



Our Place Our Future

Community Strategic Plan 2030 Extracts

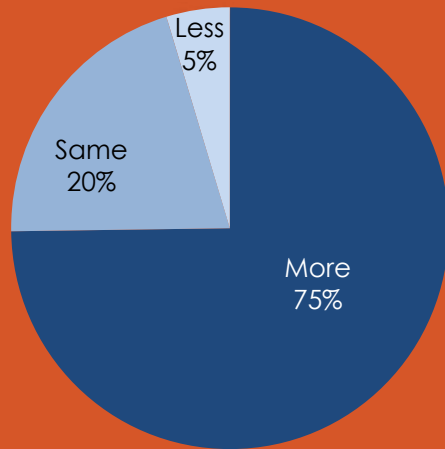
- Developing our Built Environment
- Responsible Governance & Civic Leadership



Developing our Built Environment

Should there be less, the same, or more focus in terms of Council investment, resourcing or advocacy in this area?

N=405



Source: Community Strategic Plan Research - Micromex Research - January 2017 p21



Planning our built environment

Planning for suitable infrastructure development to promote sustainable and planned growth, while enhancing the existing identity of the towns villages and rural areas of the local government area.

Our built environment programs

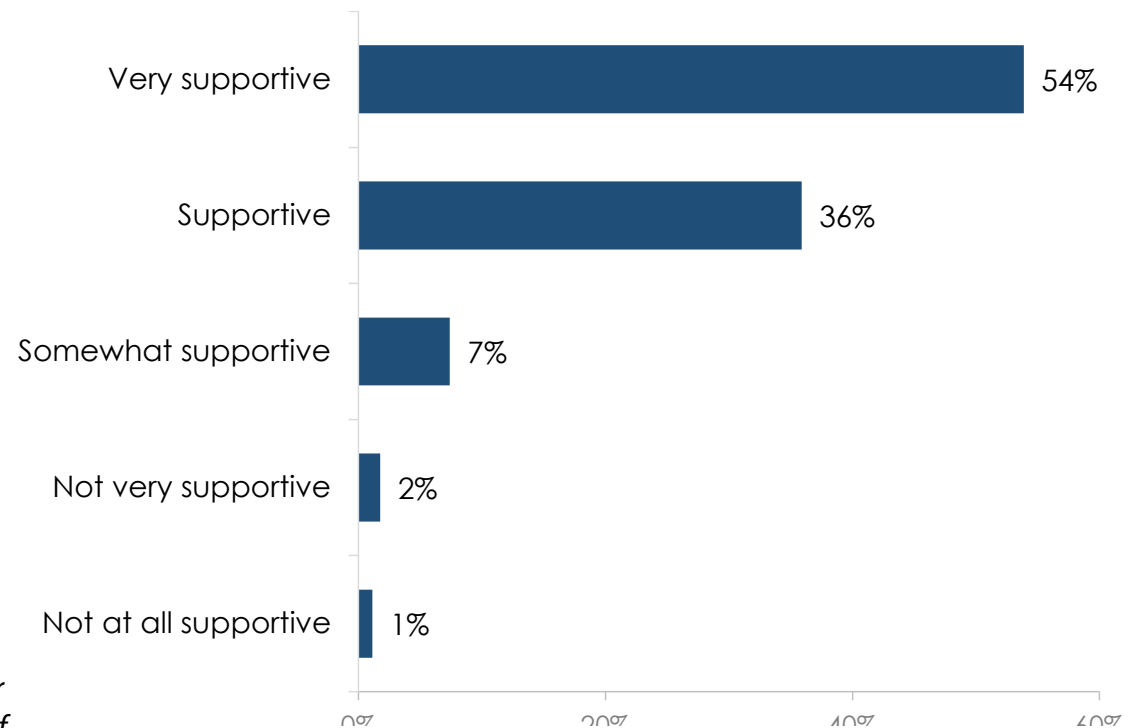
Ensuring sustainable and planned growth through the provision of effective public and private transport options and suitable entertainment and recreational facilities to enhance the lifestyle choices of the community.

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

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

Community Support

In 2016, Micromex Research surveyed 405 residents across the Lithgow LGA to ascertain support for the themes within the Community Strategic Plan. "Support for this theme of 'Developing our built environment' was very high, with 97% indicating a positive level of support - 54% giving the top rating and 75% claiming 'more' resources are needed.



Values, Strengths and Challenges

In 2016, Council engaged Micromex Research to undertake a visioning workshop with the new Council to identify the key values, strengths and challenges of the Lithgow Council area, establish how these fit within the Community Strategic Plan (CSP) and propose projects and ideas to support and address these issues.

Under the key theme of 'Developing our Built Environment' the most valued aspect of the Lithgow area is considered to be the 'location, providing a rural lifestyle in a beautiful area whilst still being within relatively close proximity to Sydney'. Growth potential (availability of land), tourism, education, transport connections and location were seen as strengths. Managing change - that is, ensuring that any changes are made whilst retaining the natural heritage and rural community spirit of the area was seen to be the greatest challenge for Lithgow over the next 10 years. Challenges which will impact this include:

- Creating employment and business opportunities.
- Improving standards within the community e.g. Main Street Revitalisation and infrastructure.
- Coping with an aging population.
- Managing and sustaining the environment and
- Population growth.

(Micromex 2016:6).

In 2010, Council completed the Land Use Strategy 2010-2030. This strategy provides key strategic directions for the next 20 years and is the framework on which the following strategic plans for the future development and growth of the Lithgow LGA have been based:

- Lithgow Local Environmental Plan 2014
- Lithgow city rural and rural Residential Strategy
- Masterplan and Development control Plan for the Marrangaroo Urban Release Area.

In the past four years, the following major Infrastructure works programs have been undertaken which make the Lithgow region a more attractive place to live, work and invest paving the way for future developing and population growth.

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

Works commenced in 2016/17 on:

- Construction of the Portland Sewage Treatment Plant.
- Refurbishment of Cook Street Plaza and the Eskbank Street Precinct; Stage 1 of the CBD Revitalisation Program.
- Council received funding for the construction and connection of sewerage in the village of Cullen Bullen.

Important note:

When reading the Community Strategic Plan it is important to remember that while Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

Community Opportunity 4

Assess Council assets to see whether development opportunities could be created by selling unused land with the Lithgow LGA. The sale of surplus land/properties would also create a reserve of funds for the LGA that could be used to support the projects and plans highlighted within the CSP.

The Councillor Visioning Workshop (Nov2016) identified the following projects to support/address strengths and challenges. The community was asked the questions “can you think of any priorities that should be considered in terms of ‘Developing our Built Environment?’” in the Community Strategic Plan Survey undertaken in December 2016 (see Community Priorities Table).

Land availability

- Examine land sizes and subdivide to allow for housing growth
- Ensure land is available for both residential and commercial development.

Revitalise

- Create innovation awards to address shop facades.
- Refurbish Union Theatre, Wallerawang Memorial Hall, the Grandstand and the Civic Ballroom.

Community Priorities

	N = 405
More facilities/activities for youth	16%
Road maintenance	13%
Cinema in the area	6%
Improved infrastructure	5%
More recreational areas	5%
More shopping facilities	4%
Streets need to be beautified	3%
More public facilities	3%
More public transport services	3%
Develop more industrial areas	2%
Developing more residential areas	2%
More job opportunities	2%
Road network changes	2%
Nothing/don't know	43%

Source: Community Strategic Plan Research Report - Micromex Research 2017:p24. Responses of fewer than 20% are detailed in Appendix A of this report which is available online at council.lithgow.com

Our Place...Our Future

BE1 - Our built environment blends with the natural and cultural environment

Ref	Outcome	Benefits	Measure
BE1.1	We provide a respectful cemetery service.	<ul style="list-style-type: none"> Reduction in the number of cemetery complaints received regarding the cemeteries and cemetery service. Cemeteries are maintained. 	<ul style="list-style-type: none"> Number of complaints received. Improvements to cemetery grounds. Number of complaints received.
BE1.2	We provide cultural and recreational infrastructure that meets the needs of the community.	<ul style="list-style-type: none"> Increased capacity of community cultural facilities to cater to the delivery of quality festivals and events. Enhanced CBD through public art, signage and landscaping. Increased use of our open spaces with higher satisfaction levels. A healthier community. 	<ul style="list-style-type: none"> Length of pedestrian/cycleways. Improved design and usability of dedicated open space and connectivity through the strategic town planning and development application process. Number of parks and gardens upgraded. Incorporation of creative design elements into open space areas, playgrounds, street furnishings, BBQ areas, picnic areas and gardens. Hassans Walls Lookout and Reserve developed to encourage environmentally sustainable recreational and tourist use. Support of recreational activities and organisations provided in accordance with Council's Financial Assistance Policy.
BE1.3	Provide an Environmental Health Inspections program.	<ul style="list-style-type: none"> Reduced risk of food borne disease. Reduced risk of infection. 	<ul style="list-style-type: none"> Number of food premises inspected. Number of skin penetration premises inspected.

BE1 - Our built environment blends with the natural and cultural environment

Ref	Outcome	Benefits	Measure
BE1.4	Match infrastructure with development	<ul style="list-style-type: none"> Commercial and industrial buildings meet the needs of the community and service Council operations. Increased aged care places. Increased development. No under supply of community infrastructure. Increased satisfaction with service levels for road maintenance and development. Extension of sewage infrastructure to non-service areas. On-site wastewater management systems comply with environmental health requirements. Improved water infrastructure to service the local government area. Community satisfaction with the development assessment process. 	<ul style="list-style-type: none"> Compliance with WHS & Legislative requirements. Number of commercial premises occupied. Annual review of fees and charges to ensure commercial competitiveness. Number of aged care places. Number of development applications and construction certificates. Length of sealed and unsealed roads. Accessibility to public transport. Number of building/development inspections undertaken. Provision of sewage infrastructure to Cullen Bullen and Lake Lyell Recreation Area. Portland Sewage Treatment Plant upgrade completed. Water infrastructure upgraded.

Our Place...Our Future

What can you do?

There are many ways that individuals can get involved and help to Develop our Built Environment by:

- Participating in planning for the future of the area.
- Using public transport, cycleways and walkways where appropriate.
- Rehabilitating contaminated sites for recreational use and development.
- Continuing to be 'proud' of your suburb, street, village or locality.
- Shopping locally to strengthen our local economy.
- Being active, using cycleways and walkways to travel to work, school and between facilities.
- Getting involved in heritage projects in your town or village.
- Getting involved in community arts projects in your town or village.
- Investing and developing adaptable and affordable housing options that cater to the needs of the community.
- Making use of community parks and recreation areas for family outings.
- Making use of the JM Robson Aquatic Centre for family outings.
- Using public transport, cycleways and walkways to get around.
- Ensuring that you comply with system operations requirements.
- Installing rainwater tanks.



Links to State Priorities

- Reduce travel times
- Improve road safety
- Invest in critical infrastructure
- Build liveable centres.
- Secure potable water supplies
- Enhance cultural, creative, sporting and recreation opportunities
- Ensure NSW is ready to deal with major emergencies and natural disasters.

Links to Premiers Priorities

- Creating jobs
- Building infrastructure.

Links to CENTROC Regional Priorities

- Transport links, particularly into Sydney & the New South Wales Ports (Newcastle, Port Botany & Port Kembla).
- Secure quality water supplies.

Links to Draft Central West and Orana Regional Plan

Direction 1.1 - Grow the economic potential of the agribusiness sector.

Direction 1.2 - Transform the region's manufacturing sector through advanced and value-add manufacturing opportunities.

Direction 1.3 - Manage the region's mineral and energy resources sector in a sustainable way.

Direction 1.4 - Increase jobs in the health, education and tourism sectors.

Direction 1.5 - Support business activities with well-located and serviced industrial lands and commercial centres.

Direction 2.1 - Improve the region's freight transport networks and access to external markets.

Direction 2.2 - Coordinate infrastructure delivery to facilitate economic opportunities.

Direction 3.1 - Protect the regionally important agricultural land.

Direction 3.2 - Protect the region's mineral and energy resources.

Direction 3.3 - Manage competing and conflicting interest in agricultural, mineral and energy resource areas to provide greater certainty for investment.

Direction 4.1 - Manage growth and change in the region's settlements.

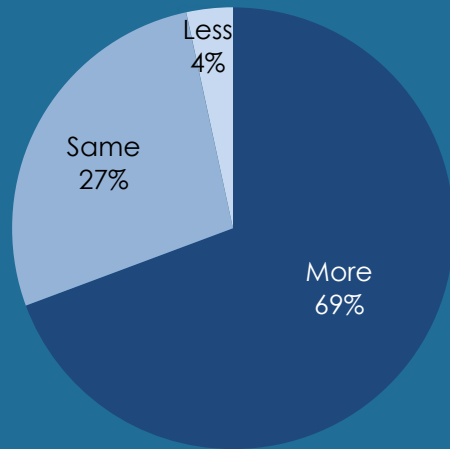
Direction 4.3 - Increase and improve housing choice to suit the different lifestyles and needs of the population.

Direction 4.4 - Enhance community access to jobs and services by creating well-connected places designed to meet the needs of a regional community.

Responsible Governance & Civic Leadership

Should there be less, the same, or more focus in terms of Council investment, resourcing or advocacy in this area?

N=405



Source: Community Strategic Plan Research - Micromex Research - January 2017 p27



Planning our council

Ensuring integrated corporate plans that set the long term direction for the local government area and Council.

Our council programs

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

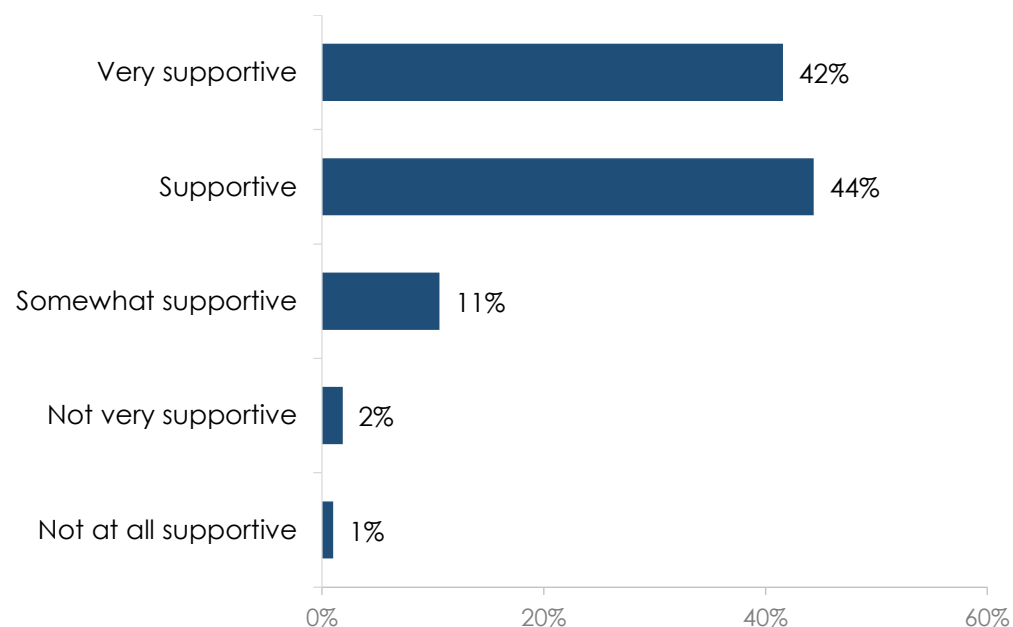
Leadership, in practice, must involve engagement and can involve making hard decisions, often balancing a number of different interests, including the role of the local government area in the wider regional and international communities. This theme is responsible for:

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

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

Community Support

In 2016, Micromex Research surveyed 405 residents across the Lithgow LGA to ascertain support for the themes within the Community Strategic Plan. *“42% were ‘very supportive’ of the ‘Responsible Governance and Civic Leadership’ theme, with 69% advocating more focus in this area’.*



Values, Strengths and Challenges

In 2016, Council engaged Micromex Research to undertake a visioning workshop with the new Council to identify the key values, strengths and challenges of the Lithgow Council area, establish how these fit within the Community Strategic Plan (CSP) and propose projects and ideas to support and address these issues.

Support for the key theme of 'Responsible Governance and Civic Leadership' was strong across all demographics. 24% of residents surveyed (n=405) feel 'there should be more 'consultation/interactions/transparency with the community'. (Micromex 2016:6).

The community was asked "Can you think of any priorities that should be considered in terms of Responsible Governance and Civic Leadership"? The top 7 responses are listed in the table below:

	N = 405
Consultation/interaction/transparency with the community	24%
Council needs to work as a team	17%
Councillor's skills should be appropriate for their role	8%
Appropriate Councillor behaviour towards community and co-workers.	7%
Better efficiency within the council	5%
Making council meetings more available to the public	2%
nothing/don't know	26%

In December 2016, Council received a Notice of intention to issue a performance improvement order to Lithgow City Council under section 438A of the Local Government Act 1993. In response, Council engaged Morrison Low to undertake a full review of Long-Term Financial Plan and develop an Improvement Plan to ensure Council is Fit for the Future. These documents form part of Council's Resourcing Strategy within the Integrated Planning and Reporting Framework. The Implementation Plan has been incorporated into the 2017/18 Operational Plan.

Both the Councillor Visioning Workshop and Morrison Low have identified the need for Council to undertake a review of Council's property portfolio with a view to selling surplus land/properties to enable funds to be used for identified projects.

Community Opportunity 5

Assess Council assets to see whether development opportunities could be created by selling unused land within the centre of Lithgow. The sale of surplus land/properties would also create a reserve of funds for the LGA that could be used to support the projects and plans highlighted within this report. .

Important note:

When reading the Community Strategic Plan it is important to remember that while Council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Lithgow Local Government Area, it is not wholly responsible for its implementation. Other partners, such as state and federal government, non government organisations and community groups may also be engaged in delivering the long-term objectives of the plan.

The Councillor Visioning Workshop (Nov2016) identified the following projects to support/address strengths and challenges. The community was asked the questions “can you think of any priorities that should be considered in terms of ‘Responsible Governance and Civic Leadership?’” in the Community Strategic Plan Survey undertaken in December 2016 (see Community Priorities Table).

Advocacy

- Advocate on behalf of Lithgow to the Federal Government for improved transport and health services.
- Continue to present at the Regional Living Expo.

Employment

- Make Lithgow Council one of the major employers of the area.
- Create internal employment opportunities, such as traineeships and apprenticeships.

Communication

- Ensure communication to the community is open and accessible, e.g. pop-up stores, online.

Community Priorities

	N = 405
Consultation/interaction/transparency with the community	24%
Council needs to work as a team	17%
Councillors’ skills should be appropriate for their role	8%
Appropriate Councillor behaviour toward community and coworkers	7%
Better efficiency within the Council	5%
Making council meetings more available to the public	2%
Nothing/don’t know	46%

Source: Community Strategic Plan Research Report - Micromex Research 2017;p28. Responses of fewer than 20% are detailed in Appendix A of this report which is available online at council.lithgow.com

Our Place...Our Future

GL1 - Our council works with the community

New Ref:	Outcome	Benefits	Measure
GL1.1	Our community is involved in the planning and decision making processes of Council.	<ul style="list-style-type: none"> • Growth and development is managed sustainably. • Plans that set the long term direction for the LGA and Council are integrated. • Council processes are open and transparent. • More people in the community are pro-active participating in Council engagement activities. 	<ul style="list-style-type: none"> • Current plans are reviewed and monitored. • New plans and strategies are developed in line with the community's needs. • Identified targets are implemented and achieved through the Delivery Program and Operational Plan. • Compliance with Best Practice Management of Water Supply and Sewerage Guidelines. • The business of Council is conducted in an open and democratic manner.

GL2 - Moving towards a sustainable council

GL2.1	Revenue opportunities, costs savings and/or efficiencies are achieved.	<ul style="list-style-type: none"> • More financially viable Council resulting in improved asset management. • Council has a reputation for sound financial management. • A Council that is Fit for the Future. • A sustainable and progressive Council. 	<ul style="list-style-type: none"> • Annual review of fees and charges to ensure commercial competitiveness. • Internal auditing programs implemented. • Councils statutory responsibilities are managed. • Adequate levels of stock for internal supply to operational programs is maintained. • Financial and other alliances are developed with other local Councils and CENTROC. • Legislative reporting requirements are completed within the required time frames. • Council properties and assets are managed to maximise economic benefit. • Funding from other levels of government. • Development contributions are responsibly managed.
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GL2 - Moving towards a sustainable council

New Ref:	Outcome	Benefits	Measure
GL2.2	Use modern operating systems and apply contemporary practices.	<ul style="list-style-type: none"> • Increased efficiencies and higher staff satisfaction. • A Council that is Fit for the Future. • A sustainable and progressive Council. 	<ul style="list-style-type: none"> • Work together to interweave and optimise the sharing and coordination of Council resources and information. • The integrity and security of Council's records is maintained. • Access to Council's records is provided. • Information which Council collects is used lawfully and for the purpose it was collected. • Information systems are secure and well managed. • Development applications processes are efficient • Council's fleet of plant and equipment is maintained.
GL2.3	Provide effective risk and safety practices.	<ul style="list-style-type: none"> • Reduced incidents. • Lower insurance premiums and related costs. 	<ul style="list-style-type: none"> • Insurance coverage of Council's activities and assets is current. • Council's risk is managed.

Our Place...Our Future

GL3 - We are all valued citizens

New Ref:	Outcome	Benefits	Measure
GL3.1	We provide prompt, knowledgeable, friendly and helpful advice.	<ul style="list-style-type: none"> Councillors are supported in their role. There are more people in the community who consider Council staff friendly and helpful. 	<ul style="list-style-type: none"> Councillors are supported in their role. Communication between Council and the community is open and effective. Ensure efficient customer service standards.
GL3.2	Responsive and efficient services.	<ul style="list-style-type: none"> Increased community satisfaction with Council's customer service. 	<ul style="list-style-type: none"> An efficient and effective 'One-Stop-Shop' for the processing of customer enquiries, complaints and business transactions. Efficient and timely responses to customer correspondence. The level of service provided to internal and external customers is continually monitored and reviewed. Development assessment information is readily available.
GL3.3	Encourage a motivated and adaptive workforce.	<ul style="list-style-type: none"> Council is regarded as an employer of choice within the community. High staff retention with a proactive workforce. 	<ul style="list-style-type: none"> Number of actions from the Workforce Plan implemented.



What can you do?

There are many ways that individuals can get involved and ensure Responsible Governance and Civic Leadership by:

- Participating in planning for the future of the area.
- Talking to your local councillors about your ideas and suggestions for improving the local government area.
- Attending Council meetings.
- Participating on a Council Advisory Committee as a community representative.
- Participating in community forums, information sessions and surveys to provide feedback on policies, processes and to develop strategies for the future growth and development of the local government area.
- Regularly visiting Council's websites and social media pages, reading local media and joining our Council Connections e-mail list to keep up to date with Council's activities.
- Providing input into Council's financial planning as part of the development of the four-year Delivery Program and annual Operational Plan process.
- Promoting the benefits of working at Council as an employee.
- Utilising information systems and processes to engage with Council effectively.

Links to State Priorities

- Restore confidence and integrity in the planning system.
- Restore trust in State and Local Government as a service provide.
- Improve government transparency by increasing access to government information.
- Involve the community in decision making on government policy, services and projects. .

Links to Premiers Priorities

- Driving public sector diversity.
- Improving government services.

Links to Draft Central West and Orana Regional Plan

Working together to interweave and optimise the sharing and coordination of Council resources and information will ensure that the development of new plans and strategies not only benefit the Lithgow LGA but that they are linked to the four goals identified in the Draft Central West and Orana Regional Plan 2016.

Goal 1 - A growing and diverse regional economy.

Goal 2 - A region with strong freight transport and utility infrastructure networks that support economic growth.

Goal 3 - A region that protects and enhances its productive agricultural land, natural resources and environmental assets.

Goal 4 - Strong communities and liveable places that cater for the region's changing population.

How to contact us:

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- Facebook: www.facebook.com/LithgowCityCouncil
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