the information on services and facilities is current.

- Media Releases
- Weekly Council Column in the Mercury.
- Lithgow and Waste Apps
- Websites for Council, Tourism, Library, Economic Development and Eskbank House Museum
- 5 Facebook pages targeting different audiences
- Mayors weekly radio spot
- Media interviews
- Community forums
- Lithgow City Council twitter site
- Lithgow Tourism Instagram site
- Council Connections newsletter
- Year in Review Annual Report
- Information flyers and brochures.
- Waste education programs delivered in schools and pre-schools
- Community Noticeboards.

Despite all of these avenues being used to provide information to the community, in the recent Community Satisfaction Survey (a random telephone survey of 407 residents across the LGA) the third highest barrier to community satisfaction remains "Consultation with the Community by Council". In response to the questions "where do you source information on Council services and facilities?" respondents to the survey replied as follows:

Sources of Council Information



Other Specified	Count
Council Chambers	13
Radio	12
Community organisations	4
Meetings	2
Community Notice Boards	1
Lithgow Neighbourhood Centre	1
TV	1

Council acknowledges that many residents in the rural areas of the LGA do not receive the local paper, radio or regional television stations. It also acknowledges that there are communications blackspots within the area for internet and mobile phone reception. However, in order to ensure that information is communicated as broadly as possible throughout the Lithgow LGA, council will continue to adapt to new forms of communication. In 2016/17, Council will be developing a weekly e-Bulletin which will be emailed to subscribers with information provided in the Council Column including Council events and activities.

Respondents to the Community Satisfaction Survey were also asked if they would like to be included on a register to participate in further community consultation such as focus groups about specific issues; 235 of the 407 respondents have registered to be on the list.

Community Strategic Plan 2012-2026

ENSURING AN OPEN AND TRANSPARENT COUNCIL

Involving the Community in Council's Decision Making

Members of the public are invited to be involved in Council's decision making processes in a variety of ways:

1. Council Meetings are conducted tri-weekly. Members of the community are able to attend in the public gallery and may also register to speak on a particular item.
2. Members of the community are invited to provide input and feedback on Council projects and initiatives and matters on public exhibition such as Policies, Plans and Strategies.
3. Council undertakes community meetings and engagement forums when developing strategies and Operational Planning.
4. Members of the community participate in Section 355 Committees providing expert advice on a range of Council operations including; Tourism, Economic Development, Community Development, Sports, Crime Prevention and more.

Reporting to the Community

Council is required to report to the community and relevant authorities on a wide range of activities. All reports are posted on Council's website for information and transparency including:

- Environmental Protection Licence Monitoring
- Quarterly Reporting against the Operational Plan
- Annual Reporting
- Council Agendas and Minutes

PROVIDING QUALITY CUSTOMER SERVICE

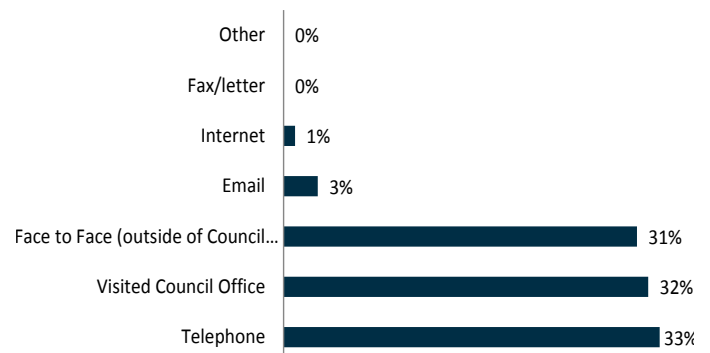
Council endeavours to ensure that services provided to our customers are delivered in a manner consistent with sound business principles and in the most economically efficient way possible.

83% of the 407 respondents to the Community Satisfaction Survey 2016 were at least 'Somewhat Satisfied' with Council's overall performance. The survey benchmarked Council's overall performance against the responses from residents conducted in 2012 across 152 Council's in NSW. Council's overall performance is in line with the regional benchmark and the benchmark for all of NSW.

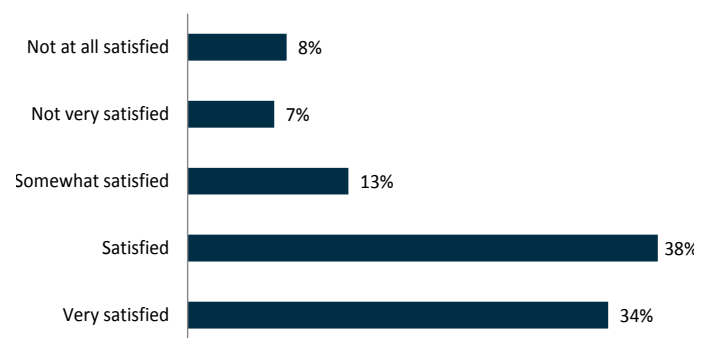
NSW LGA BRAND SCORES	Metro	Regional	All of NSW	Lithgow City Council 2016
Mean Ratings	3.45	3.22	3.31	3.30

The survey noted that direct interaction with Council employees was the preferred contact method for residents and that overall 85% of residents were at least 'somewhat satisfied' with the overall performance of Council staff dealing with their enquiries. 84% of residents were at least 'somewhat satisfied' with the overall performance of the Mayor and Councillors.

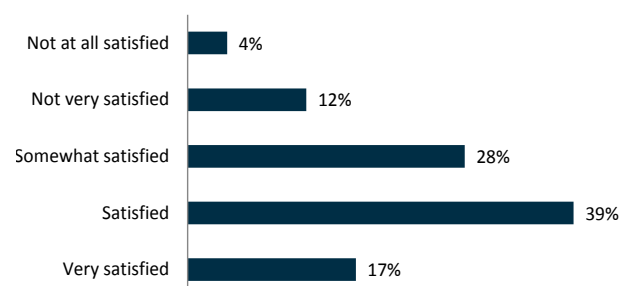
Method of Contact



Satisfaction with Council Staff



Satisfaction with the Mayor and Councillors



RESPONSIBLY MANAGING COUNCIL'S FINANCES

In order to enhance delivery of services and facilities while minimising the transfer of costs to rate payers Council:

- Actively seeks out and applies for Federal and State funding.
- Seeks corporate sponsorship for major events.
- Reviews the 10 year Long-term Financial Plan annually as part of the budget process.
- Implements the S94 Developer Contributions Plan and negotiates Planning Agreements with developers.

Best Practice Water Pricing

In 2010/11 as part of the funding agreement with the NSW State Government for the upgrade of the Lithgow Sewage Treatment Plant, Council was required to introduce a new water pricing structure to meet the State Government requirement for all

NSW Councils to implement a user pays system for water service delivery. The pricing structure, to be implemented over three years (2011/12 - 2014/15), has enabled Council to develop a sustainable water supply system that will meet the changing demands of the community. The step pricing has achieved 75% residential revenue from residential water charges and 25% from water access charges.

PUBLIC LAND MANAGEMENT

In 2013/2014 Council improved its management of public land through the development of the Public Land Register and Generic Community Lands Plan of Management (POM). The Register and POM provide a transparent framework for Council's public land management and a platform for strategic asset management of these lands.

Both documents are available for viewing on Council's website.





In order to ensure the business of Council is conducted in an open and democratic manner During the term:

- Ordinary Meetings of Council were conducted on a tri-weekly basis each year.
- Extra Ordinary Meetings of Council were conducted to discuss matters of urgent business as required

These meetings are open to the public and provide members of the Public Gallery with an opportunity to register to ask questions/speak on behalf of items on the Agenda or of interest.

Information was provided to Councillors in the form of meetings, emails, and memos and Councillors attended regular briefing sessions with guest speakers providing information on topics of interest or matters in the upcoming agenda.

AN AWARD WINNING COUNCIL

2012-2013

- Robbie Park, Events Coordinator was awarded the Administrator of the Year Award by the NSW Athletics League Management committee for his work on the Annual Lithgow Flash Gift[®] Carnival.
- Blue Mountains, Lithgow and Oberon Tourism Awards of Excellence 2012 - Local Government Award in Tourism.

2013-2014

- Blue Mountains, Lithgow and Oberon Regional Tourism Award for Excellence - Lithgow Visitor Centre - Gold Award for Visitor Information Services.

- Skillset "Large Host Company of the Year Award 2014".
- Platinum 2014 LearnX Award for Best eLearning Development Company for developing high quality industry specific courses/s awarded to CENTROC and its member councils, in conjunction with Cubic Consulting, Local Government NSW and DOTS Talent Solution.

2014-2015

- Blue Mountains, Lithgow and Oberon Regional Tourism Award for Excellence the following commendations were received:
 - Mayor Maree Statham - Recognition for her contribution to the Bicentenary of the Crossing of the Blue Mountains.
 - Tourism Manager, Kellie Barrow - Regional Tourism Ambassador.
 - Cultural Development Officer, Wendy Hawkes and Local Historian Joan Kent were acknowledged for their contribution to the Bicentenary Celebrations of the Crossing of the Blue Mountains.

2015-2016

- 2015 AR Bluett Memorial Award for Excellence in Local Government.
- Robbie Park, Events Coordinator was announced the winner of the Steven Ward Scholarship to study 'I Light Marina Bay Festival' in Singapore.
- Eskbank House & Museum received the Blue Star Sustainability Awards, Cultural Heritage Award which is sponsored by the Heritage Council of NSW and Keep NSW Beautiful.

Local Environmental Planning & Development

Internal audits are being completed annually of a representative selection of development applications to determine if correct procedures are in place and are effective. Further audits are also carried out on a representative selection of applications using a template recommended by ICAC to determine correct practices are in place to eliminate the potential for corrupt conduct within the development assessment process.

Developer contributions are monetary payments made to Council to upgrade infrastructure and facilities to cater for demand generated by development. Larger scale developments may also need to dedicate land to Council for the provision of open space and/or other facilities. Below is a list of Planning Agreements entered into between 1 July 2012 and 30 June 2016.

D/A No. and Approval Date	Description	Names of Parties	Amount	Land	Contribution Objectives.
Sec 75W of EP&A Act - Angus Place Modification. Approved: 27/10/14	Community projects in Lidsdale	Lithgow city council & Centennial Coal Company.	\$100,000	Angus Place, Wolgan Road, Lidsdale	For the provision of local community projects and/or local road maintenance within the Lithgow LGA in the general vicinity of the village of Lidsdale.
DA 174/12 Approved: 06/12/13	For public community facilities in the Lithgow LGA.	Lithgow City Council, Intouch Systems and Research Pty Ltd	\$3,000 per lot = 2 = \$6,000	Lot 402 DP1151154, Tweed Road, Lithgow	For the purpose of public community facilities in the Lithgow LGA. For the provision of public community facilities within the local community.
DA178/12 Approved:	For public community facilities.	Lithgow City Council and Lithgow Workmen's Club	\$20,000	Lot 1 DP877363, Tank Street, Lithgow	For the purpose of public community facilities in the Lithgow Local Government Area.
DA042/15	For public community facilities.	Lithgow city council and Westfund Limited.	\$50,000	Lot 1 SP1198292, 59 Read Avenue, Lithgow	For the expansion of the footpath/cycleway around Lake Pillans.
Coalpac Consolidation Project Refused	Projects within Cullen Bullen	Lithgow City Council and Coalpac	\$125,000 + \$0.07 per tonne of coal sold per annum.	Castlereagh Highway Cullen Bullen	For capital works and public purpose.
DA021/10	For Public Facilities and Infrastructure and Layback Crossing	Lithgow Council & Fingrowth Property Lithgow Pty Ltd	\$14,000	Lot 1 DP1041160, Main Street Lithgow	For public community facilities in the local government area.

Communication

KEEPING THE COMMUNITY INFORMED

Ensuring effective communication between Lithgow City Council and the community.

Council recognises that the community no longer looks solely to traditional forms of media to receive information and that it is important to provide information through a variety of mechanisms including, but not limited to:

- Media releases distributed to local and regional media.
- Community noticeboards.
- Council Connections - Quarterly newsletter distributed via Australia Post to all householders and distributed electronically
- Website and social media.

In November 2012, Council launched its first Facebook site as a new means of communicating with the community and reaching new target audiences. Council updates the site daily with media releases, events, information on council services and activities and items of general interest. The site is a positive means of communication with many of the community. Council is also responsive to customer requests made via the site ensuring that they are logged in the Customer Request System. Since the instigation of its first facebook Page, Council has started five other pages targeting different audiences for specific purposes.

The Lithgow Youth Council Facebook page has been developed to target local youth between the ages of 11 and 24 informing them of Youth Council activities, youth events, positions vacant within Council and matters of general interest to youth.

The Revitalising Lithgow Town Centre Facebook page has been embraced by the community as it provides them with an opportunity to provide input into the redevelopment of the CBD. The site poses questions with images to gauge community response to ideas for inclusion in the Revitalisation Action Plan. The community is kept informed on business news and opportunities, upcoming events, business training opportunities and new development.

In response to a recent downturn in industry in the area with job losses due to the closure of Wallerawang Power Station and Angus Place Colliery, Council has also launched **the Lithgow; Our Place, Our Future Facebook Page**. This page provides updates on progress made by the Lithgow Mining Taskforce and the Lithgow Business Taskforce; two taskforces set -up to lobby for and drive industrial and economic development in the Lithgow local government area.

The Lithgow Tourism Facebook Page provides the community with information on events, attractions and activities occurring in the Lithgow local government area.

The Lithgow Halloween Facebook Page provides the community with information on the annual Halloween Festival.

The newest facebook page commenced on 22 June, was developed to keep the community informed of activities and events at the **Libraries and Eskbank House Museum**.

Council's website receives on average over 6,000 sessions per month, with a third of these using smart phones and tablets to access the information. Council has updated its website with a new responsive design that allows for optimised use not only for PC users but, also using mobile devices. Following community consultation, the work was done entirely in-house and utilised freely available software for the content management system, resulting in a very cost effective solution.

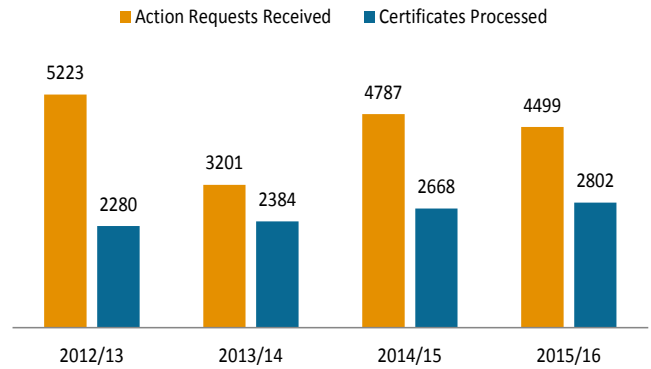
ONE STOP SHOP

In 2014, the Customer Service Team developed a Customer Service Charter. The Charter sets out the standard of customer service Council will offer you as we aim to deliver a range of quality services to meet your needs.

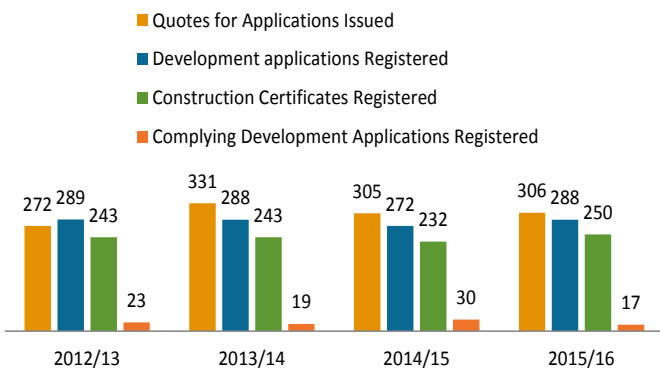
The full charter is available for viewing or downloading on Council's website and outlines Council's commitment to quality customer service. As Council's friendly Customer Service Team handles approximately 18,000 face-to-face enquiries and 50,000 telephone calls each year it is important to set out a standard of service that identifies:

- Council's Service Commitment;
- How face to face and telephone enquiries will be dealt with;
- A service standard for written responses; and
- Council's Complaints Policy.

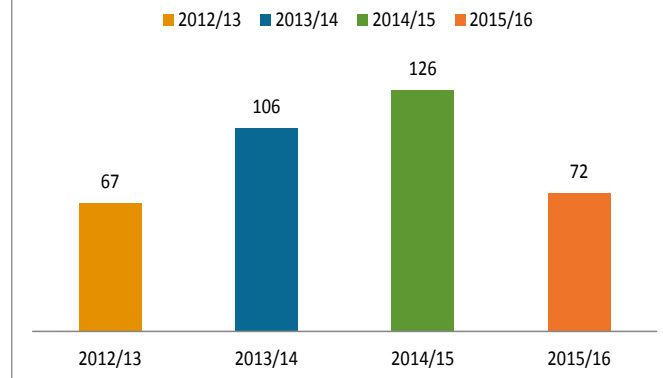
Customer Service



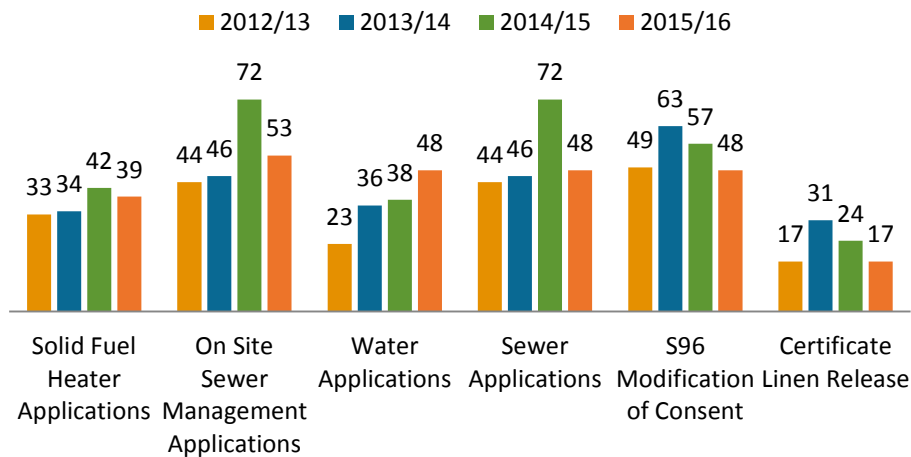
Customer Service



Community Facilities Bookings



Customer Service



REGIONAL COLLABORATION

Lithgow City Council is an Executive Member of Centroc and a valued member of the Central West Pilot Joint Organisation (JO), a project of Centroc; one of only five regional pilot Joint Organisations to assist the NSW Government to strengthen and reform local government.

Council is also a member of the Centroc Water Utilities Alliance (CWUA) - The CWUA has attracted over \$3M of State and Federal funding to supplement programming since its inception in 2009 including NSW Health funding for Lithgow for a Drinking Water Quality Management Plan with an estimated value of \$60,000.

Centroc is working collaboratively to deliver Best Practice to all member Councils including the Best Practice program to deliver compliance with the DPI Water and assure eligibility for funding through the State Government for its water and sewer business. Through this program Council has procured:

- an Integrated Water Cycle Management Plan Evaluation Study;
- a Drought Management Plan; and
- a Strategic Business Plan.

Currently, Council is participating in a regional program for the delivery of Developer Servicing Plans.

Total savings for Lithgow Council for just Best Practice Plans alone is \$20,000. Cost savings will continue as the program delivers the balance of Best Practice plans.

Council is also achieving cost savings through participation in a range of asset management services delivered through regional procurement of shared service arrangements including smoke testing, CCTV assessment of gravity sewer mains, dam surveillance services and more recently pipe relining. Work is also underway on procurement of asset valuation services and an independent audit of performance monitoring data.

The cost of procurement including advertising for tenders standing alone is substantial. Estimated savings on regional procurement is \$5000 per regional tender each Council participates in. See details below.

Council will also benefit from a Workforce Development Program for Water employees being piloted by CWUA member Councils and a Water Loss Management Program.

As a member of the CWUA, Council received \$138,340 in matched grant funding through the Australian Government funded CEEP2 Nexus Between Water and Energy Program to undertake water loss repair activities at the Lithgow Water Treatment Plant and Cook Street Pump Station.

The CWUA supports member Councils by advocating for water and sewer infrastructure management and

ownership to be retained by Local Government. It demonstrates the benefits of Councils working collaboratively to share resources and deliver cost savings while ensuring increased efficiencies and best practice in delivering critical infrastructure and services to their communities.

Participation in the Centroc HR Group has resulted in significant savings for training with:

- 19 courses delivered by the service
- 271 staff trained via the service
- Total spend with the training service including online training is \$65,786
- Cost of training using alternate training providers would have been \$66,715
- Savings on course costs is \$13,828
- Savings on travel and accommodation costs is \$3,637
- Savings on coordination and research time is \$1,440
- Total savings for Lithgow City Council is \$18,905

In addition, council is part of the regional online training program, which allows access to 6 online training modules to staff. The modules include:

- Bullying & Harassment
- Privacy
- Equal Employment Opportunity
- Code of Conduct
- Workplace Health & Safety
- Alcohol & Other Drugs

Council has also benefitted from a number of Regional contracts including:

- Pre-employment Screening
- Load Shifting Training
- Online Training
- Road Sign
- Bitumen Emulsion
- Bulk Fuel and Fuel Cards
- Internal Audit
- Water & Sewer Strategic Business Plans
- CCTV/Smoke testing of sewer lines
- Dam Surveillance
- Pipe Relining
- Traffic Control Training
- Employee Assistance Program
- Developer Servicing Plans
- Linemarking Services
- WHS Compliance Training
- SCOUT E-Recruitment
- Asset Valuation Services for Water and Sewer

- Auditing of Performance Reporting for Water and Sewer

Lithgow City Council is estimated to have saved a total of \$120,000 by participating in the regional procurement processes for these regional contracts since 2011.

Beyond the Range – Lithgow City Council is participating in this project which is recognising health workforce shortages in the region, the Centroc Health Workforce Group has worked with key stakeholders to develop a matrix of what we do well in this region and what we can do better to attract health workforce to Central NSW.

The Beyond the Range toolkit, social media and website was officially launched by the Minister for Rural Health, Senator, Fiona Nash in Forbes 4 November 2015. There are weekly stories/posts released on the BTR facebook page www.facebook.com/BeyondTheRangeNSW.

In 2015/16, Centroc made the following Submissions on behalf of its region:

- Inquiry into Crown Land
- OLG Feedback on Joint Organisation reform process
- Inquiry into Zonal Taxation System
- IPART review of Local Government rating system
- Submission to AER on Essential Energy's Tariff Structure Statement
- Development of a new Local Government Act – Phase 1 Consultation
- OLG Final report on Central NSW Joint Organisation
- IPART Local Government Regulatory Burdens Review
- Inquiry in Regional Planning processes in NSW
- OLG Joint Organisation Emerging Directions
- IPART Review of Reporting and compliance burdens on Local Government

Six separate Regional Priority Infrastructure Plans are being developed;

- Water - completed
- Transport Infrastructure (freight, logistics and transport) – completed
- Sporting & Cultural – underway

- Health & Education – underway
- Communication
- Energy

Operational Support - Project Teams are an important component of Centroc's operation and vital to its success. Project Teams are formed to allow cross collaboration and the sharing of knowledge, expertise and resources.

Project teams Lithgow participate in include:

- Directors of Corporate Services
- IT (staff member at Lithgow is the Chair of the Group, and the GM is the Sponsoring GM)
- Best Practice in Stores Management
- Roads Technical Committee
- HR and Training (staff member at Lithgow is the Chair of the Group)
- WHS and Risk Management
- Directors of Engineering
- The Centroc Water Utilities Alliance
- Planners workgroup

As a regional group the Centroc IT Group have completed an IT strategy for each participating council.

The strategy details the drivers for change, the vision and actions to achieve this vision. The key areas of focus are the future development of e-services and IT governance.

Unified Communications is another issue common to a number of Councils within the central west region. Council's PABX telephone system is at the end of its life and Telstra will be discontinuing its Customnet services this will affect a number of Council's facilities. A joint project was developed to prepare a request for tender as a group to gain increased purchasing power and efficiencies. This project has been part of the trial JO project that CENTROC is participating in. The new system will be deployed at the Council administration building, Lithgow Depot, Lithgow Library, the Visitor Information Centre and the Lithgow Aquatic Centre. It is estimated that the savings achieved for each participating council by procuring the system as a group rather than individually is 15% on the cost of the new phone system.

SAVINGS ON REGIONAL PROCUREMENT FROM 14 DECEMBER 2009 - 30 JUNE 2016

COMPLETED PROGRAMS (TELEPHONY, AUDIT, DIESEL TAX REBATE AND CORPORATE EXPRESS)	TRAINING SERVICE	WHS CONTRACT (LOAD SHIFTING, TRAFFIC CONTROL TRAINING, COMPLIANCE TRAINING)	HR CONTRACTS (PRE-EMPLOYMENT)	CENTROC WATER UTILITIES ALLIANCE	PARTICIPATION IN REGIONAL TENDERS (BILLABLE)	PARTICIPATION IN REGIONAL TENDERS (UN-BILLABLE)	TOTAL SAVINGS
\$39,603	\$89,656	\$16,695	\$2,595	\$15,499	\$24,000	\$96,000	\$284,048

Corporate Management

A TECH SAVVY COUNCIL WITH MODERN CORPORATE SYSTEMS

Council has implemented a philosophy of continuous improvement to ensure efficient management of its day to day operations and implementation of legislative compliance.

Although Lithgow City Council is a small regional Council, we are consistently developing and implementing new systems which will streamline processes for both staff and the community. Council has an innovative IT Team who are able to develop many new systems in house including the e-Services Mobile Inspections iPad Checklist App, Lithgow Tourism App and Lithgow Waste App. The IT and Corporate Team's expertise in Graphic Design ensure that Council's websites and in-house publications are produced to a high standard reducing the cost to Council of external services.

Risk Management Action Plan

Council works closely with its insurer, Statewide Mutual to minimise risk to the organisation and the community. Since implementation council has:

- Improved Management of Council Sporting Facilities throughout Local Government Area,
- Successful identified risks associated with the Blast Furnace Park Structure Upgrade project
- Created individual Asbestos Management Plans for residents and Council workers.
- Developed Council's Business Continuity Plan as part of Corporate Governance requirements.
- Implemented Dam Safety for unauthorised access to Dam sites and risk of contamination to water supply.
- Reviewed Council's management of footpath assets in reference to the Local Government Act 1993 and Civil Liabilities Act 2002.
- Ensured Council event management is adopted and disseminated throughout the LGA; and advertised outside of Council LGA via Council's website.
- Leased and subleased of Crown Land Reserve 'Hassans Walls' and Management Plan
- Volunteers under the WHS Act 2011 are referred to as workers. Council as has defined responsibilities when engaging workers and implemented procedures to manage volunteers as workers at Lithgow City Council.
- Council parks and reserves have been assessed for supervision requirements. Signs have been developed and erected at all identified assets as remote supervision.

Work, Health & Safety Improvement Program

Lithgow City Council, in partnership with State Cover entered into a project to improve WHS performance at Council in July 2014. Initially, the completion of a comprehensive gap analysis to determine the status of Council's WHS system was undertaken. The gap analysis consisted of the following key components:

- A review of Council's existing WHS policies and procedures to assess their contents against legislative requirements, AS/NZ 4801 and industry best practices.

- A review of implementation records (e.g. Training records, consultation meeting minutes, risk assessments, etc).
- Interviews with key personnel within different levels and departments within Council.
- Site visits of selected areas.

Following a review of the gap analysis report, Council has launched the WHS Improvement Project, developing action plans to address the recommendations with the gap analysis report.

Local Government Operational and Management Effectiveness Survey

Lithgow City Council participates in the Local Government Operational and Management Effectiveness Survey in partnership with Local Government Professionals (NSW) to measure its performance. The survey is being conducted in partnership with Price Waterhouse Coopers and is designed to provide deeper insights into relevant areas of Council's internal operations. Data collection and analysis is undertaken in the areas of:

- Workforce management
- Finance management
- Operations management
- Risk management
- Corporate leadership.

The survey results provide council with a deeper understanding of its successes, drive improvement within Council and provide valuable benchmarking data within the sector.

In 2016/17, Council will be reviewing its Integrated Planning and Reporting Framework, the survey data will be used to inform medium - long-term planning as part of the development of the Community Strategic Plan, Workforce Plan, Strategic Asset Management Plan and Long Term Financial Plan.

Pulse Software

Council has been moving towards an integrated approach to internal reporting and corporate systems management. In 2013/14, Council purchased the Pulse Software Program to manage:

- Corporate Reporting

Information Systems Management

- Delegations.
- Project Management
- Risk Management
- Fees and Charges Register.

The program has also streamlined the annual budgetary process, with Officers entering capital projects (budget bids) into the Pulse and Finance Systems ensuring a balanced approach to the development of the Operational Plan.

The Pulse Software system enables users to view and update at their desktop delegations and capital projects assigned to their roles and update progress with actions in the Operational Plan. This has provided the following efficiencies:

- Time spent by officers on reporting is streamlined and reduced,
- Greater levels of accountability are achieved and
- Record keeping on projects is improved.

Budgeting Software

To aid in the continual improvement in Council's budgeting process, a budget module that integrates with Council's finance system was implemented. The new module streamlines the budget process and allows for improved reporting and analysis.

e-Services - Mobile Inspections

Continuing the development of the e-services program, Council has implemented a system that allows staff to conduct inspections using an iPad app that syncs with the property system. Inspection check lists have been developed for inspections of swimming pools, developments, trade waste and health. The mobility program will allow for improved reporting and information gathering processes. The app also allows inspection staff to view previous inspections and related materials whilst on site.

Employee Self Service

Employee Self Service provides staff with access to the payroll system to manage their personal details including banking information and to apply for leave. The initial rollout provided access to staff via their work PC's, with the next stage enabling access via smart phones.



Employer of Choice



Building and developing a high quality staff base so that Council is an employer of choice in Lithgow is a key strategic action within Council Community Strategic Plan 2026 and Workforce Plan 2012-2016. Council's Management and Organisational Development Team have implemented a number of programs to make Lithgow City Council an employer of Choice for the community as follows:

TRAINING AND DEVELOPMENT

Staff regularly attend a variety of training programs and skills development activities. Training is targeted at individual needs to fulfil work and legislative requirements as well as Corporate wide training to ensure staff are provided with the tools they need to provide quality customer service, deal with bullying and harassment issues etc.

Online Training Learning Management System

Lithgow City Council has partnered with CENTROC in an online training scheme that has won awards for the developer 'Cubic Consulting' for its compliance courses aimed specifically at the Local Government Sector.

Lithgow City Council was one of a handful of CENTROC councils to pilot the program. The platform is easy to use at an entry level but has all the features to ensure Council never outgrows the system as online training matures. This is a unique solution that can manage all training compliance needs.

Currently 6 basic compliance courses are available which can be used for inductions and yearly refreshers for staff.

There are numerous benefits in using Online Training, including:

- No travel costs;
- No costs to hire external training providers;
- No internal training resources;
- Increased accountability through online tracking of trainee achievements;
- Reduced time spent on the identification and supply of relevant content; and
- Reduced time spent on administration and facilitation.

Big Safety Day Out

In March 2014, the Council Health and Safety Committee held the Inaugural Safety Day Out assisting Council with its Work Health and Safety education and compliance. The Big Safety Day out is a Biannual Event with the second one being held in October 2015. The next event will be in 2017.

Sustainable event management practices are used to ensure a successful event including:

- Minimum printing used for promoting the event, mostly electronic where possible.
- Venue selection - The Ballroom did not require air conditioning.
- Shaded areas outside were used for presentations and catering.

- A bus was hired to transport Indoor staff to the training venue rather than everyone driving cars.
- Drinking water was provided in recyclable 15 litre bottles supplied by Lithgow Valley Springs.
- A local caterer was used.
- A Local Coffee Van was used, utilising tank water for coffee and tea.
- All beverage and food containers supplied by local supplier The Bag Man were recyclable and or compostable.
- Recycle bins and general waste bins were provided, a first for a Lithgow event.

The event focuses on subjects that are relevant to both indoor and outdoor staff. Audio metric Testing, Skin Checks and Lung Assessments are also undertaken on the day.

CONTRACTORS REGISTER

Council is committed to the Work Health and Safety of its workforce, contractors, ratepayers and visitors to the area and has developed an online Contractor Registration and Assessment System to enable Council to have access to a range of Contractors who have provided Work Health and Safety Insurance and WorkCover documentation to an acceptable standard to be retained on the register.

All potential contractors must be able to demonstrate that their Work Health & Safety System meets all the legislative requirements of the Work Health & Safety Act 2011 which are applicable to their type of business. All Lithgow City Council workers are expected to work within these safety guidelines and Lithgow City Council expects it's contractors and their workers to do the same.

The purpose in having a contractor register is to ensure that there is a pool of contractors, who are

able to provide a range of services, that staff are confident, meet the appropriate Work Health and Safety, Insurance and WorkCover requirements.

An easy to follow Contractor Information Booklet has been developed to inform Contractors of their requirements under the WHS Act. This, along with the registration form is able to be downloaded from Council's Website.

Council's contractor register has up to 290 inducted contractors listed as at 30 June 2016.

RECOGNITION OF SERVICE AWARDS

Lithgow City council is one of the largest employers in the area, with 85% of its current workforce recruited from the local government area. In June 2015, 51% of Council's employees were Baby Boomers (1943-1966), 27% of employees were Gen X (1967-1980) and 22% of employees were Gen & and younger (post 1980). It has been recognised that the length of service for employees at Lithgow City Council is longer than in other Council's. In recognition of this and the valuable contribution made to the organisation by long serving employees, Council hold as "Recognition of Service Award" in December each year. The Awards recognise length of service in 5 year increments with one staff member receiving an award for over 40 years service in 2015.

PLANT AND EQUIPMENT

A well maintained fleet of vehicles, plant and equipment is necessary to ensure the Work Health and Safety of staff and that they are equipped to undertake their duties.

Council upgrades the fleet on an annual basis as required.



To provide plant and equipment to undertake works.

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