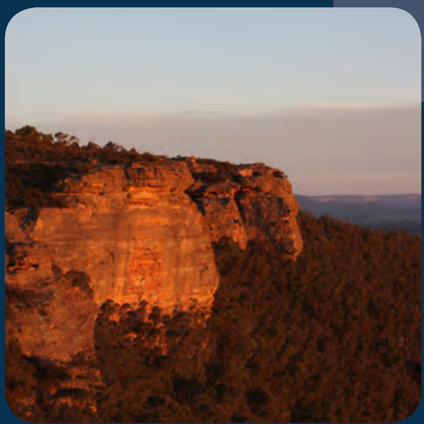
The Lithgow **Economic Development Strategy** 2015



2015 Economic Development Strategy has been prepared for Lithgow City Council by:

A.P. SHEERE CONSULTING
professional strategic solutions

Contributing Agencies
The Lithgow Economic Development Strategy is a key research paper prepared on behalf of Lithgow City Council with the support of NSW Department of Industry.

Lithgow CITY COUNCIL

NSW GOVERNMENT Department of Industry

ACKNOWLEDGEMENTS
This Economic Development Strategy has been prepared by A.P. SHEERE CONSULTING for Lithgow City Council. A.P. SHEERE CONSULTING wishes to thank the Council staff, the local community and other stakeholders for their input into the development of the Strategy.
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This document has been designed using Lithgow City Council's branding guidelines dated May 2015.

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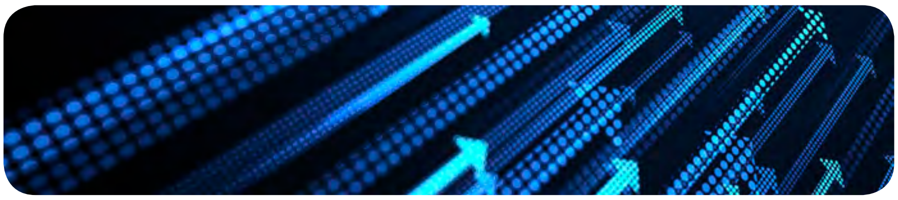


EXECUTIVE SUMMARY AND BACKGROUND

1.0 Executive Summary

The Lithgow Economic Development Strategy outlines the key themes and objectives that will guide Council's work in supporting the short and long term growth of the local economy.

This Economic Development Strategy is aimed at achieving a long-term tailored vision for the Lithgow Local Government Area (LGA). It reflects Lithgow City Council's (LCC)ongoing commitment to addressing the needs of local businesses and residents, diversifying the local economic base, attracting new investment and delivering increased economic and social benefits to the community as a whole.

The Economic Development Strategy allows Council to identify a series of projects, opportunities and initiatives that can influence and generate a positive change within the local economy and subsequently the broader community.

The Economic Development Strategy Action Plan outlines the priority activities, key partners, stakeholders and resources required to deliver the economic objectives of the strategy.

The strategy identifies clear and measurable goals, while maintaining the flexibility required to respond to the changing economic landscape. The actions are measurable and achievable.

Lithgow's Economic Vision

"The Lithgow LGA will be recognised as a vibrant and inclusive community where a diverse range of businesses share a commitment to entrepreneurship, innovation and sustainability. The Lithgow LGA will highlight its unique historical and environmental attributes; be recognised as a place where businesses and residents can prosper and where Council and stakeholders collaborate to attract investment and facilitate new opportunities."

The five priority areas identified in this Economic Development Strategy are broken down into 16 objectives to be implemented over the next few years. They include:

A. BUSINESS AND INDUSTRY DEVELOPMENT	Objectives
• Mining, Energy and Associated Services • Tourism and Recreation • Manufacturing • Agriculture • Service Centre – Education, Health and Aged Care, Business services • Retail • Small businesses and entrepreneurship • Creative industries • All/other business and industry sectors	A1. Industry development and diversification A2. Boost local supply chains to assist import replacement A3. Business support services A4. Building capacity for innovation
B. LEADERSHIP AND COMMUNICATION	B1. Implement leadership role B2. Effective communication B3. Stakeholder cooperation and support B4. Marketing Lithgow's identity and attributes
C. WORKFORCE AND SKILLS DEVELOPMENT	C1. Diversify the skills base C2. Facilitate employment creation C3. Attracting and retaining talent C4. Address unemployment
D. INFRASTRUCTURE AND LAND AVAILABILITY	D1. Future infrastructure provision and opportunities D2. Appropriate land availability and promotion
E. ASSET MANAGEMENT AND PROVISION OF AMENITIES	E1. Maximise Council assets and major infrastructure E2. Improve livability within the region

1.1 Economic Development and **the role of Council**

This section presents an overview of local government's role in economic development. This information clarifies what Council can and cannot do in pursuit of economic strategy objectives, acknowledging that is has jurisdictional and funding limitations. These limitations must be understood when moving from the strategy vision and objectives to the implementation plan.

1.2 Economic Development defined

In broad terms, economic development can be defined as increasing an area's level of income and capital (wealth) and distributing that wealth (through local expenditure and jobs) to the community. This notion applies equally to geographic areas of any size, whether it is a nation, state, region or local government area.

Economic development is defined in various ways but generally includes notions of intervention and structurally changing the local economy in order to benefit the local community. Economic development is essentially a means of encouraging the sustainable development of a region through direct investment and growth of new and established industries for the benefit of the community as a whole. The aim is to develop a region's environment into one where people wish to live, work, invest and enjoy.

1.3 Lithgow's strategic policy context

Local

The Lithgow Economic Development Strategy plays an integral role in facilitating cross-departmental communication and collaboration, and the work will support economic development as it crosses a number of Council's strategic plans, including but not limited to:

- Lithgow Land Use Strategy (LUS) 2010-2030
- Lithgow Local Environmental Plan (LEP) 2014
- Tourism Destination Management Plan 2013
- Business and Retail Strategy 2010
- Lithgow Community Strategic Plan 2013-26
- Lithgow Delivery Program 2013-17
- Lithgow Operational Plan-2014-2018
- Lithgow Festivals and Events Strategy
- Lithgow Recreational Needs Strategy 2011
- Lithgow City Council Cultural Plan 2008-13
- Lithgow Heritage Strategy 2011-14
- Lithgow Ageing strategy 2010

Key partners in the local region include:

- local business owners
- landowners
- tourism operators
- property developers
- organisations representing and advocating for local business
- local event organisers
- local community groups
- major employers

Regional

From both an economic and strategic perspective, Lithgow City Council plays a key role in growing and strengthening the surrounding region.

Council works closely with stakeholders across Lithgow and the Central West and understands the importance of working closely with other local councils, government representatives and regional partners, to advocate for greater support and investment in the area.

Key partners throughout the region include:

- other Councils
- Central NSW Councils (CENTROC)
- Regional Development Australia Central West (RDACW)
- NSW Department of Industry
- Business Entreprise Centre (BEC)

1.3.1 Economic Development in Lithgow

Through its various economic development functions, Lithgow City Council plays an active role in enabling business activity across the municipality and in the wider western region.

Each year, a suite of programs and initiatives are delivered to support local businesses, help them connect with other businesses and to assist in growth and sustainability.

Past initiatives have included:

- business workshops delivered free or at minimal cost to participants
- an online creative industries business directory
- Lithgow Investment Prospectus
- information for business and relevant web links on Council's website
- annual program of events
- visitor information services
- investment facilitation for businesses looking to relocate to Lithgow
- establishment of the Economic Development Advisory Committee
- development of the Lithgow CBD Revitalisation Action Plan 2015
- successfully applying for and receiving funding for major infrastructure works including: Lithgow indoor pool, Black Bridge, Clarence Transfer Station and Portland Waste Water upgrade
- development of the Lithgow Destination Management Plan
- Lithgow Festival and Events Strategy
- facade improvement program
- development of the Lithgow App as a means to market local businesses
- Council has joined the NSW Governments Small Business Friendly Program targeted to reduce red tape for small business operators

1.4 Addressing the drivers of economic development

Lithgow City Council has a valid and important part to play in promoting and facilitating local economic development. However, Council must work within its jurisdiction and resource limitations to support sustainable growth. 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. Councils can play an effective role in influencing what are termed the 'drivers of economic development'.

Part 4 clearly details these 'drivers' and includes the topics: business and industry development; effective leadership and communication; efficient and effective infrastructure; an appropriately skilled workforce; asset management and provision of amenities to improve livability.

1.5 Strategy development

This strategy has been developed on behalf of Lithgow City Council, in partnership with local businesses, industry partners and other key stakeholders. Careful consideration has been given to the context in which this strategy sits, including its alignment with other Council policies and strategies and the wider region of the Central West NSW.

Significant statistical analysis has been undertaken assessing Australian Bureau of Statistics (ABS) data and using Lithgow Profile Id to provide the most accurate assessment of the Lithgow LGA. To ensure that this strategy accurately reflects the needs and priorities of the local business community, research and consultation was undertaken to explore the current economic climate, future priorities and key issues for local business.

To engage a broad range of stakeholders from across Lithgow City Council the following methods of consultation have been undertaken:

- discussions with individual business owners, Council staff, property owners, government representatives and other strategic stakeholders including CENTROC, RDACW and the Department of Industry
- an online business survey
- review of number of key strategic documents

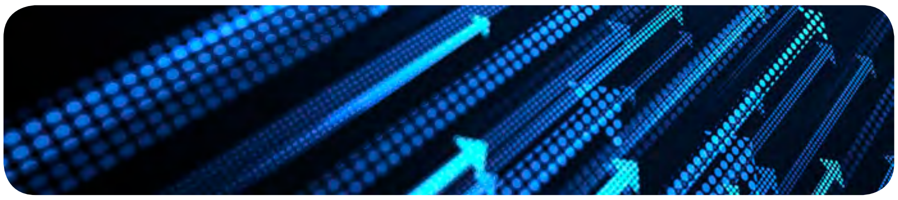
and reports which directly influence economic development
- recent community consultation was reviewed

The themes, priorities and actions from this research have provided the basis for developing this Economic Development Strategy, ensuring that it is accurate and achievable.

Strategy development process summary
To summarise, the Economic Development Strategy involved the following key actions:

- business engagement/consultations
- background review
- policy context
- economic and socio-economic analysis
- business and stakeholder survey
- theme development
- action plan
- monitoring and evaluation

PART 2



POPULATION PROFILE - SOCIAL AND ECONOMIC ANALYSIS

2.0 Population **Profile**

Lithgow's population profile provides a clear understanding of local resident demographics and an insight into the region's economic characteristics

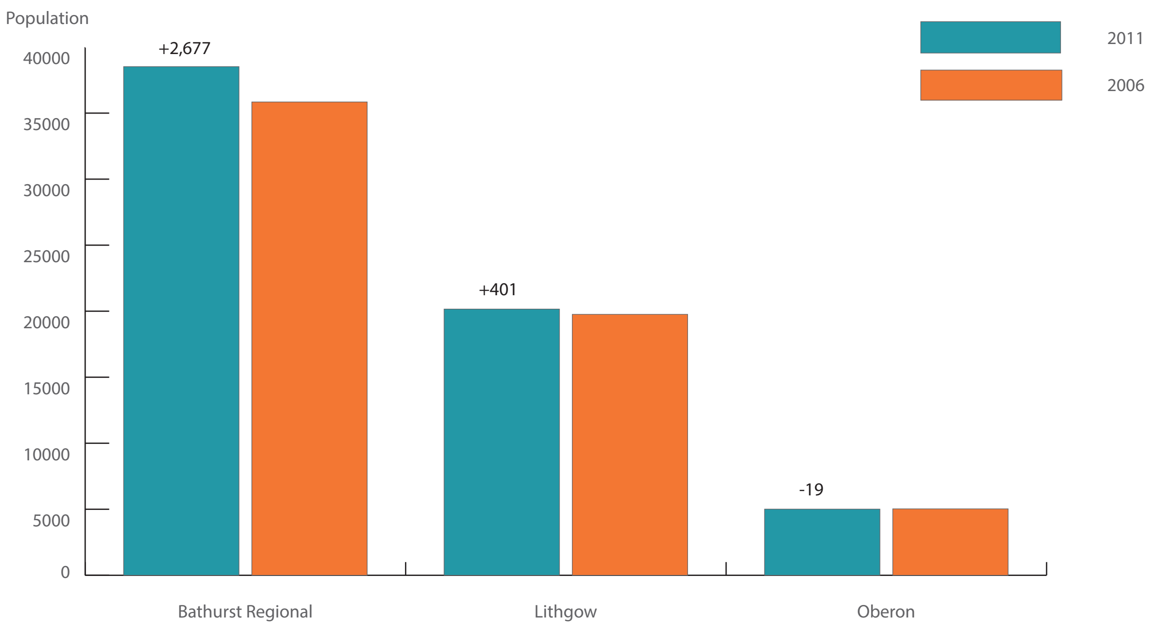
2.1 Historical Population

The Lithgow LGA had an estimated resident population of 20,161 persons according to the ABS Census in 2011. This represented an increase of 401 persons or 2% between 2006 and 2011.

By comparison, Bathurst experienced population growth of 7.47% whilst Oberon experienced a population decline of -0.4%. The total population of the NSW Central West region[1] between 2006 and 2011 increased by 5,910 persons which equates to an increase of 3.7%.

1 The NSW Central West Region consists of the following 11 LGAs: Bathurst, Blayney, Cabonne, Cowra, Forbes, Lachlan, Lithgow, Oberon, Orange, Parkes, Weddin

Figure 1.0 Population change, ABS Census 2006-2011



Source: ABS Census data, Profile iD, A.P. SHEERE CONSULTING

2.2 Estimated residential population

The most comprehensive population count available in Australia is derived from the Census of Population and Housing conducted by the Australian Bureau of Statistics every five years. The Australian Bureau of Statistics issues 'Estimated Resident Population' (ERP) numbers for all Local Government Areas on a more regular basis to provide an indication of population changes without having to wait another five years.

The ERP is based on the usual residence population and includes adjustments for Census undercount, Australian residents who were temporarily overseas on Census night, and backdates the population to 30 June. Each update takes into account births, deaths and both internal and overseas migration.

ERP figures dated June 2013 indicate that between 2012 and 2013 the population of the Lithgow LGA grew by 0.5% reaching 21,118 persons. During the same period the NSW Central West region grew by1% with the LGAs of Orange, Bathurst and Cabonne experiencing the most population growth at 1.8%, 1.7% and 1.6% respectively. See Table 1.0.

Table 1.0 ABS Estimated Resident Population by LGA, June 2013

	ERP at 30 June 2013 Change 2012-13											Change 2012-2013	
LGA	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	No	% change
Bathurst	36084	36245	36547	36916	37272	37904	38848	39484	39960	40368	41051	683	+1.7
Cabonne	12482	12506	12543	12634	12706	12799	12929	13071	13211	13476	13695	219	+1.6
Lithgow	20418	20357	20272	20186	20277	20352	20621	20732	20850	21003	21118	115	+0.5
Oberon	5243	5209	5193	5179	5166	5161	5192	5207	5209	5221	5270	49	+0.9
Orange	36721	36501	36410	36374	36801	37401	37904	38660	39419	40160	40869	709	+1.8
NSW CW	166074	165500	165318	165475	166390	167796	169878	171705	173401	175323	177094	1771	+1.0

Source: ABS Regional Population Growth June 2013 (Catalogue 3218), A.P. SHEERE CONSULTING.

2.3 Geographical distribution of people

The Lithgow Local Government Area includes the urban centres of Lithgow, Portland and Wallerawang (being population clusters of more than one thousand people under the Australian Standard Geographical Classifications 2001) plus a number of rural localities. Cullen Bullen is a population cluster classified as a rural locality (200 – 999 people). Table 1.1 is a breakdown of the population of the Lithgow Local Government Area by ABS Urban Centre/Locality classification and shows a trend towards the rural precincts of the Lithgow LGA. Bowenfels experienced the most growth at 14.3% followed by South Bowenfels-Littleton-South Littleton. Marrangaroo experienced the greatest decline in persons at -0.5%.

Table 1.1 Population clusters by ABS Urban Centres/Localities 2006 - 2011

Location	2006	2011	Change 2006-2011	% change 2006-2011
Lithgow-Hermitage Flat and district	6235	6164	-71	- 1.1%
Wallerawang to Lidsdale	2146	2158	+12	+ 0.6%
Portland	2214	2307	+93	+ 4.2%
Bowenfels	1695	1938	+243	+ 14.3%
Rural North - Marrangaroo	2165	2054	-111	- 5.1%
Rural South - Little Hartley	2061	2189	+128	+ 6.2%
South Bowenfels-Littleton.-South Littleton	1846	2071	+225	+ 12.2%

Source: Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011, Lithgow Profile id.

2.4 Population projections

2.4.1 NSW Department of Planning

The NSW Department of Planning prepared population projections for NSW in 2014 taking into account findings from the 2011 Census of Population and Housing.

It should be noted, however, that these projections are sometimes considered to be controversial and should not be viewed in isolation. Economic conditions can change unexpectedly which will impact upon population numbers hence these projections should be viewed purely as the estimates they are. The ABS itself does not publish data on population projections to the LGA level. The ABS only publishes the Estimated Resident Population data on a regular basis at this level.

The population of the NSW Central West region is predicted to remain relatively stable at an average of 0.53% between 2011 and 2031. This is lower than the NSW average of 1.39% but on a par with regional NSW (0.54%).

At the LGA level, the resident population for most of the LGAs within the NSW Central West region is predicted to experience marginal growth or slight decline between 2011 and 2031. Bathurst and Cabonne are predicted to record the greatest average annual growth of 1.45% and 1.23% respectively over the next 20 years. Lithgow is expected to record an average annual decline of 0.06% (or 250 persons) over this 20 year period. See Table 1.2.

Table 1.2 NSW Department of Planning population projections, 2014

	Population (No)					Average Annual Growth (2011-2031)	
LGA	2011	2016	2021	2026	2031	Number	%
Bathurst	39,950	42,900	45,900	48,800	51,550	11,600	1.45%
Blayney	7,200	7,400	7,550	7,650	7,800	600	0.42%
Cabonne	13,200	14,050	14,850	15,650	16,450	3,250	1.23%
Cowra	12,500	12,300	12,000	11,650	11,200	-1,300	-0.52%
Forbes	9,450	9,350	9,200	9,000	8,750	-700	-0.37%
Lachlan	6,700	6,450	6,150	5,850	5,500	-1,200	-0.89%
Lithgow	20,850	21,000	21,000	20,900	20,600	-250	-0.06%
Oberon	5,200	5,200	5,150	5,100	4,950	-250	-0.24%
Orange	39,400	41,250	43,050	44,750	46,250	6,850	0.87%
Parkes	15,100	15,250	15,350	15,450	15,500	400	0.13%
Weddin	3,750	3,650	3,500	3,400	3,250	-500	-0.67%
NSW Central West	173,300	178,800	183,700	188,200	191,800	18,500	0.53%
Regional NSW	1,682,400	1,736,750	1,786,850	1,830,550	1,865,800	183,400	0.54%
NSW	7,218,550	7,708,850	8,230,400	8,739,950	9,228,350	2,009,800	1.39%

Source: New South Wales State and Local Government Area Population, Household and Dwelling Projections: 2014 Final,.
Extract from RDACW Economic Profile 2014 by A.P. SHEERE CONSULTING.

2.4.2 Population projections using ERP data

Using the ERP figures published by the ABS it is possible to gain an alternative view of potential population increases/decreases. Table 1.3 below illustrates how by using the ERP figures, the Lithgow population would marginally increase with an average annual growth of 0.34% between 2003 and 2013. This figure has been used to provide alternative population projections for the Lithgow LGA which estimates that the Lithgow population may reach 22,315 in 2031.

Table 1.3 Population projections using ERP data, 2011- 2031

	Population projections					Growth (2011-2031)
	2011 (ABS ERP figure)	2016	2021	2026	2031	Number
Lithgow	20,850	21,207	21,570	21,939	22,315	+1,465

Source: ABS Regional Population Growth June 2013 (Catalogue 3218), A.P. SHEERE CONSULTING.

2.5 Target population growth rate

The 2007 Lithgow Strategic Plan set an annual growth rate target of between 1-2% over a 20 year period. Both the 2006-11 Social Plan and 2010-2014 Economic Development Strategy highlighted that caution must be undertaken with such a high population target due to its potential impact upon a range of social and economic factors. The Land Use Strategy 2010-2030 recommends that Council revise the population targets of the 2007 Strategic Plan down to a more realistic and achievable rate of between 0.5% and 1%. 0.5% should still be considered as ambitious but potentially achievable when taking into account the ERP data that shows an average annual increase of 0.34% - which is 0.16% less than the lowest projection of 0.5%.

Even minimal population growth will have an impact on a Local Government Area potentially placing pressure on current facilities and services. This will also provide a number of opportunities for the region to service the needs of its growing population. However, it is also important to take into account population growth/decline in terms of settlement hierarchy and the appropriate allocation of Council resources.

2.6 Age distribution

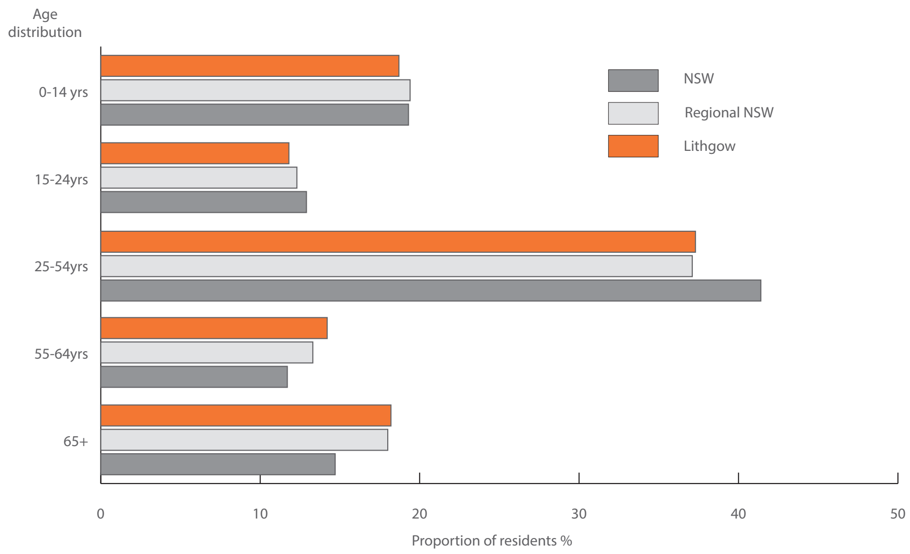
Lithgow has a comparatively large resident population which is of retirement age with 18.1% of residents aged over 65 years compared to 14.7% in NSW and 13.9% in Bathurst (see Table 1.4). The median age at 42 years is also above NSW's median of 38 years but again almost equal to the NSW Central West figure and Regional NSW, of 41 years. The regional centres of Bathurst and Orange have a relatively younger population, compared to neighbouring LGAs, with a median age of 36 years. This is mainly due to the higher proportion of residents between the ages of 15-24. The higher levels of this age bracket could be attributable to a higher number of regional educational institutions in these areas including the Charles Sturt University campuses, and Western NSW Institute of TAFE campuses and there ability to attract families possibly as a result of these two regions being promoted as 'EvoCities'.

Table 1.4 Population Age Distribution, 2011

Area	0-14	15-24	25-54	55-64	65+	Median age
Bathurst	20.8%	16.1%	37.6%	11.6%	13.9%	36
Cabonne	21.9%	10.5%	36.1%	13.8%	17.7%	42
Lithgow	18.7%	11.8%	37.3%	14.2%	18.1%	42
Oberon	19.2%	12.9%	34.7%	16.2%	17.0%	41
Orange	22.1%	13.7%	38.5%	11.2%	14.4%	36
NSW Central West (av)	20.8%	11.9%	35.7%	13.5%	18.1%	41
Regional NSW	19.4%	12.3%	37.1%	13.3%	18.0%	41
NSW	19.3%	12.9%	41.4%	11.7%	14.7%	38

Source: ABS Census 2011, Profile id

Figure 1.1 Lithgow Population Age Distribution 2011



Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING 2015

According to the NSW Planning projections issued in 2014 the proportion of older residents within the NSW Central West region is expected to increase over the next 20 years. This is consistent with the national trend of an aging population. These population projections and projected age profiles of the Lithgow LGA are shown in Table 1.5. The table illustrates that the greatest change will occur in the 65+ age bracket where a projected increase of 12.6% is expected between 2011 and 2031. The greatest decline is expected to be from families or the following age groups: 0-14 yrs, 15-24 yrs and 45-54yrs - families with mainly older children.

Table 1.5: 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

2.6.1 Comparative age distribution

When compared to neighbouring LGAs Lithgow ranks second out of eleven in terms of having the greatest increase in those aged 65+ years. Lithgow is on a par with Oberon who's projected increase of 12.8% is only 0.2% greater than Lithgow's. It should be noted however, that some increases are low due to a greater number of residents within this age bracket in 2011. This can result in a smaller increase over the 20 year period. Larger percentage changes may result in the LGAs being significantly impacted. This change may be more noticeable than perhaps within those LGAs predicted to have a smaller percentage increase and therefore a more gradual change.

Table 1.6: Projected Population of those aged 65+ years within the NSW Central West region, 2011-2031

LGA	2011	2016	2021	2026	2031	Change 2011-2031
Bathurst	13.7%	15.6%	17.5%	19.4%	21.0%	+7.3%
Blayney	16.6%	18.8%	20.1%	21.6%	22.4%	+5.8%
Cabonne	21.0%	19.3%	20.2%	21.5%	23.0%	+2.0%
Cowra	22.1%	24.8%	27.5%	29.5%	31.4%	+9.3%
Forbes	19.3%	22.5%	24.2%	26.5%	28.7%	+9.4%
Lachlan	17.9%	20.9%	23.0%	24.8%	26.6%	+8.7%
Lithgow	**17.7%**	**21.2%**	**24.0%**	**27.6%**	**30.3%**	**+12.6%**
Oberon	17.5%	20.2%	25.0%	26.2%	30.3%	+12.8%
Orange	14.4%	16.1%	17.7%	19.5%	20.9%	+6.5%
Parkes	17.8%	18.4%	20.3%	22.4%	23.9%	+6.1%
Weddin	25.0%	27.8%	29.0%	31.3%	31.3%	+6.3%

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

What does this mean in terms of economic development?

The critical economic impact of continued decline in the number of families, young adults and children in the Lithgow Local Government Area is the creation of a community that is no longer able to support itself. This is because without families with working parents there is less disposable income in an area. Less disposable income has an immediate impact upon local businesses which are supported by the local community. This also relates to the use of community facilities, recreational activities and a host of other day-to-day services that are used by working families. In addition to this a decline in this community sector and continued increase in an ageing population will result in Lithgow City Council itself facing financial loss through the subsidisation of rates to pensioners. The population will in effect become static quickly followed by a steady decline.

The economic impact of this population scenario is in fact multi-faceted as it has a 'knock-on' effect on the entire community making it harder for a community to support itself.

The ageing population will increase demand for aged care, residential facilities, nursing homes and extensive health and community services placing pressure on current service levels. Conversely, this also provides opportunities in these business sectors for the local region to meet projected needs. In addition to this, practical issues such as the availability of appropriate infrastructure enabling easy access to facilities and services will become increasingly important as the aging population increases.

2.7 Housing characteristics

Table 1.7 shows that at the time of the 2011 Census, 5,594 (68.9%) of a total of 8,115 households in the Lithgow LGA were either fully owned or being purchased. These figures compared with 66.1% in the Central West. The number of dwellings in Lithgow Local Government Area which were fully owned fell by 390 between 2001 and 2011. This could be a reflection of the aging population and long-term residents leaving the area. The number of dwellings being purchased (mortgage) increased by 707 between 2001 and 2011. This trend is also shown with the Central West region as a whole. The high percentage of fully owned properties could be a reflection of the ageing population who are likely to have paid for their property coupled with greater housing affordability.

The proportion of dwellings rented through Real Estate Agents has also increased significantly between 2001 and 2011 by at least 361 households.

Table 1.7: Housing and accommodation tenure, 2001-2011

	2011			2006				2001			
Tenure type	Number	%	Central West SA4 %	Number	%	Central West SA4 %	2006 to 2011	Number	%	Central West SA4 %	2001 to 2011
Fully owned	3,152	38.8	36.4	3,207	41.4	39.1	-55	3,542	47.8	44.8	-390
Mortgage	2,442	30.1	29.7	2,150	27.8	29.0	+292	1,735	23.4	23.1	+707
Renting	1,922	23.7	26.7	1,883	24.3	25.9	+39	1,756	23.7	26.9	+166
Renting - Social housing	438	5.4	4.7	470	6.1	5.1	-32	476	6.4	5.7	-38
Renting - Private	1,419	17.5	21.1	1,346	17.4	19.4	+73	1,224	16.5	20.2	+195
Renting - Not stated	65	0.8	1.0	67	0.9	1.3	-2	56	0.7	0.9	+9
Other tenure type	68	0.8	0.7	65	0.8	0.8	+3	77	1.0	1.2	-9
Not stated	531	6.5	6.4	442	5.7	5.2	+89	303	4.1	4.0	+228
Total households	8,115	100.0	100.0	7,747	100.0	100.0	+368	7,412	100.0	100.0	+703

Source: ABS Census 2011, Profile id

2.7.1 New Building Approvals

Building approvals can indicate the general level of residential development, economic activity, employment and investment. Residential building activity depends on many factors that vary with the state of the economy including interest rates, availability of mortgage funds, government spending, and business investment. Significant financial changes such as the Global Financial Crisis of 2008/09 can be observed in the data. The number of building approvals can fluctuate from year to year for many reason including the short-term nature of many construction projects, and the cyclical nature of the industry.

According to the building approvals data provided by the ABS, the NSW Central West region as a whole recorded $438.3 million worth of new building approvals during 2013-2014. New residential building approvals accounted for around 50.5% of the total value of new building approvals in the region during this 12 month period. Table 1.8 provides a detailed break-down of the value of new building approvals for each of the 11 LGAs in the five years to 2013-14.

In 2013-14 Lithgow recorded residential building approvals of $25.1 million and $11.9 million in non-residential buildings. This was the third highest value rating amongst the other LGAs which form the NSW Central West region. See Table 1.8.

Table 1.8 Value of New Building Approvals ($'m), 2009-12 and 2013-14

LGA	Residential ($'m)				Non-residential ($'m)			
	09-10	10-11	11-12	13-14	09-10	10-11	11-12	13-14
Bathurst	$43.0	$30.5	$44.0	$64.9	$26.6	$10.5	$25.1	$64.5
Blayney	$6.4	$8.1	$16.5	$5.4	$7.5	$8.8	$8.5	$5.1
Cabonne	$19.0	$13.3	$14.6	$12.1	$13.2	$4.5	$2.5	$6.2
Cowra	$3.2	$6.0	$5.6	$5.3	$4.2	$4.4	$8.7	$7.5
Forbes	$3.4	$3.4	$1.4	$3.9	$6.4	$13.0	$16.8	$1.0
Lachlan	$2.5	$2.5	$3.0	$1.4	$7.1	$0.6	$6.8	$1.3
Lithgow	$31.2	$27.1	$23.5	$25.1	$16.9	$10.9	$18.6	$11.9
Oberon	$8.0	$3.1	$2.5	$2.8	$2.3	$1.3	$0.5	$0.4
Orange	$100.6	$67.6	$76.0	$86.4	$29.8	$39.7	$36.7	$107.1
Parkes	$8.3	$8.3	$7.2	$9.9	$18.7	$2.3	$17.3	$10.7
Weddin	$2.9	$2.4	$3.5	$4.2	$4.8	$2.7	$0.1	$1.2
Total	$228.5	$172.3	$197.8	$221.5	$137.5	$98.7	$141.6	$216.8

Note: **Data does not include alterations or additions.** Figures do not include major projects.
Source: ABS Cat 8165.0 (2012), ABS Building Approvals Catalogue 8731July 2014, A.P. SHEERE CONSULTING
Extract from RDACW Economic Profile 2014 by A.P. SHEERE CONSULTING.

During 2013-14, a total of 894 new residential dwellings (worth more than $221 million) were approved in the NSW Central West region. Houses represented approximately 89% of the total number of new residential building approvals within the region in 2013-14. The majority of residential building approvals were recorded in Orange, followed by Bathurst and Lithgow, accounting for a total of over $176 million in 2013-14. In the Lithgow LGA there were 96 residential buildings approved in 2013-2014.

Table 1.9 Number of residential building approvals, 2010-2014

Lithgow LGA	Number			Annual change		
Year (ending June 30)	Houses	Other	Total	Houses	Other	Total
2013-14	83	13	96	-12	+11	-1
2012-13	95	2	97	+21	-5	+16
2011-12	74	7	81	-7	-42	-49
2010-11	81	49	130	-15	+7	-8

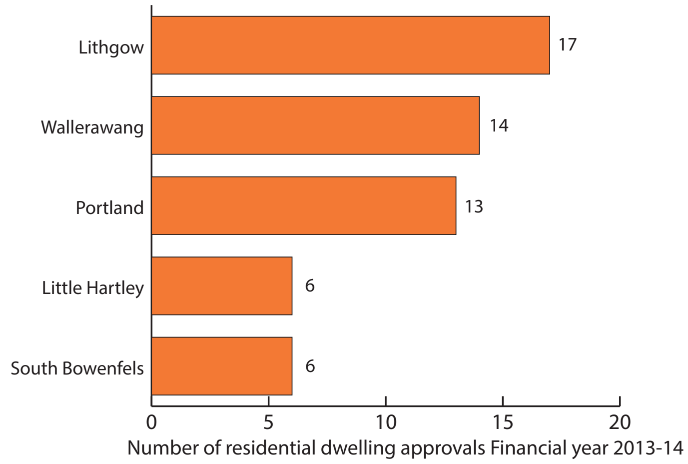
Source: ABS Cat 8165.0 (2012), ABS Building Approvals Catalogue 8731July 2014, A.P. SHEERE CONSULTING

2.7.2 Location of residential dwelling approvals

By reviewing the location of the dwelling approvals it is possible to see where most residential development activity is being undertaken. This can give an indication of those areas experiencing growth and help us to understand current and future infrastructure requirements.

2013-14 data indicated that most residential developments were found within the Lithgow urban area, followed by Wallerawang however both areas recorded fewer development approvals compared to 2012-2013. Portland also experienced significant growth with 13 residential building approvals in 2013-14 compared to 7 in 2012-13.

Figure 1.2 Top 5 locations with Lithgow LGA of residential approvals, 2013-14

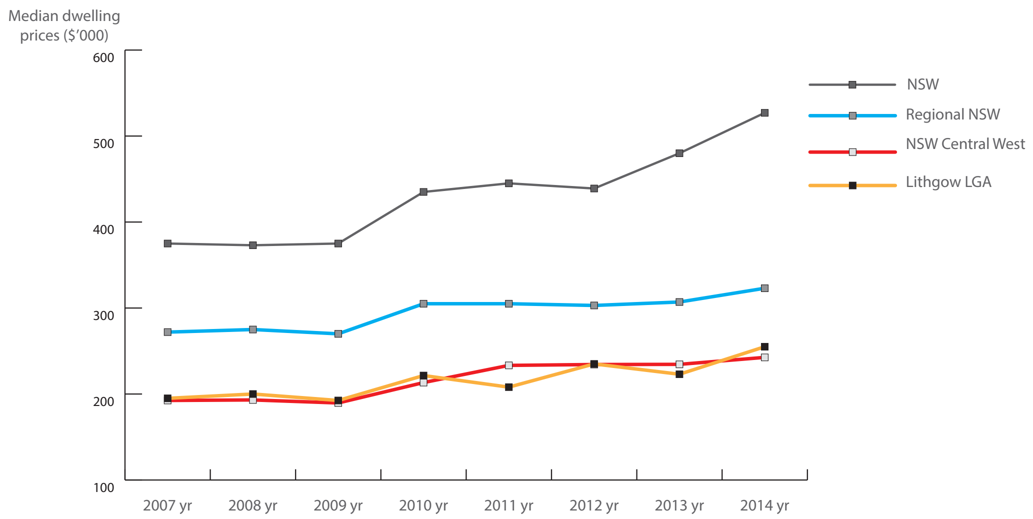


Source: Lithgow City Council 2015, A.P. SHEERE CONSULTING

2.7.3 Residential dwelling sale prices

Based on the dwelling sale price estimates provided by the NSW Department of Housing, the median dwelling price in the NSW Central West region was approximately $242,600 during the June Quarter 2014. Over the past year dwelling prices in the region increased by 8.1%. As at June 2014, Bathurst recorded the highest cost of housing in the NSW Central West region with median dwelling prices of around $349,000. Oberon and Blayney experienced significant drops in the median house price between 2013 and 2014. Lithgow, Parkes and Forbes experienced the greatest increase in median dwelling prices between 2013 and 2014. Figure 1.3 shows that the median price for Lithgow's houses reached $255,000 in June 2014 - an increase of 15.1% since June 2013.

Figure 1.3 Median dwelling prices, 2007-14



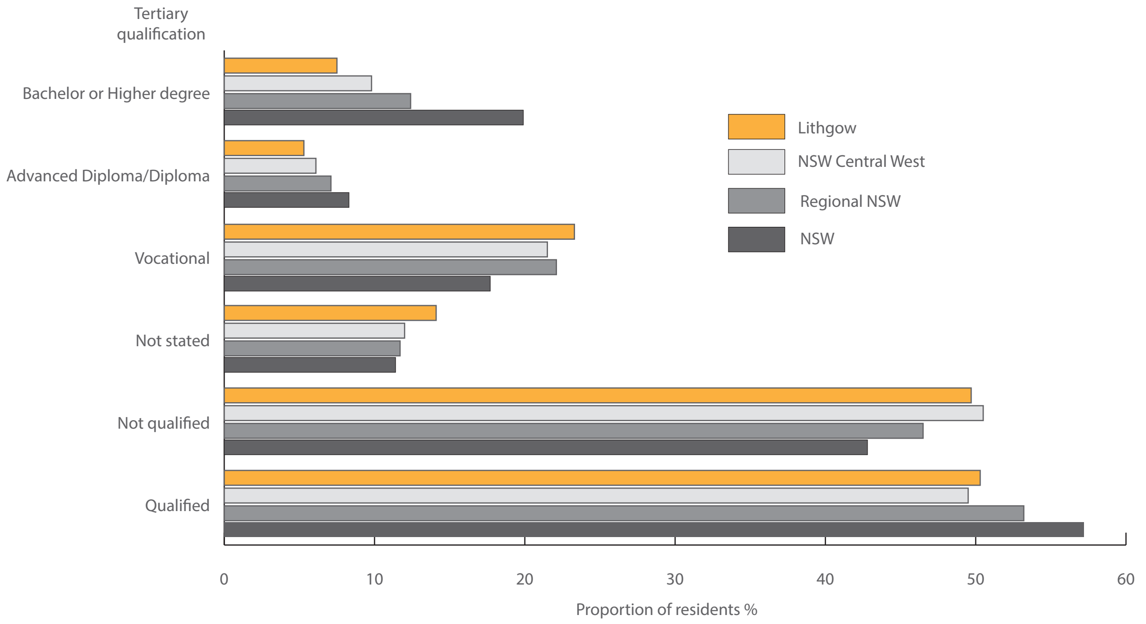
Source: NSW Department of Housing 2014, A.P. SHEERE CONSULTING

2.8 Education

According to ABS Census data, in 2011 half of Lithgow's resident population over the age of 15 were tertiary qualified (50.3%), below both the regional NSW (53.2%) and NSW (57.2%) averages. The Lithgow LGA's lower proportion of tertiary qualifications is particularly evident in the Bachelor or Higher degree level (see Figure 1.2) where the LGA has the lowest proportion of residents qualified to Bachelor or Higher degree level (7.5%) out of the 11 LGAs which constitute the NSW Central West region.

More than half of the resident population (over the age of 15) residing in the Bathurst, Blayney, Cabonne and Orange LGAs are tertiary qualified, with a higher proportion of their residents holding a diploma level or above. Conversely, the Lachlan and Weddin LGAs recorded the lowest proportion of tertiary qualified residents within the NSW Central West region. Table 2.4 provides a breakdown of Tertiary Education Qualifications by Local Government Area within the NSW Central West region in 2011.

Figure 1.4 Lithgow Tertiary Education Qualifications. 2011



Source: ABS Census 2011, Profile id

Table 2.4 Tertiary Education Qualifications by NSW Central West LGAs, 2011

LGA	Bachelor or Higher Degree	Advanced Diploma or Diploma	Vocational/ Certificate level	Not stated	Not qualified	Qualified
Bathurst	14.0%	6.9%	22.4%	13.0%	43.8%	56.2%
Blayney	10.4%	7.3%	22.8%	11.2%	48.3%	51.7%
Cabonne	12.5%	7.5%	23.0%	9.7%	47.2%	52.8%
Cowra	7.6%	5.9%	20.2%	13.9%	52.4%	47.6%
Forbes	8.7%	5.6%	21.7%	11.5%	52.5%	47.5%
Lachlan	8.1%	5.5%	16.9%	11.1%	58.4%	41.6%
Lithgow	7.5%	5.3%	23.3%	14.1%	49.7%	50.3%
Oberon	8.9%	5.4%	23.6%	12.3%	49.8%	50.2%
Orange	14%	7.4%	21.5%	11.4%	45.7%	54.3%
Parkes	8.2%	5.1%	21.6%	13.3%	51.8%	48.2%
Weddin	8.0%	5.7%	19.2%	10.8%	56.3%	43.7%
NSW CW (av)	9.8%	6.1%	21.5%	12.0%	50.5%	49.5%
Regional NSW	12.4%	7.1%	22.1%	11.7%	46.8%	53.2%
NSW	19.9%	8.3%	17.7%	11.4%	42.8%	57.2%

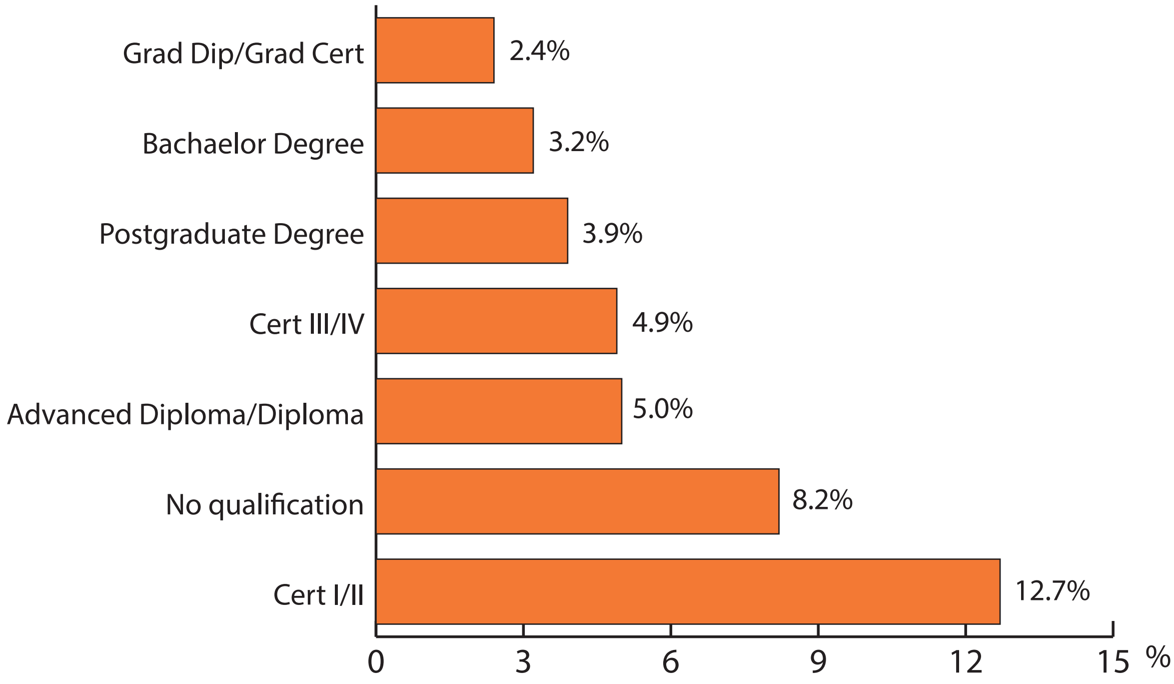
Note: Proportion of residents over the age of 15. 'Qualified' includes 'Not stated'. Based on Place of usual residence.
Source: ABS Census 2011, Profile id

2.8.1 Educational attainment and unemployment

The diagram below clearly illustrates the relationship between educational attainment and unemployment. Persons with a Certificate III or higher qualification have a significantly lower unemployment rate whilst those with no qualifications or only a Certificate I/II are more than twice as likely to be unemployed.

The unemployment rate for persons in NSW with no post-school qualification was 8.2% in 2014. For those with a Certificate III or above, the unemployment rate was on average, 3.6%.

Figure 1.5 NSW Unemployment rate by highest qualification, 2014



Source: ABS Education and Work Australia, May 2014, catalogue 6227.0. A.P. SHEERE CONSULTING

2.9 SEIFA

The Socio-Economic Indices for Areas (SEIFA) Index of Advantage/Disadvantage is published by the ABS. The SEIFA index takes into account and summarises high values (advantages) and low values (disadvantages) taken from Census variables such as households with low income (disadvantage) and people with a tertiary education (advantage). A full list of SEIFA variables can be found in Appendix A. SEIFA data helps to identify workforce skills, social issues and potential skills development within a region. A lower rank indicates that an area is relatively disadvantaged compared to an area with a higher rank.

All areas are ordered from the lowest to highest rank - the lowest rank being 1 - and placed in deciles ranging from 1 to 10 with 1 being the lowest decile of advantage/disadvantage. The area with the highest rank of 152 (having the highest level of advantage) would be placed in the 10th decile of advantage/ disadvantage.

In 2011, the SEIFA index placed the Lithgow Local Government Area in the 2nd decile of advantage and disadvantage, that is, amongst the most relative disadvantaged Local Government Areas in NSW. This means that the number of households possessing 'disadvantage' variables is significantly greater than the number of households benefiting from 'advantage' variables. Lithgow in fact had the 22nd ranking of all local government areas in NSW meaning that there were 130 other local government areas that had a higher advantage index than Lithgow.

Table 2.5 details the respective rankings of all 11 LGAs which make up the NSW Central West Lithgow's SEIFA ranking has in fact fallen (worsened) since 2006 when it was ranked 28th.

Table 2.5 Index of Relative Socio-Economic Advantage and Disadvantage, by LGA, 2011

LGA	Rank within NSW (out of 152 LGAs)	Percentile
Cabonne	111	8
Bathurst	104	7
Blayney	92	6
Orange	90	6
Oberon	79	6
Weddin	52	4
Forbes	44	3
Lachlan	39	3
Parkes	36	3
Cowra	24	2
Lithgow	22	2

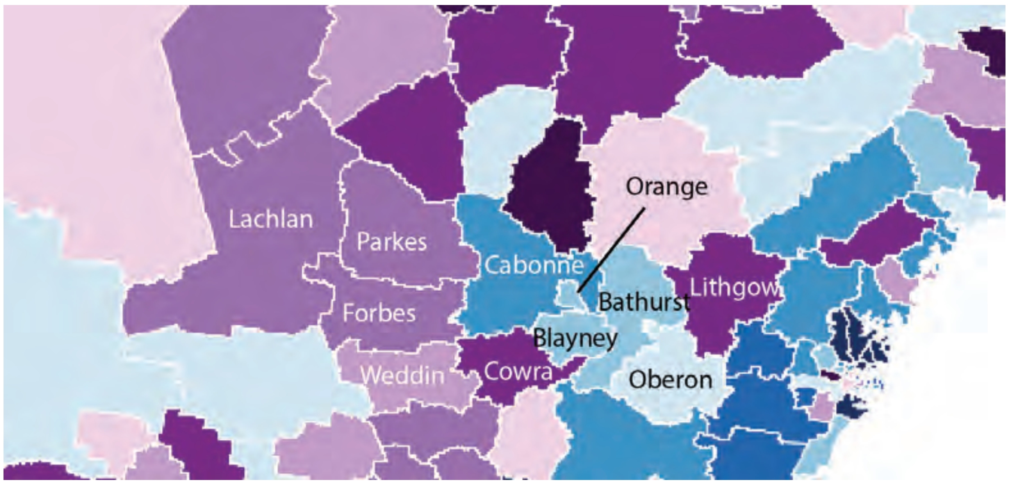
Source: ABS 2011, A.P. SHEERE CONSULTING

Bathurst and Cabonne have the highest SEIFA rankings amongst the LGAs listed above, followed by Blayney, Oberon and Orange which share the same percentile ranking. These are socio-economically more advantaged than the other LGAs listed. These results are attributable to some extent to a relatively higher proportion of their respective resident population being tertiary qualified and other economic and social factors.

Access to higher education is also an important factor. In addition to the newly established University of Notre Damn medical campus and the more recent opening of the new UWSCollege in Lithgow, should both help to address issues relating to access to higher education within the Lithgow LGA.

Figure 1.4 illustrates the pattern of comparative advantage and disadvantage across the Central West and region at the LGA level. The LGAs with higher incidence of socio-economic disadvantage are depicted in shades of purple (the darker the less advantaged), whereas LGAs with higher socio-economic advantage are depicted in shades of blue (the darker the greater advantage).

Figure 1.4 Index of Relative Socio-Economic Advantage and Disadvantage by LGA, 2011



Source: ABS 2011, A.P. SHEERE CONSULTING

The comparatively low SEIFA ranking indicates a lower level of disposable income and educational attainment in general with repercussions in areas such as employment status. Initiatives to address low SEIFA rankings include developing training and education programs which encourage the local community to up-skill. Opportunities also exist to identify gaps in the provision of facilities, services and leisure activities which are not reliant upon high disposable income such as adventure parks and community training programs.

2.10 Employment status

2.10.1 Labour force participation rates

Lithgow City's employment statistics are an important indicator of socio-economic status. The levels of full or part-time employment, unemployment and labour force participation indicate the strength of the local economy and social characteristics of the population. Employment status is linked to a number of factors including age structure, which influences the number of people in the workforce; the economic base and employment opportunities available in the area and; the education and skill base of the population.

Workforce Participation Rates are based upon the resident population over the age of 15 years who are either employed or are actively looking for work. The number of people who are no longer actively searching for work would not be included in the participation rate. A region's Workforce Participation Rate helps to identify local workforce availability which in turn provides opportunities for businesses looking to expand and new businesses looking to establish themselves in the region.

It also reflects the relative advantage and productivity of an economy as the rates indicate the level of capable workers that are contributing to the economy. A falling participation rate can also highlight the demographic composition of a region with an aging population resulting in fewer people within the workforce itself. A low participation rate can indicate disharmony or recession in an economy with people of working age opting to not actively look for work.

Table 3.7 Labour Force Participation Rates 2006-2011

LGA	2006	2011	Change (%)
Bathurst	60.5%	60.7%	0.2%
Cabonne	61.5%	62.5%	1.0%
Lithgow	53.1%	53.0%	-0.1%
Oberon	61.4%	60.8%	-0.6%
Orange	59.8%	60.9%	1.1%
NSW CW (av)	58.5%	57.6%	-0.9%
Regional NSW	55.9%	56.4%	0.5%
NSW	58.9%	59.7%	0.8%

Source: ABS Census 2006 and 2011, Profile id, A.P. SHEERE CONSULTING

Lithgow had a comparatively low participation rate of 53% in 2011 which declined by 0.1% from 2006. Cabonne had a participation rate of 61.5% , followed by Oberon (61.4%) and Bathurst (60.5%). Lithgow's labour force participation rate is below the average for the NSW Central West indicating that fewer people of working age are in fact actively looking for work.

2.10.2 Unemployment rates

The unemployment rate is derived from the ABS labour force survey and Centrelink data and compiled by the Department of Employment. It is published quarterly in the Small Area Labour Markets publication, for local government areas. The unemployment rate shown here is the proportion of the labour force (those in work or looking for work, and aged over 15) who are looking for work. Unemployment does not include people who don't have a job but are not seeking a job. A low unemployment rate can indicate an affluent area with a high rate of access to jobs, or a place where those who can't find jobs leave the area. A high rate can indicate a declining economy with closures of key industries, or a residential area with a significantly disadvantaged population.

According to the Department of Employment, in June 2014, Cabonne (3.9%), followed by Oberon (5.0%) and Orange (5.3%) recorded low unemployment rates within the NSW Central West whilst the Cowra and Lithgow LGAs had unemployment rates of over 8.0%, considerably above the NSW Central West and NSW State averages. Table 3.8 provides the historic and the current unemployment rates for each of the 11 LGAs that form the NSW Central West.

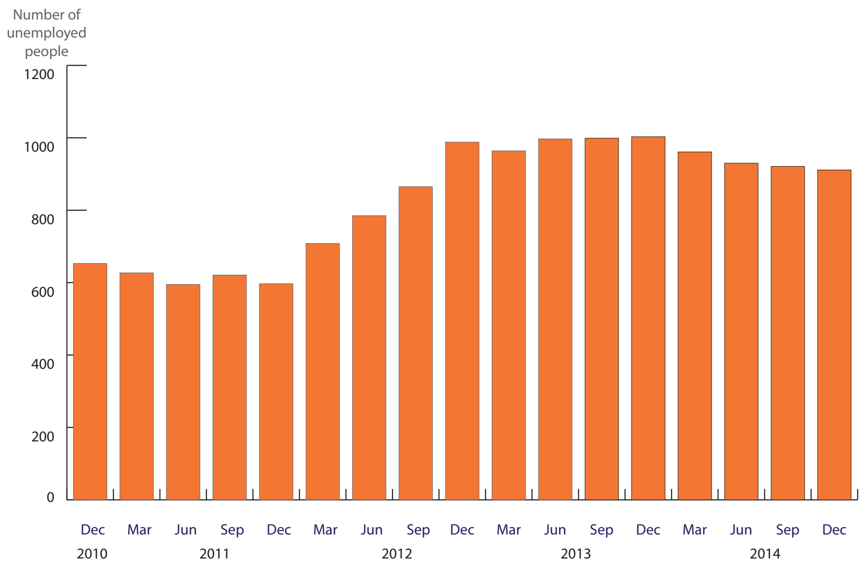
Table 3.8 Comparative Unemployment Rates (%) as at June by LGA 2010-14

LGA	June 2010	June 2011	June 2012	June 2013	June 2014
Bathurst	4.9%	4.9%	4.7%	6.9%	5.8%
Blayney	4.2%	3.9%	3.6%	5.2%	5.4%
Cabonne	4.1%	3.8%	3.8%	4.1%	3.9%
Cowra	6.5%	6.8%	7.3%	10.7%	9.4%
Forbes	5.1%	4.9%	5.3%	7.7%	6.7%
Lachlan	5.6%	5.0%	4.9%	6.7%	5.9%
Lithgow	6.6%	6.2%	6.9%	10.2%	8.8%
Oberon	3.0%	3.4%	3.8%	5.6%	5.0%
Orange	4.5%	4.5%	4.1%	5.7%	5.3%
Parkes	6.1%	5.7%	5.5%	8.0%	7.4%
Weddin	3.9%	3.3%	4.2%	6.7%	5.7%
NSW CW (Av)	5.0%	4.8%	4.9%	7.0%	6.3%
NSW	5.7%	5.1%	5.2%	5.2%	5.7%

Note: Figures are as at the end of June each year   Source: Department of Employment 2014, A.P SHEERE CONSULTING

Figure 1.7 shows Lithgow's quarterly unemployment rates from 2011 to December 2014. This illustrates that in the 2014 December quarter, the unemployment rate in Lithgow increased to 9%.

Figure 1.7 Quarterly unemployment estimates for Lithgow, 2011 - 2014



Source: Department of Employment 2014, Profile iD, A.P SHEERE CONSULTING

2.11 Resident employment by industry

Those sectors employing most of Lithgow's residents according to Census 2011 data were Mining (998) followed by Health Care and Social Assistance (885) and Retail Trade (802). The industries which experienced the most growth in terms of resident employment were as follows:

Industry sector	Increase in job numbers 2006-2011
Mining	+224
Health Care and Social Assistance	+120
Transport, Postal and Warehousing	+58
Public Administration and Safety	+44
Education and Training	+39

The Mining sector which is heavily influenced by international markets, shows the greatest capacity for fluctuations which can have a major impact on a community such as Lithgow that heavily relies upon it for work. In 2011, the Mining sector employed 12.4% of the total Lithgow resident workforce second to the Health Care and Social Assistance sector at 11%. The major concern here is that many of these Mining jobs are concentrated in a handful of businesses hence, as has been experienced in the past and currently, any job losses tend to be on a large scale and hence may have an immediate impact upon the community. Other industry sectors showing a greater tendency to fluctuate include: agriculture, forestry and fishing and manufacturing which experienced the largest declines in resident employment.

Table 3.0 Lithgow's Resident Employment by Industry, 2006 – 2011

Industry sector of employment	2006 Number	2011 Number	2011 % of total	# Change 2006 to 2011
Agriculture, Forestry and Fishing	261	216	2.7	-45
Mining	774	998	12.4	+224
Manufacturing	631	542	6.7	-89
Electricity, Gas, Water and Waste Services	392	350	4.3	-42
Construction	475	471	5.8	-4
Retail Trade	865	802	10.0	-63
Wholesale trade	142	156	1.9	+14
Accommodation and Food Services	676	671	8.3	-5
Transport, Postal and Warehousing	406	464	5.8	+58
Information Media and Telecommunications	56	52	0.6	-4
Financial and Insurance Services	142	133	1.7	-9
Rental, Hiring and Real Estate Services	86	77	1.0	-9
Professional, Scientific and Technical Services	217	247	3.1	+30
Administrative and Support Services	243	274	3.4	+31
Public Administration and Safety	637	681	8.5	+44
Education and Training	464	503	6.2	+39
Health Care and Social Assistance	765	885	11.0	+120
Arts and Recreation Services	74	81	1.0	+7
Other Services	260	288	3.6	+28
Inadequately described or not stated	151	167	2.1	+16
Total employed persons aged 15+	7,717	8,058	100.0	+341

Source: ABS CENSUS data 2006 and 2011 Based on Place of Usual Residence, A.P. SHEERE CONSULTING

It is well documented that since the last Census in 2011, the Lithgow region has experienced significant job losses and this should be taken into consideration when reviewing and interpreting this employment data.

2.12 Occupational analysis

Table 3.1 below shows that at the 2011 Census, people living in the Lithgow Local Government Area were more likely than people in NSW as a whole to be employed in technical and trades, machinery operating and driving and labouring. In 2011 Mining was listed as the highest employer and it is feasible that many of these positions would have been held in this industry sector. The table also indicates that the third highest occupation of the Lithgow resident workforce is as clerical and administrative workers. This reflects the growth in this sector and the fact that Lithgow is home to a series of call centres requiring such skills.

Table 3.1 Lithgow residents' occupations, 2011

Occupation	Lithgow	Lithgow %	NSW CW %	NSW %
Managers	760	9.4	15.5	13.3
Professionals	983	12.2	16.0	22.7
Technicians and Trades Workers	1,423	17.7	14.9	13.2
Community and Personal Service Workers	955	11.8	10.1	9.5
Clerical and Administrative Workers	1,065	13.2	12.4	15.1
Sales Workers	672	8.3	8.8	9.3
Machinery Operators And Drivers	1,147	14.2	9.1	6.4
Labourers	923	11.5	11.7	8.7
Inadequately described	133	1.6	1.6	1.8
Total employed persons aged 15+	8,061	100.0	100.0	100.0

Note: Based on residents 15 years and over
Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING

2.12.1 Occupational analysis over time

Table 3.2 illustrated that between 2006 and 2011 most occupations experienced growth with Machinery Operators and Drivers gaining 126 positions. The number of Managers, Sales Workers and Labourers fell during this period.

Table 3.2 Occupational analysis over time, 1996 - 2011

Occupation	1996	2001	2006	2011	Change 2011- 2006
Managers	747	815	817	760	-57
Professionals	740	792	889	983	+94
Technicians and Trades Workers	1530	1384	1362	1,423	+61
Community and Personal Service Workers	630	735	855	955	+100
Clerical and Administrative Workers	782	834	1004	1,065	+61
Sales Workers	555	693	690	672	-18
Machinery Operators And Drivers	1471	1116	1021	1,147	+126
Labourers	882	861	950	923	-27
Inadequately described	198	155	130	133	+3
Total employed persons aged 15+	7535	7385	7718	8,061	+343

Note: Based on residents 15 years and over
Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING

2.13 Income Levels

2.13.1 Weekly gross individual income levels for Lithgow resident workforce 2011

Table 3.3 illustrates that in 2011, the largest percentage of Lithgow's working population (14%) either earn between $200-$299 per week or $300-$399, followed by $400 - $599 per week (12.8%). Most people in NSW earn $400-$599 per week. The Department of Human Services defines 'low income earners' as those individuals earning gross weekly income which is less than $527.00. Therefore, approximately 50% of the resident workforce are low income earners.

5.2 % earn over $2 000 per week which can be partly attributed to the high numbers of resident workforce working in the Mining industry which is historically a well paid industry sector in Lithgow. This is however, less than the 6.6% earning $2000 or more in NSW.

Table 3.3 Gross weekly income levels for Lithgow residents, 2011

	2011		
Weekly gross income	Number	%	NSW %
Negative Income/ Nil income	1,087	6.6	8.6
$1-$199	1,194	7.3	7.3
$200-$299	2,302	14.0	10.7
$300-$399	2,286	14.0	10.2
$400-$599	2,091	12.8	11.5
$600-$799	1,531	9.3	10.1
$800-$999	949	5.8	7.9
$1000-$1249	965	5.9	7.5
$1250-$1499	624	3.8	5.3
$1500-$1999	901	5.5	6.5
$2000 or more	858	5.2	6.6
Not stated	1,599	9.8	8.0
Total persons aged 15+	16,387	100.0	100.0

Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING

2.13.2 Income levels by occupation, 2011

By far the greatest number of individuals earning over $2,000 in 2011 were Technicians and Trades Workers (274) followed by Machinery Operators and Drivers (249). These figures have increased significantly since 2006 where the number of Technicians and Trades Workers earning over $2000, for example, was 108 persons. This is possibly attributable to the increase in residents working in the Mining sector which occurred during the 2011 Census and illustrates the impact of fluctuations within the Mining sector.

Those earning $599 or less per week, were mainly working as Labourers, Community and Personal Service Workers and Sales Workers.

Table 3.4 Income level by occupation, 2011

Weekly income	Managers	Professionals	Technicians and Trades Workers	Community and Personal Service Workers	Clerical and Administrative Workers	Sales Workers	Machinery Operators and Drivers	Labourers	Inadequately described	Not stated	Total
$1-$199 ($1-$10,399)	28	31	18	59	35	130	14	117	5	6	443
$200-$299 ($10,400-$15,599)	30	30	34	76	39	74	17	99	0	6	405
$300-$399 ($15,600-$20,799)	26	35	86	109	80	91	27	96	4	7	561
$400-$599 ($20,800-$31,199)	95	94	161	211	174	142	54	179	8	8	1126
$600-$799 ($31,200-$41,599)	97	104	209	173	222	102	121	186	7	6	1227
$800-$999 ($41,600-$51,999)	84	101	164	79	157	44	112	83	5	8	837
$1,000-$1,249 ($52,000-$64,999)	79	130	168	68	186	35	156	58	12	4	896
$1,250-$1,499 ($65,000-$77,999)	54	115	113	61	77	13	127	29	13	0	602
$1,500-$1,999 ($78,000-$103,999)	104	216	151	87	44	6	230	33	3	0	874
$2,000 or more ($104,000 or more)	126	112	**274**	17	29	7	**249**	9	6	3	832
Not stated	9	10	31	11	14	19	29	26	3	15	167
Total	759	984	1424	957	1064	669	1147	923	66	69	8062

Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING

2.13.3 Median income levels, 2011

The median is an average and is found by arranging values in sequence and finding the middle value, so that 50% of the samples are above, and 50% of the samples are below the median. The median gives the 50th percentile and is not skewed by sample extremes. Household Income is also an important indicator of socio-economic status. The amount of income a family generates is linked to a number of factors including:

- the number of workers in the household;
- the percentage of people unemployed or on other income support benefits; and
- the type of employment undertaken by the household members.

Table 3.5 illustrates that households in the Lithgow LGA in 2011 had a median income of $896. This this was $65 less than Regional NSW and $341 less than the NSW median.

Within the City, median household incomes range from a low of $738 in Morts Estate - Oaky Park - Vale Of Clwydd to a high of $1,279 in South Bowenfels - Littleton - South Littleton.

Table 3.5 Median Household income, 2011

Area	Median household income ($)
Bowenfels	774
Lithgow - Hermitage Flat and District	808
Morts Estate - Oaky Park - Vale Of Clwydd	738
Portland	1,004
Rural North - Marrangaroo	1,168
Rural South - Little Hartley	1,185
South Bowenfels - Littleton - South Littleton	1,279
Wallerawang - Lidsdale	1,207
Lithgow Urban Area	872
Lithgow City	896
Regional NSW	961
Bathurst Region	1,142
Upper Blue Mountains	880
Mid-Western Regional Council area	929
New South Wales	1,237
Australia	1,242

Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING

2.13.4 Low income households (less than $600 per week)

Low income households are those households which have a combined gross income of less than $600 per week before tax in 2011. The figures presented here are taken from the Lithgow Profile id which chose this threshold because it is close to the bottom 25% of households Australia-wide. As the The Department of Human Services defines 'low income earners' as those individuals who have a gross weekly income which is less than $527.00, the figure of $600.00 is a considerate level. In addition to this, the population for the calculation of percentages is all occupied private dwellings (households).

Household income is an important indicator of socio-economic status in the Lithgow LGA. The amount of income a household generates is linked to the number of workers in the household; the number who are unemployed or on other income support benefits; and the type of employment undertaken by the household members. It is important to remember that households vary in size, so that some areas have a greater number of dependents per income generated than others.

Table 3.6 details the location of the low income households within the Lithgow LGA. In 2011, 29.4% of the Lithgow LGA's total households were classed as low income compared to 25.3% in Regional NSW.

Lithgow had a comparatively higher proportion of low income households, but it is important to note that this varied across the region. Proportions ranged from a low of 20.8% in Rural South - Little Hartley to a high of 36.7% in Morts Estate - Oaky Park - Vale Of Clwydd. The five areas with the highest percentages were:

- Morts Estate - Oaky Park - Vale Of Clwydd (36.7%)
- Bowenfels (35.3%)
- Lithgow - Hermitage Flat and District (33.7%)
- Lithgow Urban Area (32.7%)
- Portland (26.6%)

Table 3.6 Location of low income households, 2011

Area	Number	Total households	Percent %
Bowenfels	277	783	35.3
Lithgow - Hermitage Flat and District	918	2,723	33.7
Morts Estate - Oaky Park - Vale Of Clwydd	211	574	36.7
Portland	242	909	26.6
Rural North - Marrangaroo	169	681	24.8
Rural South - Little Hartley	176	849	20.8
South Bowenfels - Littleton - South Littleton	194	807	24.0
Wallerawang - Lidsdale	191	777	24.6
Lithgow Urban Area	1,600	4,887	32.7
Lithgow LGA	2,387	8,116	29.4
Regional NSW	252,474	997,644	25.3
Central West SA4	19,370	76,930	25.2
Bathurst Region	3,065	14,317	21.4
Upper Blue Mountains	1,779	6,452	27.6
Mid-Western Regional Council area	2,341	8,926	26.2
New South Wales	508,979	2,599,174	19.6
Australia	1,565,987	8,181,750	19.1

Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING

2.13.5 Department of Social Services data, 2013-14

Department of Social Services data indicates that during December 2014, at least 14,679 benefit payments were made to Lithgow residents. This represented an increase of 549 payments since September 2013 or 3.9%. The majority of payments were for Pensioner Concession Cards at 39.2% followed by Age Pension at 22.6%. These two payment types consistently increased between September 2013 and December 2014. Payments which increased the most during the same period were 'Low income card' (16.2%) and Newstart Allowance (11.4%). According to Lithgow Centrelink, in December 2014, 6,861 low income payments were made.

Table 3.6 Social Services payments made to Lithgow residents, Sept 2013 to Dec 2014

Welfare payment type	Sep-13	Mar-14	Sep-14	Dec-14	Dec 14 %	Change Sept 13 to Dec 14	% change
Age Pension	3187	3244	3289	3313	22.6	126	+4.0 %
Carer allowance	744	755	754	764	5.2	20	+2.7 %
Disability support pension	1332	1337	1344	1341	9.1	9	+0.7 %
Healthcare card	1506	1490	1514	1520	10.4	14	+0.9 %
Low income card	185	178	197	215	1.5	30	+16.2 %
Newstart allowance	922	982	1012	1027	7.0	105	+11.4 %
Parenting Payment Partnered	120	106	105	108	0.7	-12	-10.0 %
Parenting Payment Single	342	376	360	379	2.6	37	+10.8 %
Pensioner Concession Card	5512	5642	5731	5756	39.2	244	+4.4 %
Youth Allowance other	178	192	153	178	1.2	0	0.0
Youth Allowance student and apprentice	102	83	92	78	0.5	-24	-23.5 %
Total	14130	14385	14551	14679	100	549	3.9 %

Source: Department of Social Services, 2013-14, A.P. SHEERE CONSULTING

2.14 Jobs in Lithgow by Industry

Table 3.7 shows for that the biggest employers in the Lithgow Local Government Area (in 2011) are the Mining and Health Care and Social Assistance sectors. Combined, these industries employed 25.6% or 1,914 workers in 2011, who originated from Lithgow and elsewhere. Both sectors experienced an increase in local jobs available between 2006 and 2011. It is well documented, however, that recently the Lithgow LGA has suffered from extensive jobs losses in the Mining sector and this needs to be taken in to consideration when reviewing 2011 data.

Table 3.7 Jobs in Lithgow by industry sector, 2006 - 2011

Industry	2011	%	2006	Change 2006-2011
Agriculture, Forestry and Fishing	191	2.6	190	1
Mining	1111	14.9	834	277
Manufacturing	504	6.7	513	-9
Electricity, Gas, Water and Waste Services	379	5.1	394	-15
Construction	347	4.6	313	34
Wholesale Trade	146	2.0	116	30
Retail Trade	721	9.6	795	-74
Accommodation and Food Services	637	8.5	591	46
Transport, Postal and Warehousing	363	4.9	333	30
Information Media and Telecommunications	32	0.4	50	-18
Financial and Insurance Services	130	1.7	144	-14
Rental, Hiring and Real Estate Services	73	1.0	85	-12
Professional, Scientific and Technical Services	205	2.7	193	12
Administrative and Support Services	224	3.0	192	32
Public Administration and Safety	719	9.6	634	85
Education and Training	546	7.3	477	69
Health Care and Social Assistance	803	10.7	675	128
Arts and Recreation Services	52	0.7	53	-1
Other Services	256	3.4	220	36
Inadequately described	38	0.5	50	-12
Not stated	3	0.0		3
Not applicable	0	0.0	0	0
Total	7480	100.0	6852	+628

Source: ABS Census 2006 and 2011, A.P. SHEERE CONSULTING

2.15 Persons with workplace in Lithgow

Journey to work data compiled by the ABS 2011 Census and NSW Transport Data Centre also indicates where people travel from to work in Lithgow. Journey to Work data shows how many workers live within the Lithgow LGA, how many commute from other areas and which areas they commute from. Understanding where workers reside assists in planning and advocacy for roads and public transport provision but also helps to clarify economic and employment drivers across areas and assists in understanding the degree to which the Lithgow LGA provides local employment.

According to the Census 2011, 7,480 persons worked in the Lithgow LGA. Of these, 6,144 people or 82.1% also lived in the Lithgow LGA (see table 3.8). The Blue Mountains and Bathurst attracted the most workers from outside the Lithgow LGA.

Table 3.8 Origin of workers in Lithgow 2011

Local Government Area origin of workers in Lithgow (top 8 LGAs)	Number of workers in Lithgow LGA	% 2011
Lithgow	6,144	82.1
Blue Mountains	535	7.2
Bathurst Regional	397	5.3
Mid-Western Regional	59	0.8
Oberon	53	0.7
Hawkesbury	38	0.5
Penrith	14	0.2
Orange	12	0.2

Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING

2.16 Lithgow resident's place of work

The majority of Lithgow's working residents do not leave the Lithgow LGA, with 76% of them (or 6,144) working within the Lithgow LGA. 15% are cited as working outside the Lithgow LGA.

Table 3.9 Lithgow resident's place of work, 2011

Lithgow working residents	Number 2011	%
Live and work in the LGA	6144	76.2
Live in the LGA but work outside	1212	15.0
Work location unknown	705	8.7
Total employed residents	8061	100

Source: ABS Census 2011, Profile id, A.P. SHEERE CONSULTING

What are the consequences of a high containment ratio and why is it high?

A high containment ratio can be partly attributed to the diversity of an economy; extensive size of the LGA and significant distance to job opportunities in other areas including metropolitan areas. One result of this is that the principal economic benefits of a workforce are kept within the region with local spending in particular captured within the local LGA.

This also means however, that if the LGA experiences job losses particularly in specialised industries or industry fluctuations, resident workers do not have a large employment pool to source new work locally and the economic loss is greatly felt within the LGA.

In addition to this, if the workforce has been accustomed to working within close proximity to their residence, they may be less inclined to seek employment outside the area and commuting. They may in fact feel pressurised into leaving the region entirely to seek employment within the industry/sectors in which they specialise in. Again, this impacts negatively both socially and economically on the entire LGA.

2.16.1 Where and in which industries Lithgow residents work

Table 3.10 indicates that Lithgow residents mainly leave the Local Government Area to work in Health Care and Social Assistance (209 residents), Public Administration and Safety (168 residents), Construction (163 residents) and retail trade (143 residents). Of those residents that leave Lithgow Local Government Area for work, the majority travel to the Blue Mountains Local Government Area (5.3% of resident workforce) and Bathurst Local Government Area (3.7% of resident workforce).

Most of those working residents who travel to Bathurst, work in Public Administration and Safety. Those who travel to the Blue Mountains mainly work in Health Care and Social Assistance.

Table 3.10 Where and in which industries Lithgow residents work, 2011

	LGA place of work (NSW)												
Industry of employment	Lithgow	Blue Mountains	Bathurst	Mid-Western	Oberon	Sydney	Penrith	Hawkesbury	Parramatta	Blacktown	Orange	Other	Total
Agriculture, Forestry and Fishing	168	0	6	12	8	0	0	0	0	0	0	22	216
Mining	881	0	0	27	0	3	0	0	0	0	0	72	983
Manufacturing	420	8	32	4	19	0	5	0	0	3	0	37	528
Electricity, Gas, Water and Waste Services	304	10	6	4	0	0	0	0	0	0	0	24	348
Construction	295	18	11	6	0	0	0	0	0	4	0	124	458
Wholesale Trade	118	10	6	0	0	0	0	6	4	3	0	8	155
Retail Trade	646	49	42	5	3	0	7	5	0	0	0	32	789
Accommodation and Food Services	559	56	9	0	5	0	0	5	3	0	0	27	664
Transport, Postal and Warehousing	310	32	9	0	0	11	0	0	0	7	0	83	452
Information Media and Telecommunications	32	3	7	0	0	3	0	0	0	0	0	10	55
Financial and Insurance Services	115	5	3	4	0	3	0	0	0	0	0	3	133
Rental, Hiring and Real Estate Services	65	3	4	5	0	0	0	0	0	0	0	0	77
Professional, Scientific and Technical Services	181	12	15	7	0	13	0	0	0	0	0	15	243
Administrative and Support Services	194	12	11	0	4	3	0	0	4	4	0	42	274
Public Administration and Safety	510	46	43	0	10	6	5	0	4	0	6	48	678
Education and Training	374	27	36	6	4	5	8	0	4	0	10	24	498
Health Care and Social Assistance	663	90	41	7	0	0	7	4	6	0	3	51	872
Arts and Recreation Services	49	8	3	0	8	0	0	6	0	0	0	6	80
Other Services	228	26	7	5	0	3	6	0	0	0	0	13	288
Inadequately described	35	5	0	0	0	0	0	0	0	0	0	22	62
Not stated/not applicable	3	0	0	0	0	0	0	0	0	0	0	0	3
Total	6150	420	291	92	61	50	38	26	25	21	19	663	7856

Source: ABS Census 2011, A.P. SHEERE CONSULTING

2.17 Number of registered businesses in the Lithgow LGA

The ABS releases information regarding the number of registered businesses by Local Government Area. This publication presents counts of businesses based on snapshots of actively trading businesses as at June 2010, 2011, 2012, 2013 and 2014 from the Australian Bureau of Statistics Business Register (ABSBR). This publication contains counts and rates of business entries and exits from the Australian economy as well as counts and rates pertaining to the survival of businesses.

The ABS (81650) publication only includes businesses which actively traded in goods or services during the reference period in question. This data indicates that in June 2013, there were 1,263 registered businesses in the Lithgow LGA. This increased to 1,296 in June 2014 which equates to an increase of 2.6% between 2013 and 2014.

Most businesses in June 2014 were 'non employing' or sole traders (789 businesses or 61%) and the majority classified themselves within the Agriculture, Forestry and Fishing industry sector (255 registered businesses). This was followed by Construction businesses (237) then Transport, Postal and Warehousing businesses (118). Table 3.11 illustrates the diversity of registered businesses in the Lithgow LGA as at June 2014.

Table 3.11 Registered businesses in Lithgow, June 2014

Industry	Non employing	1-4	5-19	20-199	200+	Total
Agriculture, Forestry and Fishing	225	26	4	0	0	255
Mining	6	3	6	0	0	15
Manufacturing	26	18	12	0	0	56
Electricity, Gas, Water and Waste Services	0	0	0	0	0	0
Construction	131	86	14	6	0	237
Wholesale Trade	15	12	5	0	0	32
Retail trade	45	32	17	6	0	100
Accommodation and food services	25	34	19	0	0	78
Transport, Postal and Warehousing	67	40	8	3	0	118
Information Media and Telecommunications	6	0	0	0	0	6
Financial and Insurance Services	35	6	3	0	0	44
Rental, Hiring and Real Estate Services	73	11	6	0	0	90
Professional, Scientific and Technical Services	38	25	8	3	0	74
Administrative and Support Services	15	6	0	0	0	21
Public Administration and Safety	6					9
Education and Training	6	6	7	0	0	19
Health Care and Social Assistance	36	11	11	4	0	62
Arts and Recreation Services	14	3	0	0	0	17
Other Services	17	26	11	0	0	54
Unknown	3	3	0	3	0	9
Total	789	348	131	25	0	1296

Source: 81650 Counts of Australian Businesses, including Entries and Exits, Jun 2014, A.P. SHEERE CONSULTING

2.18 Gross Regional Product

Industry Gross Regional Product (GRP) contribution identifies the value of final goods and services produced in the local economy and provides an insight into the size of the economy and the key industries that are creating value in the region. Industry GRP also highlights any reliance and dominance of particular sectors within a region.

The 11 LGAs within the NSW Central West region recorded an estimated GRP of $9.65 billion in 2014 representing 2.05% of the State's Gross State Product (GSP). Bathurst, Lithgow and Orange accounted for approximately 63% of the NSW Central West region's estimated GRP in 2014.

The GRP contributions for Bathurst were primarily driven by key sectors including Manufacturing, Education and Training, Public Administration and Safety, and Health Care and Social Assistance. The Mining and Energy sectors were the major contributors to Lithgow's and Orange's economy.

Lithgow recorded one of the highest growths in GRP between 2011- 2014 at 13.2% (see Table 3.11)

Table 3.11 GRP contributions by LGA 2011-14

LGA	GRP 2014 $m	GRP 2011 $m	% Change 2011-14	% Average annual growth 2010-11 to 2013-14	% of NSW CW GRP
Bathurst	$1,859.4	$1,767.4	5.2%	1.3%	19.3%
Blayney	$472.7	$429.8	10.0%	2.5%	4.9%
Cabonne	$849.5	$792.7	7.2%	1.8%	8.8%
Cowra	$437.3	$425.7	2.7%	0.7%	4.5%
Forbes	$398.3	$355.5	12.0%	3.0%	4.1%
Lachlan	$276.0	$272.2	1.4%	0.3%	2.9%
Lithgow	$1,540.9	$1,361.2	13.2%	3.3%	16.0%
Oberon	$222.3	$233.7	-4.9%	-1.2%	2.3%
Orange	$2,697.4	$2,187.5	23.3%	5.8%	27.9%
Parkes	$774.1	$752.0	2.9%	0.7%	8.0%
Weddin	$126.3	$127.0	-0.6%	-0.1%	1.3%
NSW CW	$9654.1 (total)	$8704.5 (total)	10.9% (av)	2.7%	100.0

Note: GRP at Market Prices. 2014
Source: NSW Central West Regional Economic Profile - NIEIR, A.P. SHEERE CONSULTING

2.18.1 Industry GRP Contribution ($m) in the Lithgow LGA 2014

Gross Regional Product contributions for the Lithgow LGA in 2014 estimated that in 2013-2014 the gross regional product for Lithgow Local Government Area was approximately $1,540.9 million. The Mining sector by far contributed the most, at $625.32 million or 40.6% of the total GRP. The Mining sector also provided the most jobs locally at 14.9% (2011). The Construction sector contributed the second most GRP at $186.55 million or 12.1% of the total GRP but only provided 4.6% of the total number of local jobs. See Table 3.12).

Table 3.12 GRP contributions by industry type, 2013-14

Industry Sector	GRP Contribution ($m)	% Contribution 2013-14	% Share of jobs in Lithgow LGA
Agriculture, Forestry and Fishing	21.55	1.4	2.6%
Mining	625.32	40.6	14.9%
Manufacturing	63.12	4.1	6.7%
Electricity, Gas, Water and Waste Services	110.43	7.2	5.1%
Construction	186.55	12.1	4.6%
Wholesale Trade	19.63	1.3	2.0%
Retail Trade	39.77	2.6	9.6%
Accommodation and Food Services	39.60	2.6	8.5%
Transport, Postal and Warehousing	51.25	3.3	4.9%
Information Media and Telecommunications	8.73	0.6	0.4%
Financial and Insurance Services	26.05	1.7	1.7%
Rental, Hiring and Real Estate Services	13.34	0.9	1.0%
Professional, Scientific and Technical Services	18.13	1.2	2.7%
Administrative and Support Services	33.78	2.2	3.0%
Public Administration and Safety	91.57	5.9	9.6%
Education and Training	50.81	3.3	7.3%
Health Care and Social Assistance	61.18	4.0	10.7%
Arts and Recreation Services	4.14	0.3	0.7%
Other Services	17.93	1.2	3.4%
(Ownership of dwellings)	58.02	3.8	-
Total ($m)	$1540.90	100.0	-

Source: NSW Central West Regional Economic Profile - NIEIR, A.P. SHEERE CONSULTING

2.19 Summary of Social and Economic Analysis

Unless specified data relates to Census 2011 data.

- The Lithgow population had an estimated resident population of 20,161 persons according to the ABS Census in 2011. This represented an increase of 401 persons or 2% between 2006 and 2011.
- Estimated Resident Population figures dated June 2013 indicate that between 2012 and 2013 the population of the Lithgow LGA grew by 0.5% reaching 21,118 persons.
- Lithgow has a comparatively large resident population which is of retirement age with 18.1% of residents aged over 65 years compared to 14.7% in NSW and 13.9% in Bathurst.
- The median age of residents is 42 years which is above NSW's median of 38 years but again almost equal to the NSW Central West figure and Regional NSW, of 41 years.
- Population projections and projected age profiles of the Lithgow LGA illustrate that the greatest change will occur in the 65+ age bracket where a projected increase of 12.6% is expected between 2011 and 2031.
- The greatest population decline is expected to be from families or the following age groups: 0-14 yrs, 15-24 yrs and 45-54yrs - families with mainly older children.
- At the time of the 2011 Census, 5,594 (68.9%) of a total of 8,115 households in Lithgow were either fully owned or being purchased.
- The proportion of dwellings rented through Real Estate agents increased significantly between 2001 and 2011 - by at least 361 households.

- In 2013-14 Lithgow recorded residential building approvals of $25.1 million and $11.9 million in non-residential buildings. In the Lithgow LGA there were 96 residential buildings approved in 2013-2014.
- The median price for Lithgow's houses reached $255,000 in June 2014 - an increase of 15.1% since June 2013.
- In 2011 half of Lithgow's resident population over the age of 15 were tertiary qualified (50.3%), below both the regional NSW (53.2%) and NSW (57.2%) averages.
- In 2011, the SEIFA index placed the Lithgow Local Government Area in the 2nd decile of advantage and disadvantage, that is, amongst the most relative disadvantaged Local Government Areas in NSW.
- Lithgow had a comparatively low participation rate of 53% in 2011 which declined by 0.1% from 2006.
- In December 2014, the Lithgow LGA had an unemployment rate of 9 %, considerably above the NSW State average of 5.9%.
- Those sectors employing most of Lithgow's residents according to Census 2011 data were Mining (998) followed by Health Care and Social Assistance (885) and Retail Trade (802).
- In 2011, the largest percentage of Lithgow's working population (14%) either earn between $200-$299 per week or $300-$399, followed by $400 - $599 per week (12.8%). Most people in NSW earn $400-$599 per week. 5.2 % earn over $2 000 per week.
- By far the greatest number of individuals earning over $2,000 in 2011 were technicians and trades workers (274).
- Households in the Lithgow LGA in 2011 had a median income of $896.00. This this was $65 less than Regional NSW and $341 less than the NSW median.
- Within the City, median household incomes range from a low of $738 in Morts Estate - Oaky Park - Vale Of Clwydd to a high of $1,279 in South Bowenfels - Littleton - South Littleton.
- In 2011, 29.4% of the Lithgow LGA's total households were classed as low income compared to 25.3% in Regional NSW.
- Department of Social Services data indicates that during December 2014, at least 14,679 benefit payments were made to Lithgow residents. This represented an increase of 549 payments since September 2013 or 3.9%.
- According to Lithgow Centrelink, in December 2014, 6,861 low income payments were made.
- The biggest employers in the Lithgow Local Government Area (in 2011) are the Mining and Health Care and Social Assistance sectors. Combined, these industries employed 25.6% or 1,914 workers in 2011, who originated from Lithgow and elsewhere.
- According to the Census 2011, 7,480 persons worked in the Lithgow LGA. Of these, 6,144 people or 82.1% also lived in the Lithgow LGA.
- Lithgow residents mainly leave the Local Government Area to work in Health Care and Social Assistance (209 residents), Public Administration and Safety (168 residents), Construction (163 residents) and retail trade (143 residents).
- In June 2013, there were 1,263 registered businesses in the Lithgow LGA. This increased to 1,296 in June 2014 which equates to an increase of 2.6% between 2013 and 2014.
- Most businesses in June 2014 were 'non employing' or sole traders (789 businesses or 61%) and the majority classified themselves within the Agriculture, Forestry and Fishing industry sector.
- The Mining and Energy sectors were the major contributors to Lithgow's economy. Lithgow recorded one of the highest growths in GRP between 2011- 2014 at 13.2%
- Gross Regional Product contributions for the Lithgow LGA in 2014 estimated that in 2013-014 the gross regional product for Lithgow Local Government Area was approximately $1,540.9 million. The Mining sector by far contributed the most, at $625.32 million or 40.6% of the total GRP.

2.20 What does this mean in terms of economic development?

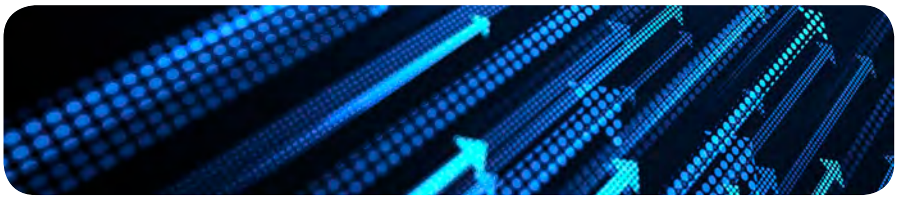
- Even minimal population growth will have an impact on a Local Government Area potentially placing pressure on current facilities and services. This will also provide a number of opportunities for the region to service the needs of its growing population. However, it is also important to take into account population growth/decline in terms of settlement hierarchy and the appropriate allocation of Council resources.
- The critical economic impact of continued decline in the number of families, young adults and children in the Lithgow Local Government Area is the creation of a community that is no longer able to support itself. This is because without families with working parents there is less disposable income in an area. Less disposable income has an immediate impact upon local businesses which are supported by the local community. This also relates to the use of community facilities, recreational activities and a host of other day-to-day services that are used by working families. In addition to this a decline in this community sector and continued increase in an ageing population will result in Lithgow City Council itself facing financial loss through the subsidisation of rates to pensioners. The population will in effect become static quickly followed by a steady decline. The economic impact of this population scenario is in fact multi-faceted as it has a 'knock-on' effect on the entire community making it harder for a community to support itself.
- The ageing population will increase demand for aged care, residential facilities, nursing homes and extensive health and community services placing pressure on current service levels. Conversely, this also provides opportunities in these business sectors for the local region to meet projected needs. In addition to this, practical issues such as the availability of appropriate infrastructure enabling easy access to facilities and services will become increasingly important as the aging population increases.
- The diagram below clearly illustrates the relationship between educational attainment and unemployment. Persons with a Certificate III or higher qualification have a significantly lower unemployment rate whilst those with no qualifications or only a Certificate I/II are more than twice as likely to be unemployed. The unemployment rate for persons in NSW with no post-school qualification was 8.2% in 2014. For those with a Certificate III or above, the unemployment rate was on average, 3.6%
- Lithgow in fact had the 22nd ranking of all Local Government Areas in NSW meaning that there were 130 other Local Government Areas that had a higher advantage index than Lithgow. Table 2.5 details the respective rankings of all 11 LGAs which make up the NSW Central West Lithgow's SEIFA ranking has in fact fallen (worsened) since 2006 when it was ranked 28th. Access to higher education is also an important factor. In addition to the newly established University of Notre Damn medical campus and the more recent opening of the new UWSCollege in Lithgow, should both help to address issues relating to access to higher education within the Lithgow LGA. The comparatively low SEIFA ranking indicates a lower level of disposable income and educational attainment in general with repercussions in areas such as employment status. Initiatives to address low SEIFA rankings include developing training and education programs which encourage the local community to up-skill. Opportunities also exist to identify gaps in the provision of facilities, services and leisure activities which are not reliant upon high disposable income such as adventure parks and community training programs.
- Lithgow's labour force participation rate is below the average for the NSW Central West indicating that fewer people of working age are in fact actively looking for work.
- The Mining sector which is heavily influenced by international markets, shows the greatest capacity for fluctuating which can have a major impact on a community such as Lithgow that heavily relies upon it for work.
- In 2011, the Mining sector employed 12.4% of the total Lithgow resident workforce second to the Health Care and Social Assistance sector at 11%. The major concern here is that many of these Mining jobs are concentrated in a handful of businesses hence, as has been experienced in the past and currently, any

job losses tend to be on a large scale and hence may have an immediate impact upon the community. Other industry sectors showing a greater tendency to fluctuate include: Agriculture, Forestry and Fishing and Manufacturing which experienced the largest declines in resident employment.

- 5.2 % earn over $2 000 per week which can be partly attributed to the high numbers of resident workforce working in the Mining industry which is historically a well paid industry sector in Lithgow. This is however, less than the 6.6% earning $2000 or more in NSW.
- By far the greatest number of individuals earning over $2,000 in 2011 were Technicians and Trades workers (274) followed by Machinery Operators and Drivers (249). These figures have increased significantly since 2006 where the number of Technicians and Trades workers earning over $2000, for example, was 108 persons. This is possibly attributable to the increase in residents working in the Mining sector which occurred during the 2011 Census and illustrates the impact of fluctuations within the Mining sector.
- A high containment ratio can be partly attributed to the diversity of the regional economy; extensive size of the LGA and significant distance to job opportunities in other areas including metropolitan areas. One result of this is that the principal economic benefits of a workforce are kept within the LGA with local spending in particular captured within the Lithgow LGA. This also means however, that if the region experiences job losses through business closures particularly in specialised industries or industry fluctuations, resident workers do not have a large employment pool to source new work locally or within close proximity to where they live. They may consequently, find themselves under pressure to leave the region to seek employment within the industry/sectors in which they specialise in.
- Industry Gross Regional Product (GRP) Contribution identifies the value of final goods and services produced in the local economy and provides an insight into the size of the economy and the key industries that are creating value in the region. Industry GRP also highlights any reliance and dominance of particular sectors within a region. Gross Regional Product contributions for the Lithgow LGA in 2014 estimated that in 2013-014 the gross regional product for Lithgow Local Government Area was approximately $1,540.9 million.
- The Mining sector by far contributed the most, at $625.32 million or 40.6% of the total GRP. The Mining sector also provided the most jobs locally at 14.9% (2011). The Construction sector contributed the second most GRP at $186.55 million or 12.1% of the total GRP but only provided 4.6% of the total number of local jobs.

Blast Furnace Park

PART 3



ISSUES AND OPPORTUNITIES

3.0 Issues and **Opportunities**

This section examines the key issues and opportunities in relation to the EDS 2015 and is based on a review of existing policies and strategies, Lithgow's current economic situation and consultation with industry, community and government stakeholders.

3.1 SWOT Analysis

The analysis takes the form of an assessment of Strengths, Weaknesses, Opportunities and Threats (SWOT), together with a summary of Lithgow's key competitive advantages.

In this SWOT analysis, critical features associated with Lithgow's economic development relate to livability aspects, in which heritage, cultural activities, community facilities, activities and opportunities for youth, infrastructure, housing choice and amenities are key components.

In addition to this, industry structure aspects are also identified which point to emerging opportunities in agribusiness, tourism and in key manufacturing sectors which are reliant on low business costs, a skilled labour force, and good access to markets and supporting resources.

Emphasis is placed on encouraging the diversification of the local economy, encouraging entrepreneurship and the effective marketing of the Local Government Area.

Portland shops

Strengths

- Lithgow's light industry culture
- Lithgow's sense of community
- Creative people and culture
- Easy lifestyle with new recreational facilities
- Good location in relation to major cities
- Affordable property prices
- Electrified rail with direct links to Sydney
- Climate
- Tourism
- Assets of significant historic importance
- Establishment of higher education facilities
- Comparative ease of parking within the Lithgow Central Business District (CBD)
- Local volunteers
- Newly developed Lithgow LUS and LEP which can provide for all land use categories
- Established events program

Opportunities

- Grant funding for infrastructure projects
- Green/Alternative Energy including using Council assets
- Local cultural industries and creative class
- Marketing plan
- Proximity to Sydney's overflow and Blue Mountains catchment
- Transform Lithgow's CBD into the 'hub' of the town
- Promoting the brand and identity
- Installation of the National Broadband Network (NBN)
- New tourist train from Eskbank
- Recent Infrastructure development
- Proximity to Sydney including potential for Inter-Modal facility/transport logistics hub
- Proposed development of the Portland Cement Works
- Newly established higher education facilities
- Incentives available for new doctors to locate to the region
- Potential of tourism/recreation and capitalise on natural assets
- Masterplan for Marrangaroo Urban Release Area and adjacent employment lands
- Upgrades to sewerage plants
- Development of Council assets

Weaknesses

- Apathy within the business community
- Negativity within certain sections of the community
- Transitioning from zoned land in fragmented private ownership to market ready land
- Lack of an anchor within zoned employment lands makes it difficult to encourage investment
- Limited Council assets available for development
- External perceptions of Lithgow
- No cultural or civic centre
- Poor telecommunications/broadband outside Lithgow's CBD
- Poor appearance of parts of Lithgow's CBD
- Lack of community support for Council
- Lack of a Cafe culture - restricted opening hours
- Lack of entrepreneurial attitude
- Perceived lack of local employment opportunities
- Positioning of some support services/non-essential services amongst core retailers does not maximise the location's potential or aesthetics in Main Street
- Difficulty in engaging with absent landlords to address shop front issues

Threats

- Lack of marketing in particular in regional/ neighbouring areas
- Lack of proactive activities
- Negative and vocal members of the community
- Continued strong dependence on carbon industries
- Decline / changes in manufacturing and resources/Energy sectors
- Crime rates
- Lack of a clear identity and direction
- Poor perception of the LGA
- Families moving from the LGA
- Ageing population
- Ongoing promotion of other neighbouring areas (EvoCities)
- Environmental activism

- Single industry mindsets resisting change
- Failure to harness the full opportunities of Tourism
- Perceived lack of activities and opportunities for youth
- Failure of leadership to bring about change
- An insular attitude may resist change and hinder growth
- A high containment ratio can indicate a lack of willingness to seek employment outside of the LGA thus restricting employment opportunities
- Focusing on what other regions have and not on what Lithgow needs and can efficiently provide

3.2 Lithgow's Competitive Advantages

Overall, it is evident that Lithgow has many social, economic and environmental advantages that can provide the basis for future prosperity. In summary, Lithgow:

- Is very well located with respect to its proximity to Sydney and major transport infrastructures. Lithgow is on a primary route between Sydney/Blue Mountains and the Central Western Region. It is potentially well placed to develop an Inter-Modal/transport hub facility with it's direct access to electrified rail and sidings at Wallerawang for example, plus convergence of major highway systems.
- Has a rich and proud cultural history which can be promoted and built upon.
- Has great physical charm, especially in terms of its heritage and environmental surroundings which are both a sound base upon which to build lifestyle opportunities and tourism.
- Has an high number of small businesses with potential to grow this sector due to comparatively lower living and start-up costs.
- Has a unique climate which is attractive to certain niche industries.
- Has a low cost business environment compared with other neighbouring regions.
- Is supported by a strong skilled labour market.
- Has varied community services and facilities available which are being developed.
- Has an important role in delivering retail and business services to a wide regional catchment.
- Lithgow has a growing education and health sector which it can capitalise on.
- Some local businesses have shown initiative in diversifying their products or services which could be replicated by others
- Small scale manufacturers

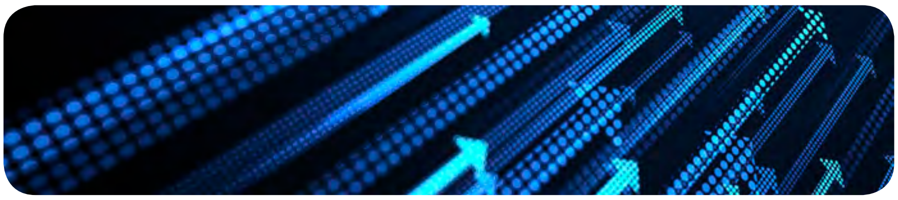
3.3 Lithgow's Competitive Disadvantages

Lithgow also has a range of competitive disadvantages such as:

- Transitioning new greenfield industrial land to market ready land and promoting the advantages of urban renewal for new commercial and existing commercial lands.
- A lack of strategic marketing and consequent continuation of a negative external perception of the Lithgow Local Government Area that has existed for many years.
- Limited activities/opportunities for the youth of the area to access.
- Limited telecommunications/broadband available outside of Lithgow's CBD.
- Lithgow is not listed as a priority for the National Broadband Network.
- Limited employment opportunities for resident workforce exacerbating issue of population decline.
- Aging infrastructure such as water plants and reservoirs.
- Forecast population stagnation and an increasing ageing population placing pressure on local services and sustainability of the Local Government Area.
- Socio-economic indices that list Lithgow as being within the lowest rankings of economic disadvantage.
- Lithgow is not part of the 'EvoCities' program and therefore does not benefit from the promotion afforded to these neighbouring LGAs.
- Ongoing fluctuations in major industries (principally Mining and Energy) causes uncertainty throughout the region.


Lake Wallace Spillway

PART 4



ECONOMIC DEVELOPMENT STRATEGY AND PRIORITY ACTIONS

4.0 Economic Development **Strategy**

The Lithgow Economic Development Strategy 2015 has been structured around an economic vision which captures the essence of Lithgow's desired economic future.

4.1 Economic Vision for Lithgow

The following proposed economic development vision will guide the future economic growth of the Lithgow LGA.

"The Lithgow LGA will be recognised as a vibrant and inclusive community where a diverse range of businesses share a commitment to entrepreneurship, innovation and sustainability. The Lithgow LGA will highlight its unique historical and environmental attributes; be recognised as a place where businesses and residents can prosper and where Council and stakeholders collaborate to attract investment and facilitate new opportunities."

Through the implementation of this strategy, the Lithgow LGA will become a community that is characterised by:

- activity centres that meet the needs of local businesses, residents and visitors
- a thriving, connected, globally competitive and widely regarded business environment
- local and regional jobs that align with the skills of the resident workforce and changing business environment
- a culture of entrepreneurship and innovation
- a well connected business and residential community that sources goods and services locally
- a community that recognises the unique characteristics of Lithgow and positively supports the region
- a place of choice to live, invest and enjoy, within an environment of outstanding natural beauty and unique historic significance

4.2 Summary of Economic priorities for Lithgow

This section investigates the principal economic priorities or economic drivers for Lithgow which expand upon five key economic development fundamentals. The strategy considers that there is an unmistakable link between maximizing economic development, improving quality of life and protecting the surrounding environment of a local government area.

This dependency means that economic development decision-making cannot occur in isolation from matters relating to the social and environmental well-being of Lithgow Local Government Area, and vice-versa.

Lithgow City Council, the community, partners and stakeholders can have a positive impact upon economic development by implementing actions from the following Economic Priority Areas detailed in Table 3.13.

These topics impact all industry sectors and are considered fundamental 'pre-conditions' for investment and economic development.

Table 3.13 Lithgow Economic Priority Areas

Economic development priority areas	Description/Goal
A. Business and Industry development • Mining, Energy and Associated Services • Tourism and Recreation • Manufacturing • Agriculture • Service Centre – Education, Health and Aged Care, Business services • Retail • Small businesses and entrepreneurship • Creative industries • All/other business and industry sectors	Developing the capacity of local firms and industry to grow, specialise and employ. To encourage and facilitate an environment of local entrepreneurship.
B. Leadership and communication	Provide leadership that fosters collaboration between stakeholders which is underpinned by professional marketing and communication which maximise Lithgow 's economic potential.
C. Workforce and skills development	Educating, retaining and attracting quality labour with skills aligned to the needs of local industry and future opportunities.
D. Infrastructure and land availability	Develop and sustainably manage land to promote and accommodate jobs growth and house future residents. Secure infrastructure to maximise liveabilty and sustainability of the Lithgow LGA and connect the LGA to outer regions.
E. Asset management and provision of amenities	Facilitating a vibrant, safe and attractive region capable of retaining and attracting people and businesses through effective asset management and amenity provision.

4.3 Business and industry development

Overview

Competitive markets through regional and global competition necessitate industry base diversification. Pressures have recently been experienced within the local Energy sector (Mining and Electricity) which are major employers in the Lithgow Local Government Area. This further increases the urgency of this situation.

Encouraging the export of goods and services and reducing the number of imports is also beneficial for the region as a whole. The aim is to ensure that Lithgow's export income exceeds its spending on imports. This also means more revenues are earned in Lithgow and therefore more jobs are created locally.

The importance of the local small business sector cannot be underestimated and as such this sector should be supported and a culture of entrepreneurship encouraged.

A Business and industry development

Overarching Goal:

Developing the capacity of local firms and industry to grow, diversify, specialise and employ whilst encouraging and facilitating an environment of local entrepreneurship.

Objectives

A1. Industry development and diversification
A2. Boost local supply chains to assist import replacement
A3. Business support services
A4. Building capacity for innovation

Principle issues/challenges

- Identifying specific workforce skills requirements to meet future industry needs
- Investigating the potential of Alternative Energy opportunities
- The Mining and Energy sectors are heavily impacted by external markets outside of Council's control
- Major decisions regarding the Energy sector are outside the influence of Council
- Ensure appropriate lobbying is undertaken in particular for major developments and infrastructure
- Sudden job losses significantly impact the local community and economy
- The majority of the Lithgow Local Government Area resident workforce are employed in a few sectors
- Need to maximise local exports and minimise imports into the Lithgow Local Government Area
- Challenges of transitioning from appropriately zoned land to market ready land because of fragmented private ownership which also results in a perceived lack of suitable and available employment lands in the region

Objective A1 Industry development and diversification

Encourage and facilitate industry development through the diversification of Lithgow's industrial/manufacturing base. Expand Lithgow's economic base to include those industries demonstrating growth and greater stability and identified as being high value adding to the local economy (regional domestic product).

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
A1.1 MINING, ENERGY AND ASSOCIATED SERVICES				
A1.1.1	Investigate what industries could use biwaste products from Energy sector to assist with industry diversification.	LCC, energy companies, Dept of Industry	Contact made with Energy sector and details collated regarding opps.	1
A1.1.2	Investigate whether any of Council's assets could be adapted for Alternative Energy business opportunities. - e.g create a community solar grid using council roofs for panels.(ref: City of Campbelltown, SA - A Model for Community Owned Solar).	LCC, City of Campbelltown SA, solar grid companies, Dept of Industry	Discussions made with City of Campbelltown SA and local solar grid companies; funding sourced.	1
A1.1.3	With the development of Council's new sewerage plants investigate the possibility of using floating solar panels for power savings and generation of Energy (e.g Jamestown, SA, 2015).	LCC, City of Jamestown SA, floating solar panel companies, Dept of Industry	Discussions made with City of Jamestown SA and local solar floating companies; funding sourced.	1
A1.1.4	Undertake a scoping study to identify Alternative Energy sectors that could compliment existing Energy industries – geothermal, solar, wind,- plus supporting industries (bi-products) and research centres that support them.	LCC, Dept of Industry, Alternative energy companies, local businesses	Study completed and targeted business approached.	1
A1.2 TOURISM AND RECREATION				
A.1.2.1	Improve the promotion of Lithgow and surrounds, by developing reciprocal arrangements with other tourist information offices.	LCC, Oberon Tourism, Blue Mountains Tourism, Bathurst Tourism, Orange Tourism, Penrith Tourism, City of Sydney Tourism	Reciprocal arrangements finalised.	2
A.1.2.2	Prepare a business case for tourist accommodation. By illustrating a shortage of accommodation within the area Council may be able to attract additional accommodation providers.	LCC, local accommodation providers	Business case developed.	3
A1.2.3	Promote recognised attractions such as Blast Furnace Park, Capertee Valley, Lake Wallace.	LCC	Appropriate marketing plan developed.	2
A1.2.4	Continue to target new markets in particular India, China and New Zealand and increase the use of technology.	LCC, overseas travel agencies	Develop and distribute appropriate collateral.	3
A1.2.5	Identify those businesses in the region which could diversify to serve the tourist industry.	LCC, local businesses	List of businesses developed.	2
A1.2.6	Update the Lithgow Festivals and Events Strategy 2010.	LCC	New strategy developed.	1
A1.2.7	Actively support the development and showcasing of Lithgow's lesser known heritage assets e.g the proposed Eskbank Rail Heritage Centre and Wolgan Valley Wilderness Trail.	LCC, COC Ltd	Promote assets on Council's website and Facebook pages.	1
A1.2.8	Liaise with the operators of the iconic Zig Zag railway to see what support can be offered to help with its reopening.	LCC, Zig Zag Railway	Discussions undertaken.	1

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
A1.2.9	In light of the BMLOT being disbanded ensure that the Lithgow Tourism Advisory Committee (TAC) plays an active role in the development of local tourism.	TAC, LCC	Regular TAC meetings held with maximum attendance.	3
A1.2.10	Support the development of the Eskbank Rail Heritage Centre including the new Tourist train linking the Eskbank Precinct with a historically important sites such as Blast Furnace Park and the Lithgow State Coal mine via the State Mine branch.	LCC, COC Ltd, Lithgow State Mine Railway, Southern Short-haul Railroad and Elderton Engineering Services Pty Ltd, Southern Shorthaul Railroad (SSR), Railcorp Property	Regular meetings held with stakeholders; assist with sourcing funding.	1
Implement Economic Development actions from the Lithgow Destination Management Plan including:				
A1.2.11	Develop and implement an integrated and effective marketing and branding strategy for tourism that also aligns with Council and Economic Development.	LCC, TAC	Marketing and branding strategy developed.	1
A1.2.12	Promote the Lithgow Tourism Strategy to the Council, community, government agencies and other stakeholders. Include an official launch for the strategy.	LCC, TAC, local businesses, Department of Industry, other government agencies, local media	Official launch of strategy.	2
A1.2.13	Using signage and public art, establishing eye-catching and memorable gateway entry arrival points.	LCC, TAC, Roads & Maritime Services (RMS), TAC	Plan developed and implemented.	1
A1.2.14	Continue to improve the presentation of the Great Western Highway corridor through town, in particular the section from just west of Lockyer Street through to the intersection with Main Street.	LCC, Roads & Maritime Services (RMS), TAC	Presentation improved as funds become available.	2
A1.2.15	Implement the recommendations of the Retail Strategy, Cultural Plan and Cultural Precinct Study in particular those relating to place-making, improvements to the cultural attractions, and preservation and promotion of the heritage streetscapes.	LCC	Various improvements made to key areas.	1
A1.2.16	Enhance streetscaping along Main Street and encourage Main Street businesses and property owners to improve the presentation of their buildings and window displays and where possible undertake on-street trading.	LCC, main street traders, property owners	Uptake of the Façade Improvement Program; promote on-street trading.	1
A1.2.17	Encourage the Pub Hotels to activate their street frontage e.g development of side walk cafes.	LCC	Promote side-walk cafes with appropriate literature.	2
A1.2.18	Incorporate heritage precincts and streetscapes into the product base of the area.	Tourism Unit	Identify precincts.	2
A1.2.19	Encourage all property owners / businesses in the Main Street to upgrade and maintain their building facades.	LCC	See A1.2.15	1
A1.2.20	Undertake a skills audit and gap analysis proposed for the Tourism sector.	LCC	Skills audit and gap analysis undertaken including workshop with members of Tourism Lithgow.	1
A1.2.21	Identify potential sites for Recreational Vehicals (RVs) to encourage visitation in Lithgow, Portland and Wallerawang.	LCC, Caravan and Camping Industry Association	Suitable sites identified, established and promoted.	1

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
A1.3 MANUFACTURING				
A1.3.1	Expand Lithgow's industrial base/ manufacturing base by promoting the area's strategic and low cost location. Specifically target firms located in neighbouring areas and in areas experiencing growth constraints e.g Penrith, Sydney suburbs.	LCC	Targets identified; Relocation Plan developed and implmented; number of businesses relocating.	1
A1.3.2	Investigate which industries (e.g confectionary) that would benefit from Lithgow's climate with a view to establishing in the region.	Ferrero, LCC	Meeting with Ferrero to identify key attributes of region for confectionary.	1
A1.3.3	Identify local suppliers and encourage local supplier networks to minimise imports.	LCC, local suppliers	Database of suppliers developed.	1
A1.3.4	Regularly liaise with key manufacturing businesses to identify issues and provide support/solutions.	LCC, local manufacturers	Database of manufacturers developed and survey undertaken.	2
A1.3.5	Investigate opportunities for local niche industry development such as specialised engineering and Advanced Manufacturing – e.g products with high levels of design, technologically complex and/or innovative products.	LCC, Dept of Industry, RDACW	Opportunities identified.	1
A1.3.6	Build on links with local education institutions to improve the research and development capacity of Lithgow's manufacturing industry to support jobs growth and productivity.	LCC, educational establishments, manufacturers	Workshop undertaken.	1
A.1.4.AGRICULTURE				
A1.4.1	Identify the extent of business activities being carried out in rural areas of the Local Government Area.	LCC, local agri businesses, BEC, Dept of Industry, Dept of Primary Industries	Database developed.	1
A1.4.2	Investigate ways for local agri businesses to expand and diversify offerings, e.g artisan food producers such as saffron, baked products, honey production, condiments, nuts, olives, small animal petting farms, etc.	LCC	Research undertaken and report developed; literature developed to promote opportunities; presentation to community.	1
A1.4.3	Investigate opportunities for viticulture in the region and boutique breweries.	LCC, Dept of Industry, Dept of Primary Industries	Report developed, actions identified and communication undertaken.	1
A1.4.4	Investigate opportunities for tertiary markets of processed and specialised packaging of farm products; plant/ flower growing and distribution; cattle breeders and other animal husbandry	LCC, Dept of Industry, Dept of Primary Industries	Report developed, actions identified and communication undertaken.	2
A1.4.5	Investigate tourism opportunities for agricultural sector.	LCC, TAC, local agri businesses	Report developed, actions identified and communication undertaken.	2
A1.4.6	Investigate ways for local agri businesses to become more business efficient and sustainable e.g using solar water pumps.	LCC, Dept of Primary Industries	Report developed, actions identified and communication undertaken.	2

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
A1.5 SERVICE CENTRE - EDUCATION, HEALTH AND AGED CARE				
Education				
A1.5.1	Build on the recent opening of UWSCollege to encourage additional education establishments to locate in Lithgow and build Lithgow's reputation as a leader in regional education service delivery.	LCC, UWSCollege, Notre Dame Uni, TAFE	Stakeholder meetings undertaken and a promotional program developed.	1
A1.5.2	Promote the educational services offered within the Lithgow region as a whole to encourage enrollments by students and those looking to up-skill.	LCC, UWSCollege, Notre Dame Uni, TAFE	Appropriate promotional program developed and associated material.	1
Health and Aged Care				
A1.5.3	Leverage major regional health assets to promote and build Lithgow's reputation as a leader in regional health innovation and service delivery.	LCC, Notre Dame Medical Centre, Lithgow Hospital	Stakeholder meetings undertaken and a promotional program developed.	1
A1.5.4	Prepare a Health and Aged Care Industry Plan which examines the current service and facilities on offer and which explores industry development opportunities particularly in research and development and allied health.	Lithgow City Council Lithgow Hospital' Nepean Blue Mountains Local Health District Aged care providers	Stakeholder meetings undertaken and opportunities identified.	1
A1.5.5	Continue to work closely with Nepean Blue Mountains Local Health to retain and attract medical services and facilities.	LCC, Nepean Blue Mountains Local Health, local medical practitioners	Regular meetings held and actions undertaken.	3
A1.5.6	Facilitate a regional demand and supply study for health services also identifying community based services, health promotion and illness prevention strategies as well as seeking to identify new investment and service opportunities for Lithgow.	Linked to A1.5.4	Stakeholder meetings undertaken and opportunities identified.	1
A1.6 RETAIL				
A1.6.1	Implement the recommendations of the Business and Retail Strategy 2010 (See Appendix B).	various	Recommendations undertaken.	1
A1.6.2	Implement the recommendations of the Lithgow Destination Management Plan (see Section A1.2).	various	Recommendations undertaken.	1
A1.6.3	Implement the recommendations of the Lithgow CBD Revitalisation Action Plan 2015 (See Appendix C).	various	Recommendations undertaken.	1

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
A1.6.4 RETAIL: GENERAL ACTIONS				
A1.6.4.1	Coordinate joint marketing to support businesses which extend their trading hours, particularly cafes in the evening and on Sunday.	LCC, local businesses	Marketing program developed; agreed sponsorship provided.	1
A1.6.4.2	Develop branding for local products and locally owned businesses and incorporate with 'shop local' campaigns.	LCC	Branding developed, promotion of brand use by businesses.	1
A1.6.4.3	Encourage local restaurants and cafes to showcase local products. Consider opportunities to promote concepts such as slow foods.	LCC, local businesses	Number of businesses showcasing local products.	1
A1.6.4.4	Ensure that council events are appropriately advertised both locally and regionally to maximise benefits to retailers.	LCC, media outlets	Number and distribution of adverts.	1
A1.6.4.5	Explore feasibility of establishing a 'pop up shop program' to encourage local entrepreneurship and promote temporary uses for vacant shops.	LCC	A paper is produced exploring the feasibility of introducing a pop up shop program within Lithgow.	2
A1.6.4.6	Disseminate information on available grants and funding sources through Council's website, facebook, BEC etc.	LCC, BEC	Funding information is provided on council's website and Facebook.	2
A1.7 SMALL BUSINESSES AND ENTREPRENEURSHIP				
A1.7.1	Encourage home based business development initially by investigating demand for a Home Based Business Network.	LCC, local businesses, Dept Industry	Database developed.	2
A1.7.2	Develop marketing literature that specifically targets potential home based business entrepreneurs and small businesses which actively encourages their establishment.	LCC	Marketing literature developed for distribution.	1
A1.7.3	Source reputable and inspiring entrepreneur speakers/trainers who can present to the community including school children.	LCC, UWSCollege, local businesses, govt agencies, etc	Keynote speakers presenting at least twice a year.	1
A1.7.4	In partnership with UWSCollege, TAFE, etc, continue to organise appropriate business training programs to encourage and foster growth - setting up your own small business' program.	LCC, UWSCollege, TAFE, BEC, Dept Industry, RDACW	Four workshops/training programs per year.	1
A1.7.5	Develop entrepreneurship programs to encourage and assist residents to establish their business.	LCC, UWSCollege, TAFE, BEC, Dept Industry, RDACW	Programs developed.	1
A1.7.6	Identify those businesses which have illustrated the ability to diversify their product offerings and showcase them to encourage other businesses to explore potential opportunities.	LCC, Dept Industry, RDACW, local businesses, BEC	Database created and program developed to showcase.	1
A1.7.7	Identify industry champions and identify local skills to convert them into local businesses.	LCC, UWSCollege, TAFE, BEC, Dept Industry, RDACW	Champions identified and program developed to promote local skills.	1

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
A1.7.8	Investigate whether businesses have difficulties submitting suitable tenders for projects and develop appropriate training programs to address this issue.	LCC, SMEs, Major local businesses, training organisations	Issues identified, training programs developed.	1
A1.7.9	Continue to implement the NSW State Government's 'Small Business Friendly Program''targeted to reduce red tape for small business operators.	LCC, NSW State Govt	Areas of improvement identified, addressed and promoted.	2
A1.7.10	Develop small business information leaflets which clearly explain the Council processes required for new businesses to operate.	LCC	Leaflets/ information produced.	1
A1.7.11	Actively support and encourage business support programs run by other agencies and including the Smallbiz Bus initiative and the Industry Skills Fund.	LCC, other agencies	Regular promotion of programs.	1
A1.7.12	Organise a forum to promote the Lithgow LGA as a place for small businesses to establish and prosper	LCC, other agencies, local businesses, local community	Program and promotional plan developed; event held, number of attendees, number of new businesses	1
A.1.8 CREATIVE INDUSTRIES				
A1.8.1	Investigate opportunities for local niche industry development including heritage related industry.	LCC, local heritage groups, Dept Industry, TAC	Report developed and opportunities identified.	2
A1.8.2	Develop a Lithgow Creatives Programme adding to current activities.	LCC, local creative businesses	Lithgow Creatives Program developed.	1
A1.8.3	Ensure Lithgow Creatives website is updated regularly.	LCC, local creative businesses	Website is regularly updated.	1
A1.8.4	Run art exhibitions to showcase local talent hosted within Council's various historic assets - e.g Union Theatre, Eskbank House, Blast Furnace Park, etc.	LCC, local creative businesses, sponsors	4 exhibitions run per year.	2

Number	Actions	Stakeholders/ Resources	Performance indicator	Priority 1-3 (1 = the highest)
A.1.9 ALL/OTHER BUSINESSES AND INDUSTRY SECTORS				
A1.9.1	Identify niche industries in Lithgow and target similar ones outside the LGA to encourage them to relocate to Lithgow's Local Government Area.	LCC,	Targeted Business Relocation Plan developed; number of businesses relocating.	1
A1.9.2 (see D2.6)	Identify and map potential development sites within the region and actively promote them. Develop a key site inventory for potential investors.	LCC	Key sites are identified for investment.	1
A1.9.3	Liaise with local landowners and landlords to promote the message of development and opportunity in the region.	LCC, landowners	Database developed and forum run.	1
A1.9.4	Organise a 'development' forum to engage with landowners and landlords to encourage exploiting opportunities.	LCC, landowners	Development forum undertaken.	1
A1.9.5	Assist the local business community to access State and Federal Government funding grants to support innovation.	LCC, local businesses, government funding initiatives	Funding opportunities promoted and workshop undertaken to assist with applications.	2
A1.9.6	Ensure that the 'Investor enquiry form' is used and completed when dealing with such enquiries.	LCC	Council's investor enquiry form is used for all investor enquiries and a database maintained.	1
A1.9.7	Increase the visibility of businesses in the industrial estate and the knowledge of locals (and visitors) as to what businesses operate there and what products and services they provide.	LCC	Directory maintained and available online; Expo organised; number of participants and attendees.	2
A1.9.8	Provide opportunities for businesses through the leasing of council owned retail and office space.	LCC	Advertisements placed and businesses engaged.	2
A1.9.9	Identify any gaps in business services provision and seek to address issues.	LCC, BEC	Consultation undertaken and opportunities identified.	1
A1.9.10	Encourage State Government to relocate appropriate government departments and agencies to Lithgow using appropriate lobbying and promotion.	LCC, State Govt Depts, local members	Develop business case for relocation and actively promote it.	1
A1.9.11	Investigate opportunities for additional call centres and knowledge industry type developments in Lithgow.	LCC, Department of Industry	Report developed.	1
A1.9.12	Regularly undertake research for indications of potential government department relocations to regional areas.	LCC	Monthly research undertaken; opportunities investigated and case study developed if applicable	1

4.4 Leadership and communication

Overview
Leadership from all levels of government and from the leaders within business sectors and the community is of key importance in developing a sustainable economic environment.

The many and varied interests and involvements necessitates strong and effective leadership in representing, promoting and communicating Lithgow's best interests. This marketing communication must be professional, cohesive and consistent with genuine media partnerships fostered.

From a regional perspective, there is also a need to ensure that the Lithgow and neighbouring municipalities (and, where appropriate, regional infrastructure bodies and other regional interests) can cooperate in an effective and constructive manner in addressing issues and opportunities associated with encouraging the economic development of this region.

B Leadership and communication

Overarching Goal:
Provide leadership that fosters collaboration between stakeholders which is underpinned by professional marketing and communication maximising Lithgow's economic potential.

Objectives

B1. Implement leadership role
B2. Effective communication
B3. Stakeholder cooperation and support
B4. Marketing Lithgow's identity and attributes

Principle challenges
Listed below are specific areas where strong leadership, relationships and communication are particularly important:

- Identifying workforce skills requirements to meet future industry needs
- Encouraging increased participation levels of residents of working age into the labour force
- Developing closer industry and education linkages to ensure training/courses are tailored to industry needs
- Providing leadership and coordination for major projects e.g bringing together investors, developers, venture capital, etc
- Developing better communication between Council, land owners, landlords and developers
- Ensuring that recently developed key strategies including the Lithgow Economic Development Strategy and Land Use Strategy are implemented
- Ensuring communication and co-operation between Lithgow City Council and neighbouring Councils in matters of regional importance, particularly in addressing issues and opportunities associated with regionwide economic development
- Developing a Marketing and Communications Strategy that supports economic development in the Local Government Area
- Appropriate and competitive lobbying undertaken in particular for major infrastructure projects
- Regular communication between Council and government agencies including RDACW and CENTROC
- Establishing a competitive identity which successfully showcases Lithgow's attributes and opportunities
- Lack of a local Lithgow business association or group

Objective B1 Implement leadership role

Implement a leadership role that brings together the skills and experiences of the business community, Lithgow City Council, State and Federal government agencies and other relevant stakeholders in a way that directly assists in maximising Lithgow's potential in a sustainable and workable manner. Council must effectively use its position to effectively lobby for key infrastructure projects and other issues as appropriate.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
B1.1	Ensure that the Lithgow Economic Development Advisory Committee (EDAC) continues to have a specific role in supporting economic development.	EDAC Committee members	All members attend at least 4 meetings per year and provides input as and when required.	1
B1.2	Council takes a lead role by ensuring that the objectives and relevant actions of the Lithgow EDS 2015-18 are implemented and appropriately funded.	LCC	Actions are funded and implemented.	1
B1.3	Consider adjusting Council's Procurement Policy, to support Local Businesses. For example: "*All other factors being equal, Council will give preference to local economic benefit when sourcing products. When this criteria is nominated the benefit must be identifiable and reasonable." (Hobsons Bay Council).*	LCC	Council sources goods and services in accordance with new procurement strategy.	1
B1.4	Build upon existing relationships with State and Federal agencies to ensure policy support and funding for recommended actions.	LCC, Dept of Industry , Enterprise Connect AusIndustry, CENTROC, RDACW	Regular contact made with agencies informing them of key priorities.	2
B1.5	Council understands, communicates/ promotes and implements the recommendations of the LUS and LEP.	LCC	The recommendations are communicated to staff.	1
B1.6	Council actively lobbies for key infrastructure projects and other issues/ projects as appropriate.	LCC, local community groups and businesses as required	Identify and promote key projects, support received for projects.	1
B1.7	Establish annual local business awards to recognise outstanding achievement in the business community and to provide a networking opportunity.	LCC	Awards held, sponsorship received, number of participants, dinner held and number of attendees.	1
B1.8	Council to consider establishing a forum/ group for local businesses to help initiate the establishment of a new Lithgow business association.	LCC, local businesses, RDACW, Dept of Industry	Initial meeting held with local businesses to gage interest and need. Plan developed to establish a business association.	1

Objective B2 Effective Communication

Ensure effective communication between Lithgow City Council, the community and media outlets to foster a greater level of respect and interest in future plans for the Local Government Area.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
B2.1	Develop a media strategy that provides guidelines to Council regarding how to deal with the media and how to get the best outcomes from them.	LCC	Media plan developed.	1
B2.2	Regularly monitor facebook pages including non-council owned ones to ensure that misinformation and negative comments are addressed quickly.	LCC	Facebook monitored at least twice a day.	1
B2.3	Develop a campaign to inform the community on the economic and social value of supporting local businesses.	LCC	A communications plan is developed for a 'support local' campaign.	1

Number	Actions	Stakeholders/Resources	erformance indicator	Priority 1-3 (1 = the highest)
B2.4	Ensure that the community is recognised for their efforts in assisting the Local Government Area achieve a variety of project goals.	LCC, media outlets	Database and publicity program developed.	1
B2.5	Develop professional links with local and regional media outlets to ensure that they best represent and showcase the region.	LCC, Lithgow Mercury Blue Mountains Gazette Move FM, 2LT	Media plan developed and implemented.	1
B2.6	Ensure regular communication with the local and regional business community. including landowners, landlords and developers.	LCC, local businesses, land owners, developers etc	Database of contacts developed, communication program implemented.	1
B2.7	Ensure that local 'good news stories' are effectively communicated both locally and regionally.	LCC, media outlets, local community and businesses	Ongoing research undertaken to identify 'good news stories' and develop database; minimum of three media releases promoting local business achievements are produced.	1
B2.8	Review usability and effectiveness of economic development websites and tools.	LCC	Annual review of Council's websites and Facebook pages.	2
B2.9	Create a centralised Customer Relationship Management (CRM) system to manage support of, and communication with local businesses.	LCC	Database created and maintained.	1
B2.10	Work with internal departments to increase communication and establish protocols for liaising with ED dept.	LCC internal depts	Clear protocols in place across Council for notifying economic development of business updates, issues and queries.	1
B2.11	Review Council's existing communications and their relevance to business, scoping the potential to develop quarterly e-newsletters for business.	LCC, local businesses	Develop an annual Economic Development communications plan; produce quarterly business newsletters	1
B2.12	Create small business information sheets outlining Council services and programs.	LCC, local businesses	A suite of information sheets and resources targeted at small business are available to download from the Council website.	1
B2.13	Develop a welcome pack for new businesses.	LCC	A digital welcome pack is distributed to all new businesses opening in the LGA. and is available online. This should also be printable.	1
B2.14	Facilitate business networking events for local business and industry.	LCC, local businesses, govt agencies	Organise at least 3 business networking events per year.	2
B2.15	Ensure that a postive image and attitude is presented in dealings with the media, community and government agencies to support a sense of achievement and opportunity within the region.	LCC, local community, local businesses, etc.	See 2.1,2.3,2.5	1

Objective B3 Stakeholder cooperation and support

Ensure effective cooperation between Lithgow City Council and neighbouring municipalities and regional bodies so that mutually beneficial outcomes are achieved for local and regional economic development.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
B3.1	Promote regional cooperation between Lithgow City Council and neighbouring Councils to achieve regionwide development outcomes.	LCC, CENTROC, Blue Mountains, Oberon and Bathurst City Council	Ensure attendance at regional meetings.	2
B3.2	Promote regional cooperation between business interests in Lithgow Local Government Area and other regional business interest groups.	LCC, Business Partners, Lithgow Business Association RDACW Mining interests	Attend regional meetings to discuss regional cooperation.	2
B3.3	Promote the development of the Lithgow EDS 2015-18 to the Council, community, government agencies and other stakeholders. Include an official launch for the strategy and associated documents.	LCC EDAC members, Tourism Advisory Committee, Local businesses, RDACW, CENTROC, Dept of Industry, other government agencies,local media	Official launch dated and event organised.	1
B3.4	Host annual site tour with key stakeholders including Dept of Industry, Department of Employment, Dept of Roads and Marine Services.	LCC, local businesses, sponsors, govt agencies	In partnership with local business and industry, an annual tour of key sites is held, with a minimum of five government and industry representatives.	1
B3.5	Ensure that the EDO and Strategic Planning are involved with regional cooperation initiatives to ensure the best interests of the Lithgow LGA within the region.	LCC-EDO, Strategic Planning, Centroc, RDACW	EDO and Strategic Planning attend regional meetings and provide input. Procedures in place to ensure depts are notified.	1
B3.6	Ensure that the EDO and Strategic Planning are consulted and provided with strategic regional development reports issued by other agencies including CENTROC and RDACW.	LCC-EDO, Strategic Planning, Centroc, RDACW	Procedures in place to ensure information is disseminated to EDO and Strategic Planning.	1
B3.7	Investigate opportunity (and encourage regional support) for Lithgow to develop an Inter-Modal transport/ logistics hub benefiting the Central West region as a whole by using its unrivalled proximity to Sydney, access to major highways, existence of zoned land, proximity to rail sidings and proposed Bells Line Expressway.	LCC - EDO, Strategic Planning, CENTROC RDW CW, Department of Industry, Energy Australia (Minerals Processing site)	Feasibility study/ business case developed regarding Inter-Modal transport/logistic hub in the region.	1

Objective B4 Marketing Lithgow's identity and attributes

Establishing a competitive identity that differentiates Lithgow from other locations and influences the supply of infrastructure and investment. Lithgow should build upon the momentum of recent major infrastructure developments and its unique heritage and environment using various media tools to familiarise people with Lithgow and encourage them to share in its journey. This will allow Lithgow to address any negative impressions associated with the region and help a broader, truer picture of the region to emerge. People will then be able to follow the region's economic, social, cultural and environmental progress. Consistent, high quality media coverage is needed, drawing on the changes to occur in and around the LGA. Messages need to be clear and consistent, and aligned to key strategic messages linked to a larger vision and identity of the LGA.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 2(1 = the highest)
B4.1	Develop a positive identity for Lithgow to help the region implement a number of economic development specific marketing/promotional programs.	LCC, community and local businesses	Develop an identity and vision for the region to help with its effective promotion.	1
B4.2	Develop a specific Economic Development Marketing Plan to promote Lithgow's competitive identity using a variety of marketing tools - e.g investment prospectus, website, social media (facebook), handouts/fliers, etc. Consider developing separate collateral for Lithgow, Wallerawang and Portland..	LCC	Specific Economic Development-Marketing plan developed and implemented, including Social Media Campaign marketing collateral developed and distributed.	1
B4.3	Identify opportunities for marketing outside of Lithgow to attract target market groups specifically: • Potential investors and developers • Tourists • Regional retail shoppers • Potential residents and employees	LCC, local business sponsors, Enterprise Connect	Marketing plan developed and implemented.	1
B4.4	Provide local businesses with information on the region to distribute to tourists.	LCC, local businesses	Printed information distributed to businesses.	2
B4.5	Embed economic vision into Lithgow's Strategic Plan and all Council communications.	LCC	Economic Vision embedded into Council's communication.	1
B4.6	Develop and regularly update Lithgow's investment prospectus.	LCC	Investmemt Prospectus updated annually.	2
B4.7	Ensure that the investment prospectus is appropriately distributed and feedback monitored.	LCC	Distribution plan developed and implemented.	2
B4.8	Develop a 'new resident's pack which is available online and in hard copy which encourages people to choose Lithgow as their new home.	LCC	New resident's pack developed and uploaded to Council's website.	1
B4.9	Develop a 'new business attraction plan' that seeks to identify and encourage new start-up business, or established businesses (in particular small businesses) to relocate to the Lithgow LGA	LCC	'Business Attraction Plan' developed.	1

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
B4.10	Develop a 'potential investor' database which identifies businesses located regionally which may be considering relocation.	LCC	Database developed.	1
B4.11	Ensure that Press Releases are also distributed to regional media outlets as well as local ones.	LCC	Distribution list developed, press releases issued in a timely manner.	1
B4.12	Provide support to visiting investors by organising tailored tours of the region and presentation.	LCC, local businesses	Annual City Investment Tours.	1
B4.13	Implement the recommendations of the 2010 Heritage DCP Study.	LCC	Recommendations implemented.	1
B4.14	Prepare fact sheets and handouts for community and interested groups promoting local heritage through cultural tourism.	LCC	Fact sheets developed online and hard copy.	1
B4.15	Identify and protect the Aboriginal Heritage significance of the Lithgow LGA.	LCC, heritage advisers	Undertake an Aboriginal Heritage Study and implement recommendations.	2
B4.16	Ensure that the town approaches and CBD are visually attractive by installing new entrance signs throughout the LGA.	LCC	Entrance signs installed.	1
B4.17	Attend lifestyle and trade shows to disseminate marketing materials to a variety of regional audiences e.g Country Living Expo.	LCC	Participate in at least 2 trade shows per year.	2
B4.18	Develop an integrated marketing and branding strategy see A1.2.10	LCC	ongoing	1
B4.19 (see 1:7:12)	Organise a major forum/event to showcase Lithgow as a place for people to live and invest.	LCC, govt agencies, local businesses and community groups, schools and tertiary providers, health providers, large employers, etc.	Program and promotional plan developed; event held, number of attendees, number of new residents/ businesses	1
B4.20	Collate testimonials from people who have moved to area recently and include in ED website - part of B4.2	LCC	Request testimonials from the public and targeted businesses	1

4.5 Workforce skills and development

Overview

Lithgow is heavily reliant upon a few key industry sectors for employment in particular Mining which is vulnerable to fluctuating markets. The impact of such fluctuations has been evident in the last few years resulting in significant job losses throughout the region. The instable nature of the Mining sector in particular is expected to continue and it is inherently difficult to accurately predict future trends.

Economic development is linked more than ever to harnessing skills to grow existing businesses and to attract new businesses. Having access to a skilled workforce makes local firms more competitive and makes Lithgow a more attractive place to establish a new business, whether it be a small business start-up or a large firm seeking to relocate.

The capacity to attract, retain and develop workforce skills is fundamental to establishing Lithgow as a preferred location of choice.

Principle challenges

- High unemployment rate estimated to be 8.8% at June 2014
- 15 % of the resident workforce leave the Lithgow Local Government Area for work - mostly to the Blue Mountains followed by Bathurst
- Need to identify skills gaps between local workforce and business requirements
- Need to have programs in place to up-skill the local workforce and encourage those not currently participating to do so
- Evidence suggests that young workers continue to leave the region for work
- Ongoing jobs losses in the Mining and Energy sector
- Encouraging the long-term unemployed or those disadvantaged to enter and remain in the workforce

C Workforce skills and development

Overarching Goal:

Educating, retaining and attracting quality labour with skills aligned to the needs of local industry and future opportunities

Objectives

C1. Diversify the skills base
C2. Facilitate employment creation
C3. Attracting and retaining talent
C4. Address unemployment

Objective C1 Diversify the skills base

Successful cities have the ability to employ people at both the high and low ends of the employment scale so the majority of residents can partake in the benefits of economic growth. The Lithgow LGA has some disadvantaged groups in the community who encounter barriers to work. Lithgow's employment participation rate is low compared with other areas. Women – particularly those wanting to return to work may be prevented from doing so by the high-cost and scarcity of childcare facilities located near work. Youth aged 15–24 participating in the workforce is an issue plus other groups such as mature aged workers, people with disabilities and Aboriginal and Torres Strait Islanders.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
C1.1	Encourage take up of internships and traineeships by local businesses.	LCC, local businesses	Annual promotional program developed with local business support; database of businesses offering internships and traineeships.	2
C1.2	Review childcare provisions in the Lithgow LGA.	LCC, Childcare providers	Report and database developed.	1
C1.3	Complete a manufacturing/industrial survey to identify current and future skills shortages in these sectors.	LCC, Department of Industry, local businesses, local training providers	Survey completed and assessed, specific actions identified.	1
C1.4	Liaise with training providers and employment agencies to identify gaps in available skills of the resident workforce.	LCC, local training providers, TAFE local job agencies	Gaps identified and programs developed to address issues.	1
C1.5	Liaise with Centrelink to identify gaps in sought after skills that those currently unemployed do not have but could perhaps be trained in.	LCC, Centrelink	Gaps identified and programs developed to address issues.	1
C1.6	Identify from business skills shortages and liaise with TAFE and other training providers to review existing courses and lobby for additional courses.	LCC, TAFE, Training providers	Skills shortages identified and courses reviewed and adjusted as necessary.	1
C1.7	Identify requirements for apprenticeships and other training/ skills upgrading programs and lobby for funding.	LCC, local businesses local training providers TAFE	Requirements identified, funding case developed.	1
C1.8	Seek implementation of new schemes arising from State and Federal Government programs.	LCC, State and Federal government agencies	New schemes monitored and assessed for relevance.	2
C1.9	Encourage the participation in the workforce of mature age persons, long-term unemployed and school leavers seeking employment.	LCC, Centrelink, State and Federal agencies, local schools	'Workforce Participation Plan' developed and appropriately promoted, funding sought.	1
C1.10	Develop a range of community programs to assist with skills development – for example, programs where retired workers can help to train/mentor other residents/students.	LCC, govt agencies and Registered Training Organisations (RTOs)	Workshop to identify issues and solutions.	1
C1.11	Target promotion of occupations and industries where skills shortages have been identified in Lithgow.	LCC, Centrelink, local schools, govt agencies	Suitable program developed to identify opportunities and promote occupations.	1

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
C1.12	Encourage the establishment of additional higher educational providers /campuses in Lithgow such as a university presence.	LCC, Department of Education and Employment UWSCollege, Notre Dame, Sydney University	Identify key benefits of being located in Lithgow and develop promotional program.	2
C1.13	Deliver education and training to increase the capabilities of the community , staff and expertise allowing for general 'up-skilling' across the region.	LCC, TAFE, UWSCollege, other education providers	Develop an annual Business Training Calendar.	1
C1.14	In conjunction with Notre Dame University and UWSCollege lobby the Federal Government for health tertiary courses and training courses and facilities in the City.	LCC, Notre Dame, UWSCollege, local medical providers	Hold meetings between Council and tertiary educators to discuss their future development and operations.	2

Objective C2 Facilitate employment creation

Facilitate employment creation across a range of industries in Lithgow so as to ensure that sufficient employment opportunities are available for the current and future resident workforce. Lithgow is well serviced by schools, an increasing number of tertiary institutes and registered training organisations. To influence the training being delivered by these providers and to match it to the needs of industry. Economic Development can facilitate the transfer of knowledge and information between business and the training sector to ensure that skill needs and shortages are communicated, and skills development remains responsive to the local market and future opportunities.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
C2.1	Facilitate 'school-to-work links' with liaison between secondary schools and business leaders, and provide information to students/school leavers on employment opportunities and skills requirements, and training opportunities within the region.	LCC, local schools, Department of Education, local businesses, local training providers	School-to-work program developed.	2
C2.2	Facilitate improved TAFE/university-to-work links, including information for graduates on employment opportunities and skills requirements.	LCC, local businesses, TAFE, UWSCollege, Notre Dame Uni	Develop program to link educators with local job opportunities.	2
C2.3	Encourage business and industry development – See Action Plan A for components.	LCC	See Action Plan A	1
C2.4	Collect information on training participation rates and courses offered locally.	LCC, ABS, local RTOs, TAFE, UWSCollege	Regular participation rates assessed .	1
C2.5	Establish working groups with school career advisors, education providers, recruitment firms and businesses to identify skill gaps and influence delivery of specific training.	LCC, local schools, RTOs, local businesses	Workshop undertaken, skills gaps identified and training reviewed.	2
C2.6	Host annual Careers Info Evening with Department of Employment; trade training, tertiary study, pathways to work, green skills.	LCC, local schools, RTOs, local businesses	Annual careers info evening held.	1
C2.7	Investigate establishing a Careers Reference Centre in the CBD.	LCC, local schools, RTOs, local businesses	Develop feasibility study.	2

Objective C3 Attracting and retaining talent

Attracting and retaining talent is a key focus of most Councils. There are many costs incurred by businesses having to recruit some key workers and young professionals. Many workers are drawn to the critical mass or major cities like Sydney with its 24 hour lifestyle, diverse retail, restaurant and bar scenes, and the housing options offered by large cities and surrounding suburbs. Council can influence the way the Lithgow LGA looks and functions, and the way people think of it in the short-term with urban amenity being the key focus. This in turn can help attract and retain talent - both local and from outside areas.

Raising the amenity of Lithgow will help to attract and retain young professionals. It also:

- reflects well on the City's brand
- helps new firms, small business owners and new residents to choose Lithgow as a relocation option
- activates the 24-hour economy

Targets

Degree-qualified Western Sydney professionals with family and cultural roots in the West, who have been schooled and trained in the area, are a primary target group, particularly those travelling long distances to the Sydney CBD to work. So too are UWS students entering their final years, and professionals already living in the Lithgow LGA but commuting elsewhere.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
C3.1	Implement the Lithgow CBD Revitalisation Action Plan 2015 which calls for a major overhaul of the CBD.	LCC, State and Federal government agencies	Funding acquired and first stage undertaken.	1
C3.2	Conduct annual Business Recruitment Survey, compile feedback from firms regarding their recruitment experiences.	LCC, local businesses	Annual survey of local businesses.	1
C3.3	Conduct an annual Student Perception Survey, compiling feedback from students re attitudes towards working in Lithgow. Identify and address issues.	LCC, local schools	Annual survey of local students undertaken, issues addressed.	2
C3.4	Investigate the possibility of a major public campaign with businesses targeting Western Sydney talent.	LCC	Feasibility study undertaken.	1
C3.5	Promote individual case studies of successful Lithgow Professionals via local and metropolitan media.	LCC, community, media outlets	Community members identified and profiled.	1

Objective C4 Addressing unemployment

Lithgow's unemployment rate is significantly higher than the Sydney and state average. Lithgow's economic base is heavily structured around the Mining and Energy sectors and needs to develop a broader economic base where there are job opportunities to suit all segments of the community. In addition to this, some groups require additional encouragement and support to move from income benefits, into paid work.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
C4.1	Encourage Council and local businessess to provide work (e.g on the job skills training) experience to local disadvantaged people/hard-to-place workers.	LCC	Policy developed.	1
C4.2	Monitor unemployment rates, research drivers of unemployment, input into social strategy.	LCC, Dept of Employment	Ensure quarterly reports are reviewed.	1
C4.3	Formulate linkages with Job Services Australia, Centrelink and Disability Support Services to ensure a full understanding of local trends.	LCC, Job Services Australia, Centrelink and Disability Support Services	Develop regular communication with departments.	1
C4.4	Identify effectiveness of Job Services Australia services and opportunities for assistance.	LCC, Jobs Services Australia	Review services offered and identify opportunities.	2
C4.5	Submit formal comment to Department of Employment regarding unemployment rate and issues in the region.	LCC, Department of Employment,	Formal comment developed and submitted on a regular basis.	1

Lithgow TAFE

4.6 Infrastructure and land availability

Overview

Infrastructure provision and reliability is crucial to attracting investment and creating development opportunities and sustaining current communities. Infrastructure underpins the environmental, social and economic development of a place and region.

Other infrastructure assets such as reliable and accessible internet and mobile phone services, good road and rail access, sewerage services, water supply and other utility provision are also critical to a region's economic survival, sustainability and growth.

The availbility of land for development is also important. Here, the key challenge in Lithgow is transitioning from zoned land in fragmented private ownership to market ready land.

Principle challenges

- Some fragmented and constrained industrial areas
- Reliable and accessible broadband is not available throughout the Lithgow Local Government Area
- Reliable mobile phone services are not available throughout the Lithgow Local Government Area
- Lithgow is not on the National Broadband Network priority list
- Limited passenger rail services to and from Lithgow
- Continued upgrades required to local roads
- Requirement to address the capacity of the Fish River Water Supply Scheme to meet current and future water needs for the Lithgow Local Government Area
- Storm water management systems and techniques have not kept pace with best practice
- Sewerage plants have recently been upgraded but aging infrastructure still exists
- High costs including time and project management resources associated with major infrastructure upgrades
- Lack of community support for some key components of the Land Use Strategy
- Need to effectively communicate and promote the development opportunities within the LGA
- Increased difficulties with successfully applying for key infrastructure funding assistance
- Council's role in supporting land and infrastructure development whilst ensuring the protection of the environment
- Difficulties with transitioning from appropriately zoned land to market ready land because of fragmented private ownership which also results in a perceived lack of suitable and available employment lands in the region

D Infrastructure and land availability

Overarching Goal:

Develop and sustainably manage land to promote and accommodate jobs growth and house future residents. Develop infrastructure to maximise liveabilty and sustainability of the Lithgow LGA and connect the LGA to outer regions exploiting its unrivalled location within the Central West.

Objectives

D1. Future infrastructure provision and opportunities
D2. Appropriate land availability and promotion

Objective D1 Future infrastructure provision and opportunities

Having access to adequate infrastructure is critical to facilitating investment by existing businesses and attracting new businesses and entrepreneurs to establish operations in the region. Global connectivity is principally obtained through the internet and is essential for competitiveness. The federal government is committed to the development of the National Broadband network (NBN) but Lithgow needs to ensure that it is well positioned to receive this initiative as soon as possible.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
D1.1	Prepare an LGA transport strategy to consider existing and future transport needs including, regional and local roads, pedestrian and cycling and public transport needs. See LUS 6.2.	LCC	LGA Transport Strategy developed.	1
D1.2	Prepare a Development Contributions Plan that includes provision of urban and rural roads, pedestrian and cycling transport infrastructure. See LUS Action 6.4.	LCC	Development Contributions Plan developed.	1
D1.3	Continue to lobby State and Federal Governments for the upgrade of the Great Western Highway and Bells Line Expressway. LUS Action 6.5.	LCC, State and Federal Govt Depts	Lobbying plan developed and undertaken.	2
D1.4	Lobby to have the NBN brought to Lithgow to increase connection and speed and the e-commerce opportunities this will bring.	LCC, NBN Co, local businesses	Business Case developed; number of approaches made regarding NBN services coming to Lithgow.	1
D1.5	Lobby to increase the mobile phone coverage across the LGA to increase access to business and reduce the issues associated with remote work/living.	LCC, mobile phone providers	Business Case developed; number of approaches made to expand the mobile network.	1
D1.6	Identify infrastructure priorities within the LGA and develop feasibility studies/ business cases to aide with funding applications e.g Lithgow CBD Revitalisation, Rural Fire Service Facilities.	LCC	Priorities identified and business cases developed.	1
D1.7	Identify and lobby for improved infrastructure requirements for education, health, public housing and ageing population infrastructure.	LCC	Priorities identified and business cases developed.	2
D1.8	Lobby for improved rail services to and from Lithgow, e.g increased Bathurst Bullet services from Lithgow to Sydney.	LCC, RailCorp	Business Case developed for mproved rail services.	2
D1.9	Investigate viability of increased public transport services such as buses between Lithgow's CBD and residential areas including those in Portland and Wallerawang.	LCC, community groups	Feasibility study undertaken.	2
D1.10	Implement the Lithgow CBD Revitalisation Action Plan 2015.	LCC	Recommendations undertaken.	1
D1.11	Secure support and funding to develop a new sewerage plant in Cullen Bullen.	LCC, Resources for Regions funding	Continue to lobby for funding; gain community support for project.	1
D1.12 Also see B3.7	Investigate opportunity and encourage regional support for Lithgow to develop an Inter-Modal Transport facility/Logistics Hub benefiting the Central West region as a whole by using its unrivalled proximity to Sydney, access to major highways, existence of zoned land, proximity to rail sidings and proposed Bells Line Expressway.	LCC- EDO, Strategic Planning, CENTROC RDACW, Department of Industry, Energy Australia (Minerals Processing site)	Feasibility study developed; funding sought.	1

Objective D2 Ensure appropriate land availability and promotion

Ensure that the Lithgow Land Use Strategy is supported and implemented. Avoid spot rezoning and instead encourage potential developments to be undertaken in identified zones/areas to ensure the integrity of Council's Land Use Strategy. This will ensure the maximum economic benefit is achieved for the Lithgow LGA and provides business confidence in terms of assurance of land use limiting conflict. Council should also actively promote current land development opportunities both locally and regionally.

Number	Actions	Stakeholders/Re-sources	Performance indicator	Priority 1-3 (1 = the highest)
D2.1	Develop Marrangaroo Master Plan incorporating Reserve Road employment lands area, implement recommendations and actively promote the initiative.	LCC Strategic planning, EDO	Master Plan developed, Promotional Plan developed.	1
D2.2	Council to investigate opportunity of purchasing 'Stage 1' lots in Reserve Road to initiate further development and encourage ongoing development in the future. Seek funding assistance.	LCC Strategic Planning, EDO, Reserve Road landowners, Dept Of Industry	Feasibility study undertaken, funding sought.	1
D2.3	Contact sole Reserve Road developer to discuss whether they can be interviewed in terms of creating a case study for development on Reserve Road.	LCC, developer	Case study developed and used in active promotional program.	1
D2.4	Determine future of Minerals Processing Park redevelopment opportunity with stakeholders.	Council, Delta Energy, Department of Industry	Meetings held and future of site clarified.	1
D2.5	Liaise with current owners of what is know as the 'former ADI site' to fully understand their plans for the site and then help to identify potential means of promotion.	LCC, ADI site owners	Meetings undertaken and opportunities for site identified.	1
D2.6 (see A1.9.2)	Use the Lithgow LUS to identify and map potential employment lands (industrial land, commercial sites) in Lithgow, Wallerawang and Portland. Liaise with landowners to promote development opportunities.	LCC	Maps produced, engagement with landowners, landowner support obtained.	1
D2.7 (see D2.6)	Develop Promotional Plan for Lithgow's employment lands.	LCC	Promotional Plan developed and implemented.	1
D2.8	Maintain a comprehensive database of property market statistics and indicators from which to monitor the Lithgow market for residential and industrial development.	LCC, local realtors, ABS	Statistics reviewed and comprehensive database maintained.	2
D2.9	Investigate opportunities for the former gas works site and Council depot site in Mort Street that may enhance economic development with the consideration of relocating the Council depot.	LCC	Initial investigations undertaken.	2
D2.10	Investigate site opportunities for additional call centres and knowledge industry type developments in Lithgow.	LCC, local call centre companies	Potential sites identified.	1
D2.11	Ensure regular contact with Portland Cement Works developers and actively support this revitalisation - promote through website, rates notices, etc.	LCC, AWJ Civil	Regular contact made with AWJ Civil. Webpage created on Council website to promote development of site, etc	1
D2.12	Ensure regular contact with local realtors to understand local market trends in terms of current demand and supply for both residential and industrial/commercial development.	LCC, local realtors	Contact made every quarter with report developed.	1

4.7 Asset management and provision of amenities

Overview

In addition to the assets that Council's are usually associated with such as road and waste infrastructure Council's are also custodians of other assets.

In terms of Lithgow these include the various community facilities such as the indoor and outdoor pools, Union Theatre, recreation areas such as the Tony Luchetti Sportsground and the natural environment that surrounds the Local Government Area. These assets are all critical to the economic stability of the region as they make a region attractive to both current and future residents.

E Asset management and provision of amenities

Overarching Goal:

Facilitating a vibrant, safe and attractive region capable of retaining and attracting people and businesses through effective Council asset management and amenity provision

Objectives

E1. Maximise Council assets and major infrastructure
E2. Improve livability within the region

Principle issues/challenges

- Fewer Council assets in existence as a result of assets being sold or removed in the past as opposed to recognising the economic, social and environmental value these assets can bring to a region
- Costs associated with developing and maintaining a range of assets
- Difficulties in acquiring funding to help with asset/amenity development
- Lack of appropriate planning and management to maximise the use of assets and amenities
- Difficulties associated with redeveloping certain assets in private ownership
- Lack of recognition of the importance of assets and amenities for the economic and social viability of a region
- Increasing insurance costs being imposed upon Council to provide assets and amenities
- Need to develop and maintain long-term Asset and Service Management Plans
- Ensuring that the lowest life-cycle cost of an asset is achieved while maintaining agreed
- Levels of services
- Identifying critical assets and the risks associated with their failure, assessing risks periodically and monitoring and addressing these risks within available resources
- Competitive nature of lobbying for improved services such as transport services and major infrastructure projects
- Identify activities that will engage and interest younger members of the community making the region more attractive to families
- Challenges associated with retaining and attracting residents

Objective E1 Maximise Council assets and major infrastructure

Identify community and environmental assets that can be maintained, managed and promoted for the benefit of the local community and which also add to the attractiveness of the region for present and future residents and investors.

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
E1.1	Identify community and environmental assets including both Council owned and those owned by other government agencies and non-government sectors, that can contribute to building the economy.	LCC, NPWS, Forests NSW, Sydney Catchment, Local Clubs, e.g Workies, Bowling, Golf, RSL, etc, Enterprise Connect	Assets identified and documented.	1
E1.2	Prioritise Council assets in terms of funding/resourcing required to maximise efficiency.	LCC	Assets prioritised and report developed.	1
E1.3	Investigate funding opportunities to upgrade community assets to meet the needs of the broader community and ensure its viability.	LCC	Investigations undertaken.	2
E1.4	Assess principal Council owned community facilities and assets and review/develop business/marketing plans for them to maximise their potential for the economic and social benefit of the community.	LCC	Business and/or marketing plans developed.	1
E1.5	Develop sound economic assessments and business cases for major strategic infrastructure projects to guide Council investment and assist with funding applications.	LCC	Strategic infrastructure identified and business cases developed.	1
E1.6	Lobby for support of major infrastructure developments. Acquire up-to-date letters of support for major infrastructure projects from business and residential community and other government agencies.	LCC, local businesses and community, govt agencies	Up-to-date letters of support received.	1
E1.7	Implement the recommendations of the Lithgow CBD Revitalisation Action Plan 2015.	LCC	Recommendations implemented.	1
E1.8	Develop and maintain long-term Asset and Service Management Plans.	LCC	Asset and Service Management Plans Developed.	2

Objective E2 Improve livability within the region

Enhance the livability of Lithgow in terms of providing an attractive living environment, including wide housing choice and a high level of facilities, amenities and services so as to retain current residents, attract new residents and increase the LGA's appeal to visitors (who may be potential future residents).

Number	Actions	Stakeholders/Resources	Performance indicator	Priority 1-3 (1 = the highest)
E2.1	Investigate funding opportunities to upgrade community facilities to ensure that they meet the needs of the broader community e.g, cultural facilities, public amenities, etc.	LCC, AusIndustry Recreational funds, other State and Federal funding opportunities	Funding identified and applications submitted.	1
E2.2	Complete a Housing Strategy to encourage diversity and high quality housing stock as a way of attracting new residents and encourage a mix of housing types that more closely reflect current and future demographics.	LCC, Department of Housing, residential developers, private investors	Complete a Housing Strategy and promote opportunities guided by the LUS.	2
E2.3	Implement the recommendations of the Lithgow CBD Revitalisation Action Plan 2015 (See Appendix C).	LCC	Recommendations implemented.	1
E2.4	Identify means of improving the livability of Wallerawang and Portland taking into consideration their particular characteristics.	LCC, community	Report developed and recommendations implemented.	1
E2.5	Liaise with transport infrastructure providers to improve levels of service to/from and within the Lithgow LGA. For example, lobby to extend Bathurst Bullet Train services to provide residents with greater employment opportunities outside of the LGA.	LCC, Department of Transport, local State and Federal members	See Objective D1.9	2
E2.6	Implement the recommendations from the 2009 Cultural Plan and Cultural Precinct Study.	LCC, local landlords, Main street businesses, State and Federal funding	Recommendations implemented.	1
E2.7	Provide way-finding and signage throughout the LGA.	LCC	Way-finding/signage installed	1
E2.8	Encourage property owners particularly in Lithgow's Main Street, Wallerawang and Portland to participate in 'Main Street improvement programs' e.g improvements to shop fronts.	LCC, shop owners	Main Street improvement program (plus promotional plan) developed; number of shop owners undertaking improvements.	1
E2.9	Promote temporary uses for vacant shop fronts.	LCC	Plan developed and implemented, number of vacant shop fronts used.	2
E2.10	Investigate the development of an adventure playground catering for the needs of both young and older children (incorporating flying foxes, mazes, etc);.	LCC	Develop business case and seek funding assistance.	1
E2.11	Monitor the results of the Lithgow Youth Survey and strategy which will identify what resources and facilities are required to keep young people in Lithgow.	LCC	Assess and implement key recommendations.	2
E2.12	Implement priority actions of the 2009 Cultural Plan and Cultural Precinct Study e.g History Avenue, improvements to Blast Furnace Park, establishment of pop up gallery spaces, marketing support for local creative practitioners.	LCC	Implement priority actions	1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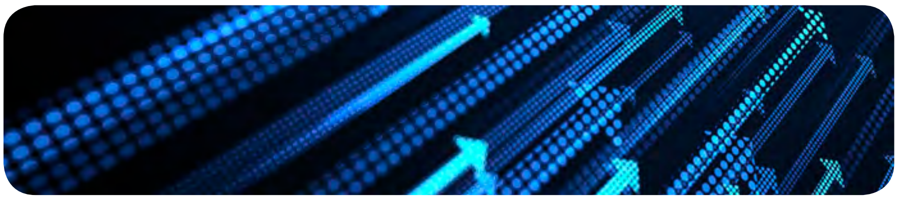
23166

PART 5



APPENDICES

A SEIFA VARIABLES

INDEX OF RELATIVE SOCIO-ECONOMIC DISADVANTAGE
Included Variables

- Occupied private dwellings with no internet connection
- Employed people classified as Labourers
- People aged 15 years and over with no post-school qualifications
- People with stated annual household equivalised income between $13,000 and $20,799 (approx. 2nd and 3rd deciles)
- Households renting from Government or Community organisation
- People (in the labour force) unemployed
- One parent families with dependent offspring only
- Households paying rent less than $120 per week (excluding $0 per week)
- People aged under 70 who have a long-term health condition or disability and need assistance with core activities
- Occupied private dwellings with no car
- People who identified themselves as being of Aboriginal and/or Torres Straight Islander origin
- Occupied private dwellings requiring one or more extra bedrooms (based on Canadian National Occupancy Standard)
- People aged 15 years and over who are separated or divorced
- Employed people classified as Machinery Operators and Drivers
- People aged 15 years and over who did not go to school
- Employed people classified as Low Skill Community and Personal Service Workers
- People who do not speak English well

INDEX OF RELATIVE SOCIO-ECONOMIC ADVANTAGE AND DISADVANTAGE
Included Variables

- People aged 15 years and over with no post-school qualifications
- Occupied private dwellings with no internet connection
- People with stated annual household equivalised income between $13,000 and $20,799 (approx. 2nd and 3rd deciles)
- Employed people classified as Labourers
- Households paying rent less than $120 per week (excluding $0 per week)
- People aged under 70 who have a long-term health condition or disability and need assistance with core activities
- Employed people classified as Machinery Operators and Drivers people (in the labour force) unemployed
- One parent families with dependent offspring only
- Households renting from Government or Community organisation
- Employed people classified as Low Skill Community and Personal Service Workers
- Occupied private dwellings requiring one or more extra bedrooms (based on Canadian National Occupancy Standard)
- Occupied private dwellings with no car
- Occupied private dwellings with four or more bedrooms
- People aged 15 years and over at university or other tertiary institution
- Households paying mortgage greater than $2,120 per month
- Households paying rent greater than $290 per week

- People aged 15 years and over with an advanced diploma or diploma qualification
- Employed people classified as Professionals
- Occupied private dwellings with a broadband internet connection
- People with stated annual household equivalised income greater than $52,000 (approx 9th and 10th deciles)

INDEX OF ECONOMIC RESOURCES
Included Variables

- People with stated annual household equivalised income between $13,000 and $20,799 (approx. 2nd and 3rd deciles)
- One parent families with dependent offspring only
- Occupied private dwellings with no car
- Households renting from Government or Community organisation
- Households paying rent less than $120 per week (excluding $0 per week)
- People aged 15 years and over who are unemployed
- Households who are lone person households
- Occupied private dwellings requiring one or more extra bedrooms (based on Canadian National Occupancy Standard)
- Households owning dwelling they occupy (without a mortgage)
- Dwellings with at least one person who is an owner of an unincorporated enterprise
- Households paying mortgage greater than $2,120 per month
- Households owning dwelling (with a mortgage)
- Households paying rent greater than $290 per week
- People with stated annual household equivalised income greater than $52,000 (approx 9th and 10th deciles)
- Occupied private dwellings with four or more bedrooms

INDEX OF EDUCATION AND OCCUPATION
Included Variables

- People aged 15 years and over who left school at Year 11 or lower
- People aged 15 years and over with no post-school qualifications
- Employed people who work in a Skill Level 5 occupation
- Employed people who work in a Skill Level 4 occupation
- People (in the labour force) unemployed
- People aged 15 years and over with a certificate qualification
- People aged 15 years and over at university or other tertiary institution
- People aged 15 years and over with an advanced diploma or diploma qualification
- Employed people who work in a Skill Level 1 occupation

Last updated ABS, 25 March 2008

B RECOMMENDATIONS OF THE BUSINESS AND RETAIL STRATEGY 2010

2.1 Future Centre Hierarchy

Lithgow - Subregional Centre

Lithgow will continue to function as a subregional centre, as a focal point for government and community activity within the Local Government Area. Council should ensure that future retail floorspace, commercial floorspace and community facilities are focussed within the centre. Lithgow's Main Street retailing precinct should be preserved. As Lithgow Valley Plaza expands, Lithgow may attract more shoppers from further afield. Council should plan for improvements to the physical environment, through improved connections between Main Street and Lithgow Valley Plaza, while implementing business support initiatives. In planning for a cultural precinct, Council should seek to attract creative industries, building on Lithgow's industrial manufacturing heritage.

Action L1 Improve signage at the entry of town by erecting signage directing drivers to Main Street. Current signage directs residents to Lithgow Valley Plaza. Time frame: Short.
Action L2 Provide cycle parking within Lithgow town centre. Time frame: Short.
Action L3 Improve connections between Main Street and Shopping centres, and between shopping centres, through signage, widened footpaths and shade trees. Council should negotiate with landowners to improve pedestrian connections to shopping centres on privately owned land. Time frame: Medium.
Action L4 Complete traffic modelling for the alternative ways of making the Main Street one way to allow for additional parking. Over the longer term the alternative uses could be developed on Council's existing public car park, to offset any costs associated with changes to traffic flows. Time frame: Long.
Action L5 Consider rezoning business areas to appropriate alternative uses. Time frame: Short. Resource requirements: Minimal
Action L6 Adopt design guidelines for the conversion of old shop fronts for alternative uses. This can be incorporated within a development control plan, supporting the principal LEP. Time frame: Short.

Wallerawang – Local Centre

Wallerawang will continue its role as a local centre. Council should continue to encourage convenience retailing, take away food and local services in this location. Council should also continue to offer services, through the Wallerawang Library. Though the centre is unlikely to change significantly, over time the broader Lithgow area may attract a higher number of day trippers, which may have flow on effects to Wallerawang, particularly following the adaptive reuse of the station. Opportunities for alternative uses within the centre should be considered within the principal LEP, with design guidelines for alternative uses.

Action W1 Extend 'Celebrate Lithgow' events to incorporate events in Portland and Wallerawang. Time frame Medium.
Action W2 Replace signage to town centre. Consider using alternative language i.e. 'Town Centre' or 'Main Street' instead of 'Shopping Centre'. Time frame: Short. Resource requirements: Minimal.
Action W3 Plant street trees to provide shade along Main Street. Time frame: Medium.

Resource requirements: Moderate.
Action W4 Consider rezoning business areas to appropriate alternative uses. Time frame: Short. Resource requirements: Minimal.
Action W5 Adopt design guidelines for the conversion of old shop fronts for alternative uses. This can be incorporated within a development control plan, supporting the principal LEP. Time frame: Short. Resource requirements: Minimal.

Portland – Local Centre (Heritage Tourism Precinct)
Portland centre presents a distinct opportunity for Lithgow Local Government Area, a heritage tourism destination promoted in conjunction with Hartley historic village. The local role of Portland should also be preserved. Careful consideration should be given to how the Boral site can rejuvenate the town centre and facilitating a tourism role for the centre. Council should explore avenues to promote tourism, for example through events, within Portland, in parallel with other initiatives, such as encouraging businesses to extend trading hours.

Action P1 Council's economic development officer to work with landowners to support and facilitate the rezoning and redevelopment of the cement works site. Time frame: Medium. Resource requirements: Minimal.
Action P2 Extend Celebrate Lithgow events to incorporate events in Portland and Wallerawang. Time frame: Medium. Resource requirements: Moderate.
Action P3 Promote Portland in conjunction with Hartley historic village, online and through signage at Hartley, or online, as well as signage on the Great Western Highway directing tourists to 'Historic Portland'. Time frame: Short. Resource requirements: Minimal.
Action P4 Provide a community transport service to allow residents in Portland to access the town centre, or to travel to Lithgow. Time frame: Short and ongoing. Resource requirements: Moderate.
Action P5 Consider rezoning business areas to appropriate alternative uses. Time frame: Short. Resource requirements: Minimal.
Action P6 Adopt design guidelines for the conversion of old shop fronts to alternative uses. This can be incorporated within a development control plan, supporting the principle LEP. Time frame: Short. Resource requirements: Minimal. Rod Simpson's work to be included

2.2 Economic Development Objectives and Actions
The following strategic directions will guide the retail and business strategy for Lithgow Local Government Area. Actions for implementation have been identified.
Objective 1: Encourage residents to shop locally
To reduce escape expenditure Lithgow City Council will strive to encourage residents to continue to shop locally, building on the existing desire of residents to support local businesses. There are many ways in which residents can be encouraged to shop locally. This includes improving the appearance of centres, ensuring appropriate planning controls are in place to accommodate (and not constrain) new business and further promotion of local businesses.

Place specific actions are included in Section 6.1.

Action ED 1 Coordinate joint marketing to support businesses which extend their trading hours, particularly cafes in the evening and on Sunday. This may be trialled over a short period, for example in the lead up to Celebrate Lithgow, or in January in association with some type of summer festival. Time frame: Short. Resource requirements: Minimal.

Action ED 2 Provide funding to Lithgow Business Association to develop branding for local products, or locally owned businesses. Time frame: Short. Resource requirements: Moderate.

Action ED 3 Request Expressions of Interest from potential stall holders to assess demand for local markets. For example, these could be held on the pedestrian mall near the post office, or be incorporated within the Cultural Precinct, located at the eastern end of Lithgow. Monthly markets could have a particular focus, for example food or parts and crafts. Time frame: Short. Resource requirements: Moderate.

Action ED 4 Work with the local paper or radio to profile a new or interesting business each week. This may be prepared by Council's Economic Development Officer and published by the paper. Time frame: Short. Resource requirements: Minimal.

Action ED 5 Better promote existing events through Council's website, the local newspaper and signage within Lithgow Centre. In the weeks prior to Celebrate Lithgow, there appeared to be only minimal advertising within the centre. Visitors or new residents may be unaware of the event. Time frame: Ongoing. Resource requirements: Minimal to Moderate.

Action ED 6 Prepare a feasibility study for the development of an indoor pool. Time frame: Medium to Long. Resource requirements: Significant.

Objective 2: Encourage local businesses to strive for excellence Local businesses can be encouraged to achieve excellent standards of customer service and presentation. Consultation indicated that some businesses were happy operating the same way that they always had, with some businesses happy to accept mediocrity. Motivation for change is required.

Action ED 7 Encourage BEC to offer short-course or seminars within Lithgow on ways to improve existing businesses, for example in merchandising. Organisational or in kind support may be provided by Council. Time frame: Short. Resource requirements: Minimal.

Action ED 8 Stage Lithgow Local Government Area Business Awards to promote business excellence and inspire local businesses to improve the quality of presentation and service. This may be achieved in partnership with other organisations such as the Lithgow Business Association, or a sponsor, such as the local newspaper. Time frame: Short. Resource requirements: Moderate.

Objective 3: Develop tourism industry

While there is limited tourism within the Lithgow area at present, there are opportunities to attract people seeking a short-break from Sydney or day-trippers. Attractions such as the Zig Zag Railway and Hartley Village already attract visitors to the area. However, some obstacles must be overcome. At present accommodation within Lithgow Local Government Area is limited. Businesses only trade limited hours on the weekend, with many residents noting that it is difficult to get a cup of coffee on Sunday afternoon, as most businesses are closed (see Action ED 1).

Action ED 9 Improve the promotion of Lithgow and surrounds, by developing reciprocal arrangements with other tourist information offices. Time frame: Ongoing. Resource requirements: Minimal to Moderate.

Action ED 10 Prepare a business case for tourist accommodation. By illustrating a shortage of accommodation within the area Council may be able to attract additional accommodation providers. Time frame: Medium. Resource requirements: Moderate.

Action ED 11 Implement a grants program which provides matched funding for the painting and preservation of heritage shop fronts. Time frame: Medium. Resource requirements: Moderate.

Objective 4: Consolidate Lithgow's Centres

At present, there is an oversupply of retail and business floorspace within Lithgow Local Government Area. Additional floorspace has been approved within Lithgow Valley Plaza and businesses uses, such as bulky goods retailing and light industrial are being considered at Marrangaroo. Council should pursue opportunities to consolidate commercial and business floorspace within existing centres, and consider opportunities for alternative uses (see Section 6.1). Design criteria may be required to ensure sympathetic conversion to alternative uses.

Action ED 12 Avoid rezoning to allow for business uses, such as bulky goods retailing, in out of centre locations until demand can be demonstrated. It is unlikely that a large scale bulky goods precinct could be supported by the current retail catchment unless significant population growth occurred. Time frame: Short and ongoing. Resource requirements: None.

Action ED 13 Promote temporary uses for vacant shop fronts by subsidising rent over a short time period or implementing a scheme in line with Renew Newcastle (see below). Consultations have indicated that previous attempts at temporary uses such as art installations were unsuccessful. However, this avenue should continue to be explored. Potentially 'pop- up' shops, restaurants and bars or exhibitions are temporary uses which may add to the vibrancy of an area. Time frame: Short. Resource requirements: Moderate.

Objective 5: Promote Lithgow to new residents

Lithgow's strengths as a residential location should be promoted. Lithgow offers a strong community spirit, country lifestyle and affordable housing, all within a short distance of Sydney. As the relative affordability of housing within Sydney declines, the Lithgow area may appear more attractive to those, such as consultants and small business owners, who are not tied to a specific location. They will be attracted by affordable property in a lifestyle area. To some extent Lithgow may be attractive to artists and creative industry, driven by these factors.

Action ED 14 Promote Lithgow as an attractive place to live. Firstly, unique selling points of Lithgow need to be identified for example highlighting relatively affordable housing prices. Then Lithgow should be actively promoted through Council's website. This could be complemented by joint advertising by real estate agents in Sydney newspapers, coordinated by Council. Time frame: Ongoing. Resource requirements: Moderate.

Action ED 15 Target promotion of Lithgow to industries where skill shortages have been demonstrated, for example professionals, or people employed in the Mining industry. Time frame: Ongoing. Resource requirements: Minimal.

Objective 6: Support growth in centres as part of a broader economic development objective Planning for business and retail must be considered as part of a broader economic development initiative. Retailing is in essence tied to the local population and workforce. Opportunities for industry development, promoting

Action ED 16 Implement the recommendations of the Wallerawang Industrial Study. Time frame: Long. Resource requirements: Significant.

Action ED 17 Maintain communication with the local business community through the Economic Development Advisory Committee and the Lithgow Business Association. Additional communication channels could be explored, including a bi-annual business newsletter highlighting any new Council initiatives. Time frame: Ongoing. Resource requirements: Minimal.

Action ED 18 In line with the strategic plan, lobby education providers to provide some courses locally, for example through a regional campus and advocate for the local TAFE to provide a broader range of courses locally. Time frame: Short to Medium. Resource requirements: Minimal.

Action ED 19 Consider incentives for business start-ups such as a one year rate holiday for new businesses or businesses which have moved to the Local Government Area. Time frame: Short. Resource requirements: Moderate (forgone income)

Action ED 20 Support business start-ups by using Council owned premises as incubator space. An audit of Council owned buildings may identify opportunities for adaptive reuse of heritage buildings or another ideal location for a council operated business incubator. This may be located within the cultural precinct. Demand for a business incubator should be assessed, followed by preparation of a full feasibility study and business plan. Time frame: Short to Medium. Resource requirements: Moderate.

Action ED 21 Encourage local restaurants and cafes to showcase local products. Consider opportunities to promote concepts such as slow foods, and promote food security. This could be achieved in partnership with the Lithgow Business Association. Time frame: Short. Resource requirements: Minimal.

Action ED 22 Disseminate information on available grants and funding sources for example the Regional Business Employment Fund. This may be through Council's website or through the BEC. Time frame: Short. Resource requirements: Minimal.

Objective 6: Monitor and Re-evaluate

Planning for business and retail is an ongoing process. Council needs to monitor the supply and demand for retail and business floorspace at reasonable intervals.

Action ED 23 Council to review this retail and businesses strategy in five years to take into account population and employment growth and change. Triggers for change include less than 5% vacancy in retail and commercial floorspace. Time frame: Medium. Resource requirements: Moderate.

C RECOMMENDATIONS OF THE **LITHGOW CBD REVITALISATION ACTION PLAN 2015**

8.0 Action Plan

8.2 Summary implementation costs

The costs summery below indicate s the implementation costs for the design proposals as outlined in the report for the upgrading of public domain to Lithgow CBD.

Lithgow CBD Revitalisation Action Plan Draft Cost Estimate **11th November 2014**

Costing Summary

No	Description Works				Total
1.0	**Contractor Preliminaries (12%)**				
1.1	Contractor Preliinaries - Main Street Precinct				$1,106,390.56
1.2	Contractor Preliinaries - Mort Street Precinct				$141,230.52
1.3	Contractor Preliinaries - Railway Parade Precinct				$163,211.02
1.4	Contractor Preliinaries - Eastern Entry Precinct				$112,316.88
1.5	Contractor Preliinaries - Esbank Carpark Precinct				$154,441.87
1.6	Contractor Preliinaries - Western Entry Precinct				$50,904.00
	Sub Total				**$1,728,494.84**
2.0	**Main Street Precinct**				
2.1	Services Infrastructure - Main Street Precinct				$1,300,000.00
2.2	Traffic Control - Main Street Precinct				$250,000.00
2.3	Main Street - Bridge Street square - Eskbank Station				$531,650.00
2.4	Main Street - Bridge Street Square and Pioneer Park				$1,395,255.00
2.5	Main Street - Eskbank Street Plaza				$563,164.00
2.6	Main Street - Cook Street Plaza				$963,894.50
2.7	Main Street - Sandford Ave Plaza				$833,389.80
2.8	Main Street - Queen Elizabeth Park Plaza				$180,796.00
2.9	Main Street - Main Street - Pedestrian paths +Street gardens				$3,201,772.00
	Sub Total				**$9,219,921.30**
3.0	**Mort Street Precinct**				
3.1	Mort Street works				$1,176,921.00
	Sub Total				**$1,176,921.00**
4.0	**Railway Parade Precinct**				
4.1	Railway Parade				$1,360,091.80
	Sub Total				**$1,360,091.80**
5.0	**Eastern Entry (Bell Line Road) Precinct**				
5.1	Eastern Entry (Bells Line Road)				$935,974.00
	Sub Total				**$935,974.00**
6.0	**Eskbank St Car Park Upgrade**				
6.1	Eskbank St Car Park				$1,287,015.60
	Sub Total				**$1,287,015.60**
7.0	**Western Entry (GWH)**				$424,200.00
	Sub Total				**$424,200.00**
	Total Works estimate (excluding GST)				**$14,404,123.70**
8.0	**Professional Fees (10%)**				
8.1	Professional Fees - Main Street Precinct				$921,992.13
8.2	Professional Fees - Mort Street Precinct				$117,692.10
8.3	Professional Fees - Railway Parade Precinct				$136,009.18
8.4	Professional Fees - Eastern Entry Precinct				$93,597.40
8.5	Professional Fees - Esbank Carpark Precinct				$128,701.56
8.6	Professional Fess - Western Entry Precinct				$42,420.00
8.7	Investigations and surveys	1	Allowance	$100,000.00	$100,000.00
8.8	Project management	1	Allowance	$500,000.00	$500,000.00
	Sub Total				**$2,040,412.37**
9.0	**Overall Contingencies**				
9.1	Design Contingency (5%)				$720,206.19
9.2	Construction Contingency (10%)				$1,440,412.37
	Excludes escallation				
	Sub Total				**$2,160,618.56**
	Total fees & contingencies estimate (excluding GST)				**$4,201,030.93**
	Total construction fees & contingencies estimate (excluding GST)				**$18,605,154.63**

Basis of Estimate:

•Based on Masterplan Concept drawings
•Guideline document only - costs estimates and rates are indicative only
•Quantities are based on concept proposals only and subject to further clarification at detail design

Exclusions

•Road surface milling and re sheeting / linemarking
•Civil works beyond or in addition to those directly involved in public domain improvements
•Excavation in Rock
•Contaminated ground
•Infrastructure amplification or renewal including stormwater, sewer, water, gas, power, telecoms to Mort Street and Railway Parade
•Undergrounding of power
•Provision, upgrading, or relocation of traffic signals

8.3 Action Plan

The action plan seeks to identify the required sequence of activities in pursuing the implementation of the plan. These are listed following:

1. Review funding availability and establish likely funding cashflow and programme
2. Equate the funding to the works scope and the criteria identified in 8.1 to establish indicative scopes in sequence – this will be subject to change and evolution but provides an initial structure
3. Prepare detailed ground survey for works areas including full underground and above ground services survey and audit
4. Review property issues related to the works scope and identify required tasks
5. Resolve procurement approach – Council to project manage or full project management by head contractor
5. Commission design development
6. Integrate community and other stakeholder consultation to design development
7. tender
8. Plant procurement
9. Early works
10. Full construction works

Quick win summary

Quick wins are actions that can achieve significant outcomes and results in realising Revitalisation Action Plan recommendations but are highly achievable in terms of cost, on site constraints, and timing.

Action	Who		Cost
1. Expand Council Façade Restoration Program and target key streetscape buildings	Lithgow City Council in partnership with landowners and business operators	Ongoing	$40,000 per year with matching contributions by landowners
2. Activate public spaces with events, markets and street entertainment	Lithgow City Council and community and event organisations	Ongoing	Annual Council budget allocation in combination with other stakeholder budgets
3. Trial several pop up street dining pods within road reserve	Lithgow City Council and pioneer business partners	12 months	Seed funding of $50,000
4. Encourage additional on street dining by local food businesses	Lithgow City Council, business organisations and individual traders	Ongoing	No cost to Council
5. Activate dormant public spaces such as Pioneer Park with new interim uses such as urban food gardens, public art venues etc	Lithgow City Council, Lithgow Creatives, business organisations and sponsors, schools and the general community	12 months	Seed funding of $25,000
6. Activate dormant shopfronts with pop up shops	Lithgow City Council, business organisations, landowners, real estate agents, and emerging entrepreneurs	12 months	Seed funding of $5,000
7. Deliver business support programs including customer service and visual merchandising training to maximise shop window street appeal and return custom	Lithgow City Council, business organisations, and sponsors	Ongoing	$20,000 per year
8. Encourage landowners and business operators to install street pots with flowers and plants , as well as sales props to individual shopfronts on footpath areas	Business organisations and individual traders	12 months	No cost to Council
9. Deliver shop local promotions to retain existing customer loyalty and increase new customer base	Lithgow City Council, business organisations and individual traders	Ongoing	$40,000 per year

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