Lithgow City Council

Councillor Workshop

Prepared by: Micromex Research
Date: March 3, 2022

Background & Methodology

Background: A community survey was conducted in December 2021 with 401 residents to determine community priorities, views on living in the area and support for future projects. Following results Council sought to conduct a workshop with Councillors and Council Staff to discuss findings and future actions.

Objectives:

The session was designed to address three broad themes:

- Where are we now – A summary presentation of the community survey findings

- Where do we want to be in 10 years – Guided by the 5 CSP Pillars, community results and discussion amongst Council staff/Councillors

- How will we get there – Discussion of Council staff/Councillors of areas of focus to help address the long-term goals guided by community feedback

Sample:

9 Councillors and 4 Executive Council Staff

Timing:

Workshop held on the evening of Wednesday 23rd February, 6.00pm to 8.30pm
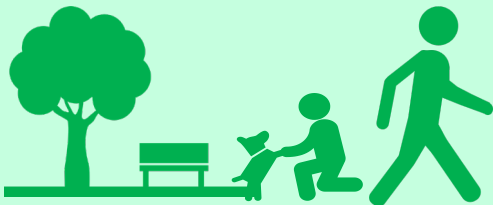
Summary Findings

In Summary…

Retain, Change and Priority areas for the Councillors are broadly in line with the wider community views

RETAIN:

Sense of community / natural environment

CHANGE:

Roads / economic development.
Although more emphasis from Participants on upgrading and maintenance of infrastructure and the local area

PRIORITY:

Economic development and roads main priorities for both groups.
However, Participants seemingly placed more emphasis on land/housing and availability/affordability

In Summary…

Out of the 45 dots placed on Pillars, 17 were assigned to Governance and Civic Leadership goals and 13 assigned to Strengthening the Economy. These are areas identified for improvement whilst performance with the natural environment appears to be doing well.

Areas of Focus:

The councilors were most in agreement with the below themes

- Housing/land availability

- Supporting & connecting communities

- Retaining youth – education/skills

- Arts and sports precincts

- Environmental preservation/mitigation – accessible (roads, trails, lighting)

- Improving communication to the community

- Measurable customer service metrics
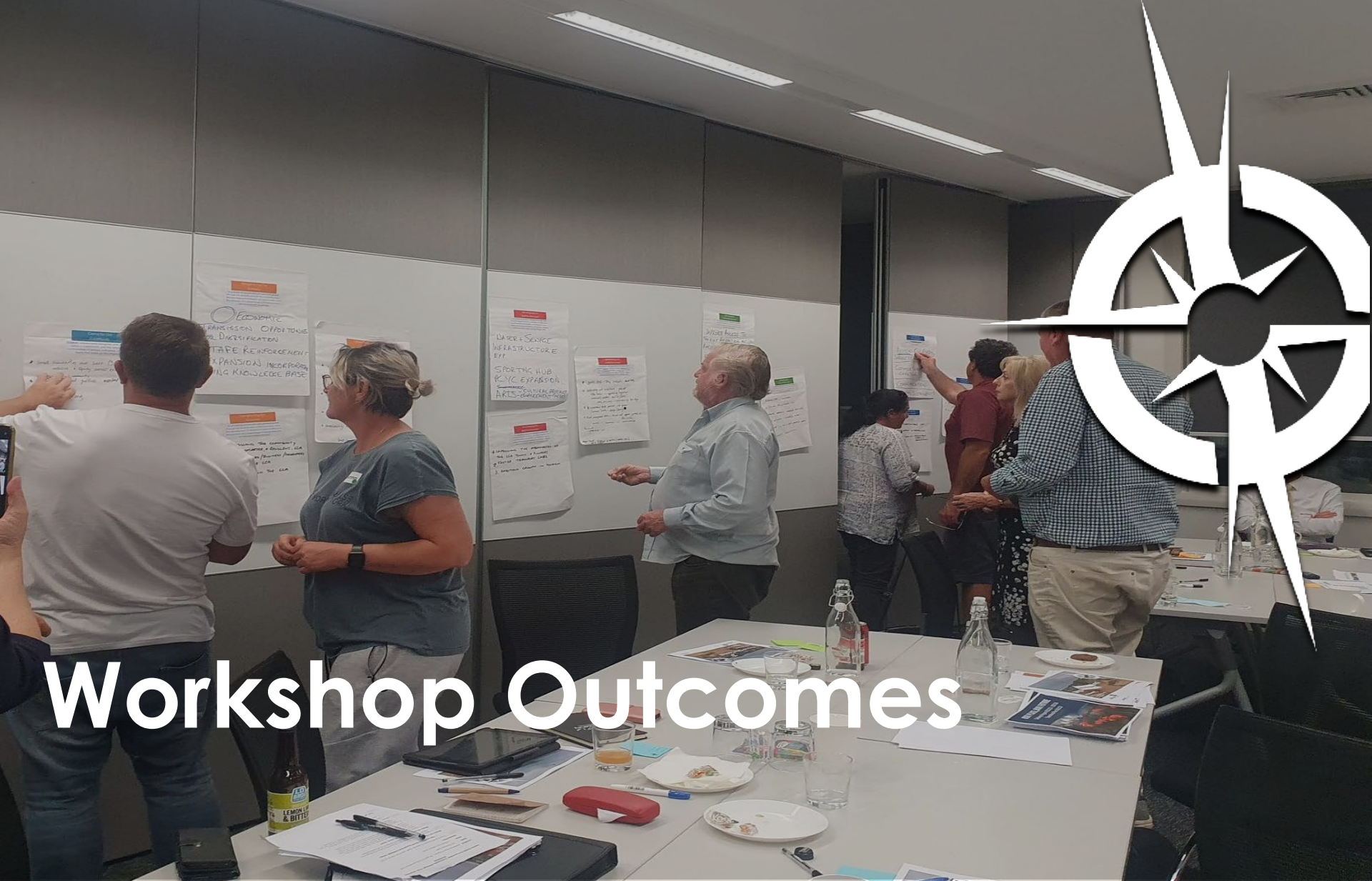
Workshop Outcomes

Where do we want to be in 10 years time?

Where do we want to be in 10 years time?

How will we get there?

Micromex presented the community survey findings to the Participants focusing on the open-ender results for areas the community loves (would like to Retain), would like to Change and Priorities. After the summary, Participants were asked to place two sticky dots on each of the posters (one poster provided for each of the three tables) next to the community responses they think should be priority focus areas for Council over the next two to three years.
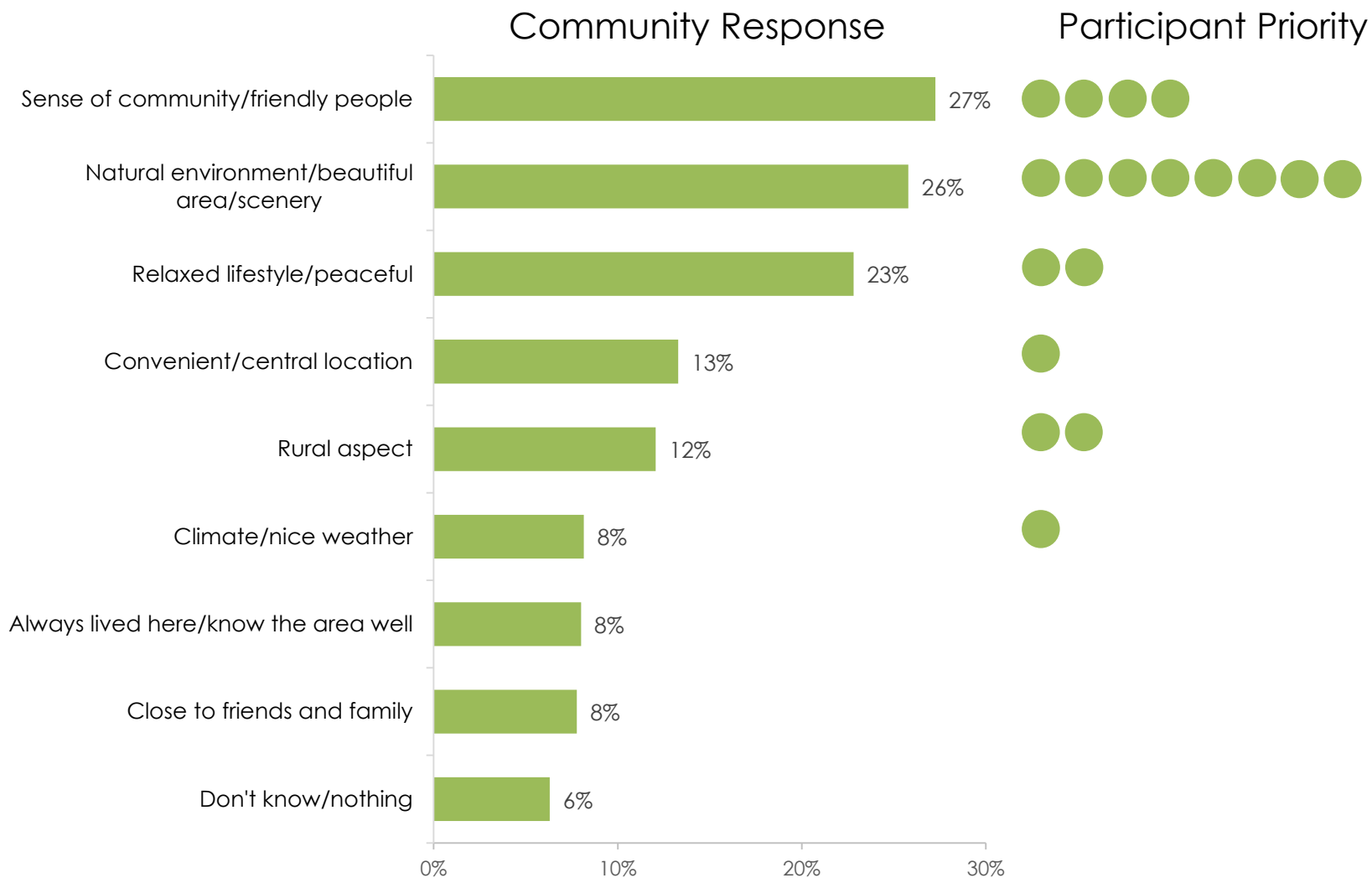
The next few slides shows the community (bar chart) and Participant (round dots) results for focus areas to retain, change or prioritise.

When asked if the Participants felt anything was missing from these bar charts there was mention of; education and training, diversification, community services, how Council engages with the community and availability of land (development land and land to divide).

RETAIN

Q2a. What do you love most about living in the Lithgow LGA?

Community Response

Category	%
Sense of community/friendly people	27%
Natural environment/beautiful area/scenery	26%
Relaxed lifestyle/peaceful	23%
Convenient/central location	13%
Rural aspect	12%
Climate/nice weather	8%
Always lived here/know the area well	8%
Close to friends and family	8%
Don't know/nothing	6%

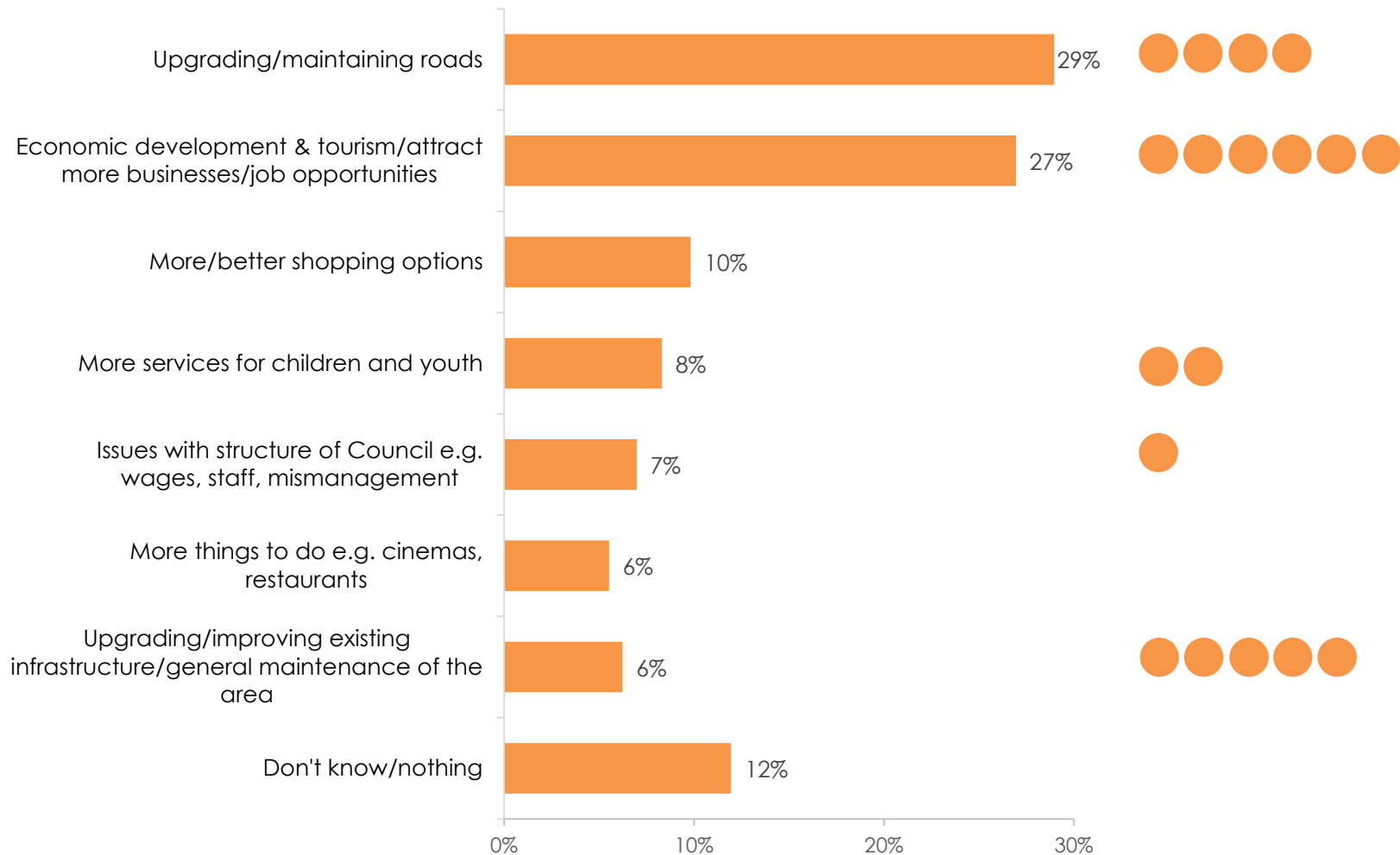**Participant Priority**

Base: N = 401

Compared to the wider community view, Workshop Participant views are generally inline, with a greater value placed on the 'natural environment/beautiful area/scenery'.

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CHANGE

Q2b. And what would you like to change about living in the Lithgow LGA?

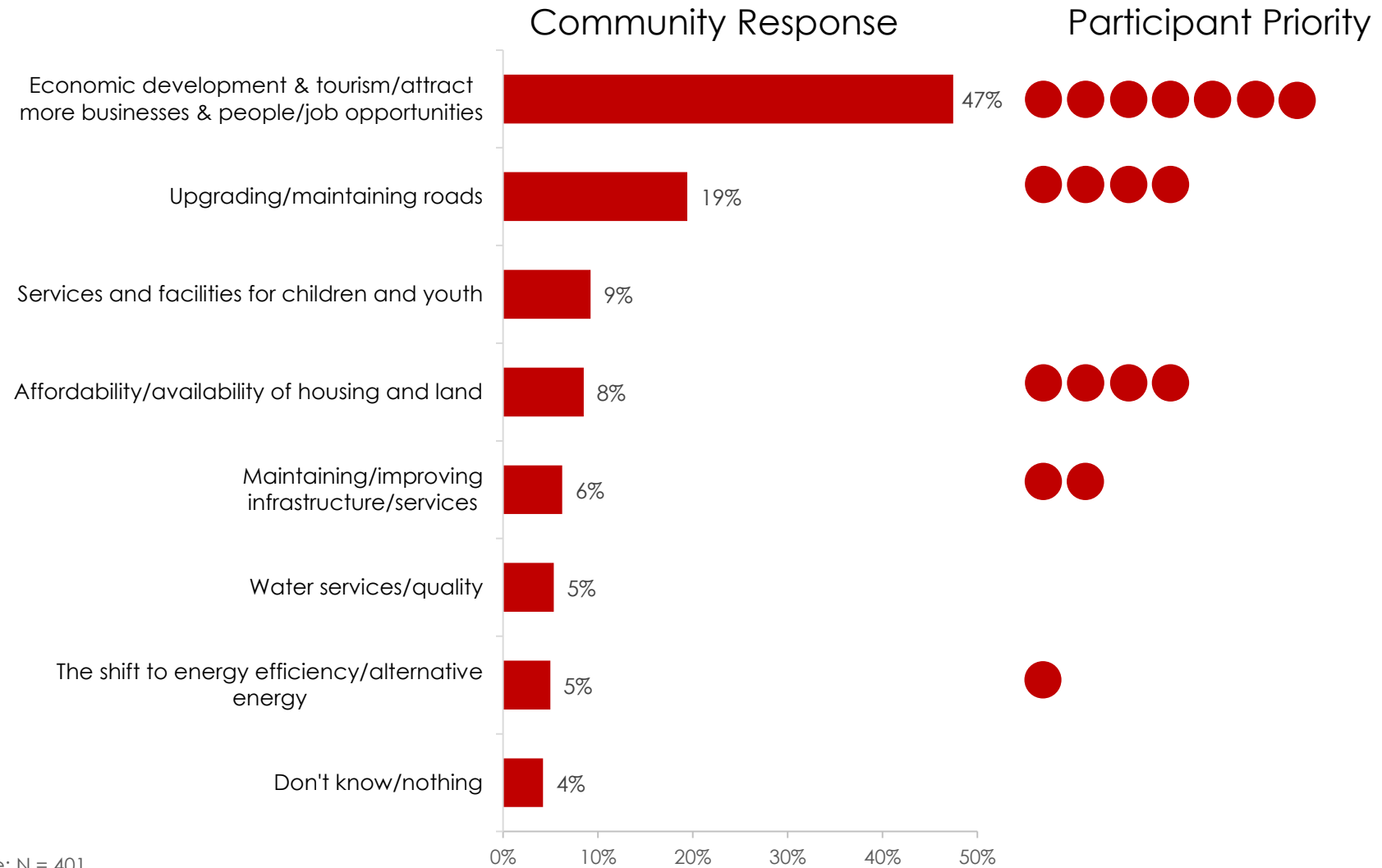## Community Response   ## Participant Priority

Category	Community Response	Participant Priority
Upgrading/maintaining roads	29%	●●●●
Economic development & tourism/attract more businesses/job opportunities	27%	●●●●●●
More/better shopping options	10%	
More services for children and youth	8%	●●
Issues with structure of Council e.g. wages, staff, mismanagement	7%	●
More things to do e.g. cinemas, restaurants	6%	
Upgrading/improving existing infrastructure/general maintenance of the area	6%	●●●●●
Don't know/nothing	12%	

Base: N = 401

For the most part the identified areas for change are very similar for Participants and the wider community, however, the Participants also believe change should occur in 'upgrading/improving existing infrastructure/general maintenance of the area'.

PRIORITY

Community Response

Participant Priority

Category	Community Response
Economic development & tourism/attract more businesses & people/job opportunities	47%
Upgrading/maintaining roads	19%
Services and facilities for children and youth	9%
Affordability/availability of housing and land	8%
Maintaining/improving infrastructure/services	6%
Water services/quality	5%
The shift to energy efficiency/alternative energy	5%
Don't know/nothing	4%

Base: N = 401

Participant and community views are the same for the main priority area to focus on, namely economic development. However, the Participants were seemingly more inclined than the community to also prioritise affordable land/housing.

10

How will we **get there?**

Each table was provided with a summary of the 5 CSP Pillars. Participants were asked to develop two or three goals / signature projects for each of the five CSP Pillars using the Retain / Change / Priorities as context and guidance.

Participants were given approximately 40 minutes to discuss and develop the goals and projects and then report back to the room.

Then, as a final exercise, Participants were each provided with five sticky dots that they could place on any of the goals/ projects that they felt were priorities. The distribution of the 45 dots by CSP Pillar was as follows (although it should be noted some goals were mentioned on multiple pillars):

- Governance   12
- Economy   13
- Built environment   9
- Community   6
- Natural environment   5

Where do we want to be in 10 years time?

How will we get there?

Caring for our community	Strengthening our economy	Developing our built environment	Enhancing our natural environment	Governance & civic leadership
•To retain, respect and strengthen both our overall sense of community, and the unique linked communities of groups, rural areas, villages and towns that make up the Lithgow LGA.	•To provide for sustainable and planned growth through the diversification of the economic base, the development of diverse job opportunities and the provision of a broad range of formal and non-formal educational services.	•To provide a choice of effective public and private transport options, suitable entertainment and recreational facilities, and lifestyle choices while enhancing the existing rural areas, villages and towns that make up the Lithgow LGA.	•To balance, protect and enhance our diverse environmental elements, both natural and built, for the enjoyment and support of both current and future generations.	•To develop community confidence in the organisation by the way it is directed, controlled and managed.

CSP Pillars – Areas of Focus

Caring for our community:
Goals/Signature Projects

Caring for our community

Affordable housing ②

Lifestyle trails (grants opportunity) - linked multipurpose pathways - tourism - health ②

More support for community groups - foster/grow ①

Support community groups ①

Bringing all the communities in the LGA together - rural/villages

Festivals - togetherness e.g. Halloween

Promoting a sense of safety in the LGA

Retaining and embracing history and heritage

Small communities are seen and heard/respected - inclusive/equity across entire LGA

Villages and local identities maintained - localities - Oakley Park, Vale of Clywdd, etc.

Wellbeing of community - vulnerable/social justice - mental health/youth

1

Strengthening our economy — **2**

Developing our built environment — **3**

Enhancing our natural environment — **4**

Governance & civic leadership — **5**

Note: number in dots represent the number of sticky dots placed in support of proposed goal/project

Caring for our community
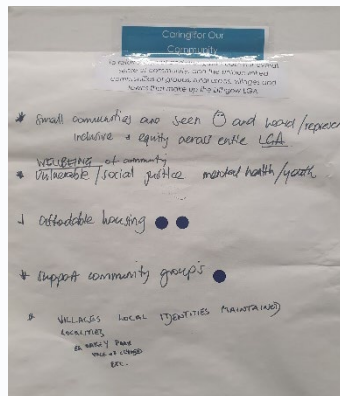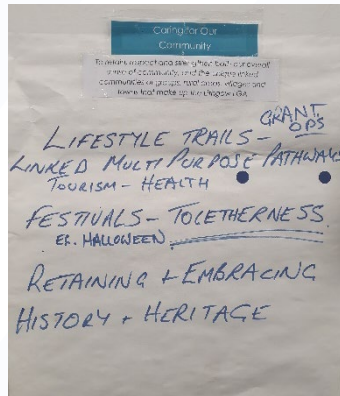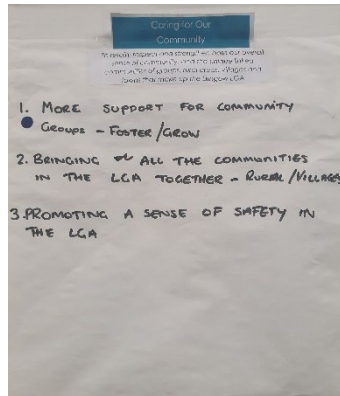
"Creating a greater sense of safety at all times i.e. things like CCTV. That could be how, you know, a consolidated sense of safety our community has to make so they can feel safe"

"I think where it says support we need to encourage these people continuing trying to source more volunteers"… "Encourage the community's own capacity to support and create ways for itself"

"Engaging more rural communities, our villages to be part of the greater Lithgow"… "Creating better networks across our communities, to bringing all of these together, bring all the different communities together, i.e. groups, locations, sporting affiliations"

"The sense of community…small communities orbit around Lithgow…they've all got their unique characteristics"

"The fairness thing is really important…equity across the entire LGA "
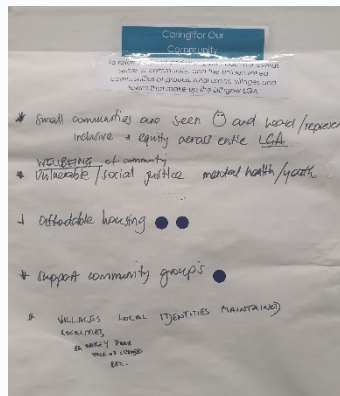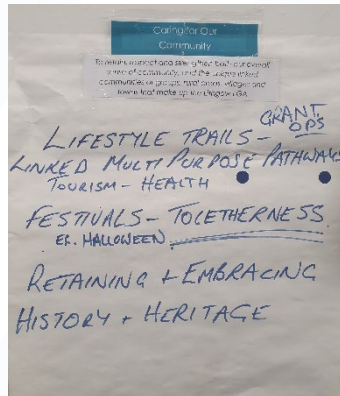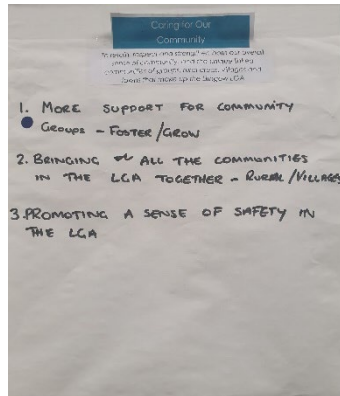
Presenting the Findings Back

"What we came up with was around lifestyle trails, including multi-purpose pathways, that's tourism and health. And looked around opportunities to help us get there. Just what we're saying, is not only that would link our local people in local areas, like say, West Lithgow to East Lithgow, also link Lithgow to Wang and Portland down into the trails. So we've got multi-purpose pathways and trails that link all the communities and all about demographics, children, elderly and all that and all our little communities as well"

"For the next one, to do that, we thought festivals and togetherness i.e. Halloween and just build on all of that. Because once we do those, you can see a change in the people in town. They really liked it for months afterwards, and months before that, too leading up to the event. So, when that happens, you just see a bit more of a spark in the town. So we'd like to see more focus on festivals maybe togetherness, it might be jazz in the park on Friday nights, etc."

"And the last one there for this one was retaining and raising our history and heritage. So we've got a really good history and heritage in Lithgow. We've got the rail, the coal, power and we want to retain that by linking those and having some museums and stuff for the community and maybe some walks"

"More support for our community groups, foster growing those groups, because they are the heart of our community, things like link, even the RSL, returned soldiers that do the ANZAC parades and all that sort of stuff. They're struggling to get volunteers, we need to foster that growth. Bring all the communities in the LGA together, we need to reach villages. The biggest thing we get out of when we go to our villages, is that they don't fully engage with our cities, our towns. They don't feel engaged with Lithgow, Wang and Portland, that they feel that the LGA, our city, is more engaged with those towns, rather than all the villages. I was out at Tarana and that was one of the messages I got one weekend"
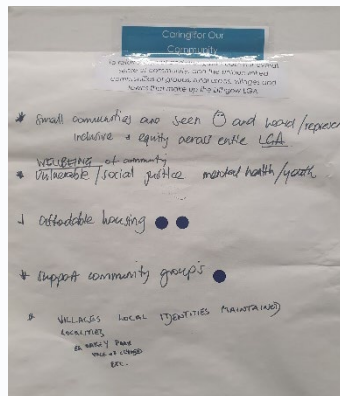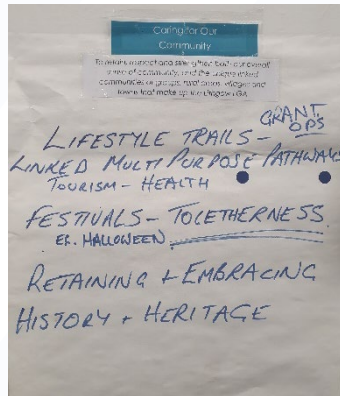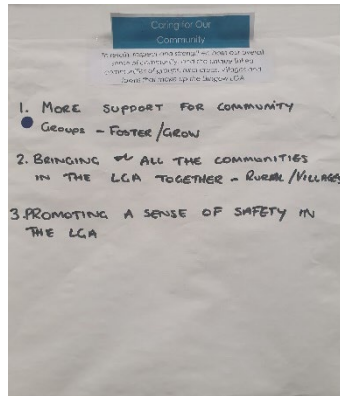
Presenting the Findings Back

"Like a lot of the other groups we saw that communities need to be seen and heard, particularly villages, so that that's a critical part. But we also like the identity of local communities in the townships like Oakey Park, like the Vale, people identify with where they live, and we want to see that maintained and pride in that. We're looking for well-being, we're looking to deal with mental health issues, health, youth, social justice issues"

"And importantly, we want people to be able to live here. Because at the moment we don't have affordable housing, and in fact, in some cases, we don't have available housing... That's concerning because we talk a lot about bringing jobs and industry but we haven't got a vacant house. So where are we going to put these people when they arrive"

"And we want to support the community groups in our society who do such and lots of mention of that in the other groups as well. They're really important to give them capacity in delivering things and we just we need to support them and let them get on with their businesses as they do"

CSP Pillars – Areas of Focus

Caring for our community

1

Strengthening our economy

2

Strengthening our economy:
Goals/Signature Projects

LEEP (Lithgow's Emerging Economy Project) 4

Economic transition opportunities for diversification 2

Renewable energy/waste energy 2

TAFE reinforcement and expansion. Incorporating ageing knowledge base 2

Affordable housing - top 10% in Australia for any housing (none) 1

Availability of land 1

Foster industries/business/developers to invest in the LGA 1

Retain youth in the LGA

Skills development

Up-skilling the community to achieve a smarter & resilient LGA

Developing our built environment

3

Enhancing our natural environment

4

Governance & civic leadership

5

Note: number in dots represent the number of sticky dots placed in support of proposed goal/project

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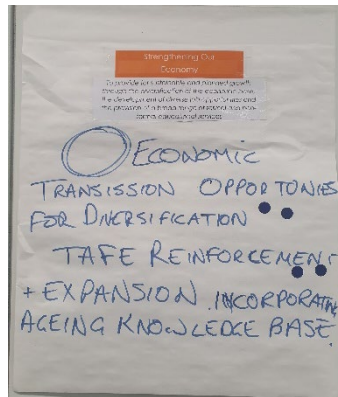
Table Discussions

"The goal is to have a smarter, more efficient employer community"

"The goal is to make the city more skilled"

"Upskilling. Upskilling the community to achieve a smart, more resilient city"
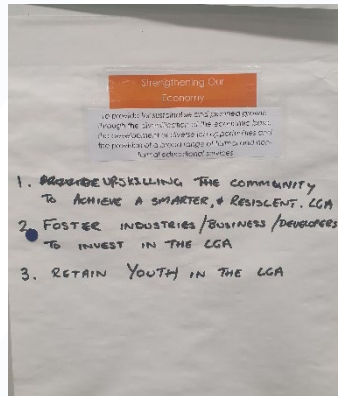
"We're talking about us providing ...It's one thing to have a workforce ... or industries to work in…We've got to try and encourage businesses to come here, too. Foster Industry, business and development"

"Retaining our youth, because if you look at statistics…We've got an older population rather than a young one. Retaining our youth. Making it worthwhile…Also, the economic aspects of the other things that keep youth are obviously thinking about things like shopping as well. So not just the workplace but placemaking. Placemaking is part of it as well… Well, you have to encourage really new shopping places, too"

"If we don't have youth we are not going to be able to strengthen our economy"
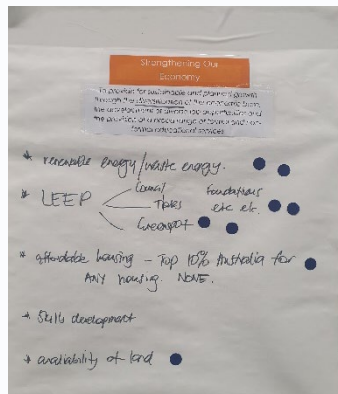
"We need to find enough employment for people to really stay here"

"The biggest problem is going to be young people affording a house and a block of land…we sold it to a bloke for 200,000 and it's now back of the market for 385, you know what I'm saying? Who can afford that?"
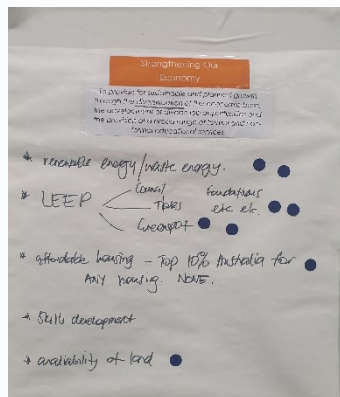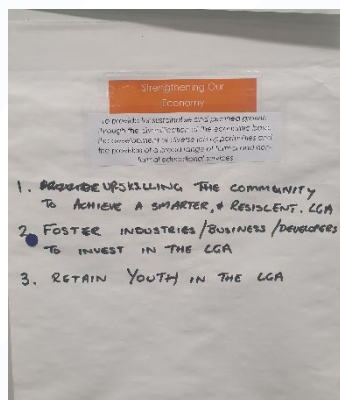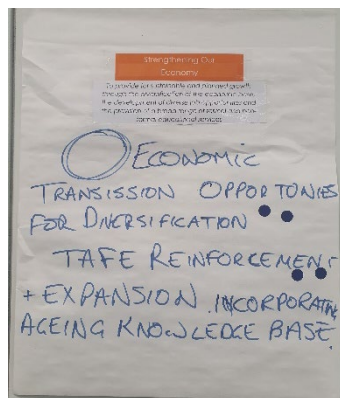
Presenting the Findings Back

"We put here economic transition opportunities for diversification. So, what we probably mean by that is trying to get different types of businesses here that weren't here normally so we can get skilled labour. So, where we'll have a main group meeting, hubs and different types of businesses that can attach to those sort of hubs and businesses that come in"

"We will also want to reinforce education and TAFE, maybe expand those opportunities for our education base"

"Upskilling community to achieve a smarter and resilient LGA, that is a really big thing. The more upskilling we can do the more resilient we are into the future. Foster industries, business developments to invest into the LGA. I know we spoke a bit about this the other night, about how are we going to do this. And the biggest thing is that we've got an aging population in Lithgow and we need to retain the youth in the LGA and we need to come up with strategies of how to keep them here. What can we do to keep the in Lithgow and engaged within the community"

"Our group was looking into renewable energy and its waste energy. And also looking at diversity in our industry. So if we don't go in a lineal pattern of here's coal and there's that. So we want to see to try and shape maybe five or six branch tree starting to diversify"

"Affordable housing, it's the social infrastructure that drives our forward progress…But we need available housing. At the moment we've got a subdivision out at Wang and start price for the properties is 525,000 before you put a house on it…So if we recreate this style of development where do we house the aged care workers, where do we house our tourism workers"

"Availability LEEPs. Having land available to do those things"

"That's been the biggest risk for us as a community, is that as coal diminishes, where is that 300, 600, 800 jobs, that were there, that have tapered away and we're not ready for that. We need to diversify early because it's all been linear. We're going to transition, we're going to go from there, rather than go from here to various options. Diversification and economic activity"

CSP Pillars – Areas of Focus

Caring for our community — 1

Strengthening our economy — 2

Developing our built environment — 3

Developing our built environment:
Goals/Signature Projects

Arts - cultural precinct enhancement — 2

Faster transport links — 2

Water and sewerage infrastructure expansion — 2

Ambitious growth in tourism — 1

Endeavour park precinct - grow. Farmers Creek - signage/seating — 1

Sports hub — 1

Asset management plan - renew all open spaces & facilities. Water, sewerage, stormwater

Celebrating art & culture precinct - little hubs operating together - weekend/markets/main st/park - maintaining heritage

Sporting hub - PCYC expansion

Improving the appearance of the LGA towns and villages

Recycling, green bins, etc.

Wolgan Tunnel - weekend of events/markets

Enhancing our natural environment — 4

Governance & civic leadership — 5

Note: number in dots represent the number of sticky dots placed in support of proposed goal/project
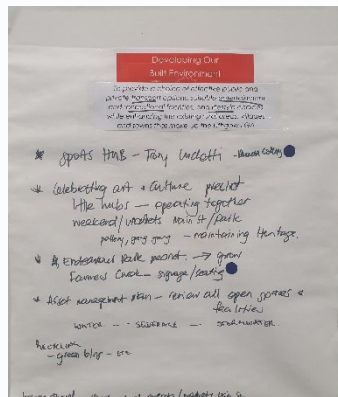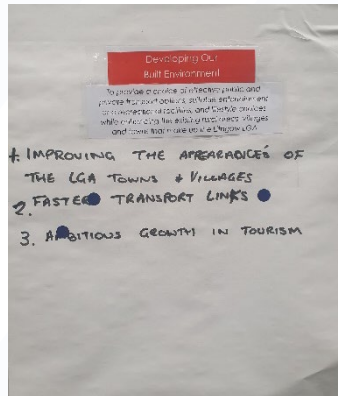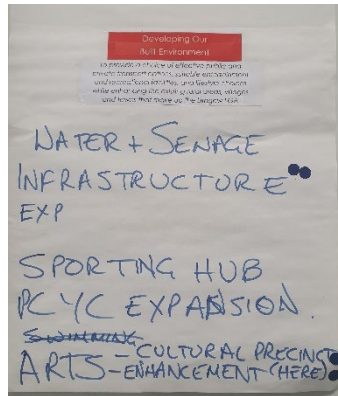
Table Discussions

"We want enhancing, that means we need new signage"

"Welcoming signage. Welcoming entrances and our mowing and presentation. We've got to get people to stay here once they visit…Somebody wants to set up a business, comes to the town and looks through it and drives through it. If they do not feel comfortable and feel as though it isn't exactly welcoming than they're just going to move on"

"So attracting... so one of the things, so we had future projects that there was employment opportunities which was sort of addressed, education, mental health, youth support, increase the attract more to tourists, community activities and events, rail services"

"Rather than rail-based travel there is another opportunity and if we can look towards the city but we can also look to the central west and how would you link that to Bathurst, to Orange, a string of pearls of tourism opportunities. We've got entertainment, recreation facilities, sporting stuff. Increase in bed and breakfasts, they come to stay and once they stay of course they want to move up"

"They're saying Airbnb is actually destroying the rental market and you look at young people trying to rent and they trying to put in 80 applications before they get one place, that's the problem with Airbnb, they don't encourage too much and push people out of the rental market which you know..."

"To use an example the target might be to grow your visitor accommodation by 10% but even in this exercise I don't think you can go down to the specifics and do that. It think the project might be to increase accommodation and tourism"

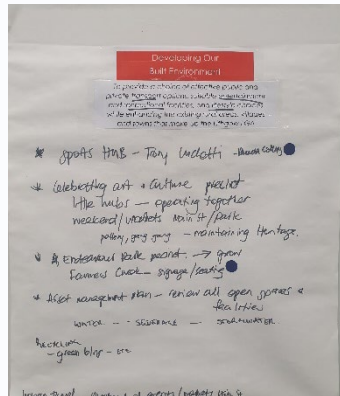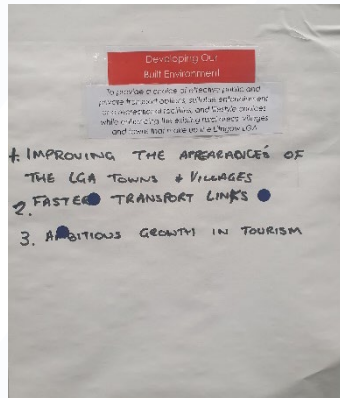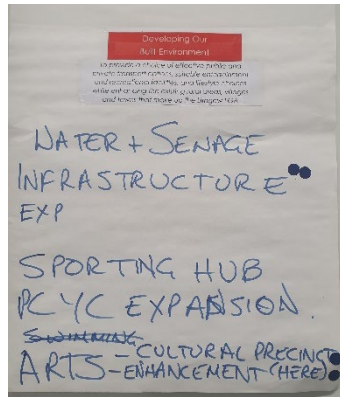"There are a lot of contractors in town"

Table Discussions

"So I think the other thing we've got to do too is increase our growth so that we can get more than 1% on the Census, so that people look at developing Lithgow. So if I was living in Sydney or Wollongong and looking to develop somewhere in the Central West, I would like go past us at the moment because it's got the Census growth rate is 1% or something… we have got to get people to do that, to encourage them to turn off the main street at McDonalds and come in and look at the town. If I walked up and down the street tonight there are some fabulous shops there that look brilliant"

"I was in Wolgan Valley today and it is a deathtrap. It would be that easy to put a tunnel in to go down to Wolgan…This is for the community down there really kicking up about it. Because it has been closed and open and closed, it's their only way in and out and if there were a fire or anything like that, a natural disaster or an earthquake you won't be going there for months"

"We haven't got a form of housing… somebody said to me the other day, what happened to the university, why couldn't we have a university, because we can't house a class, let alone a college for students, but we haven't got the housing. So, we are having this social constraint in this social infrastructure"

"There needs to be homes in for the less well-off…There does, and there needs to be a different style of footprint. And this is a challenging thing is, you're saying high rise and I might say medium density…"

Table Discussions
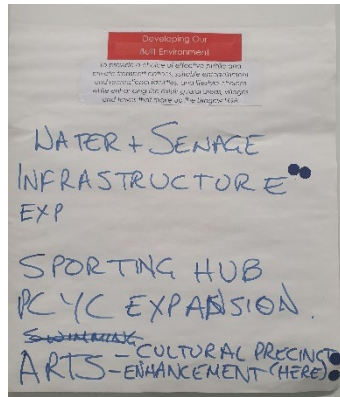
"What do we do with the PCYC. Do we bring it up and make it a hub because we've made this spot for families for swimming, football training, etc."

"As long as we don't build the infrastructure out and I'm not sure what's happened to the theatre…If that disappears as a venue, your entertainment options now narrower"
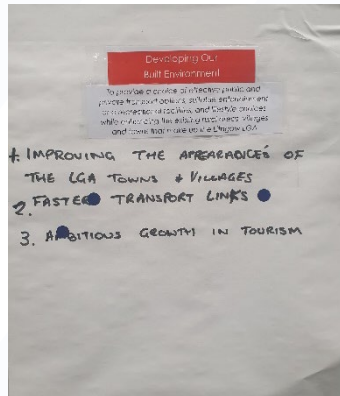
"Expand. On those two things that are there, we've got the highway, we've got the adventure park around here, we've got the hot track"

"Can I suggest you put Farmer's Creek on this page and on that page. Because there are two things there. There's the development of the walkways, the signage and the linkages and then you've got the environmental side of Farmer's Creek"
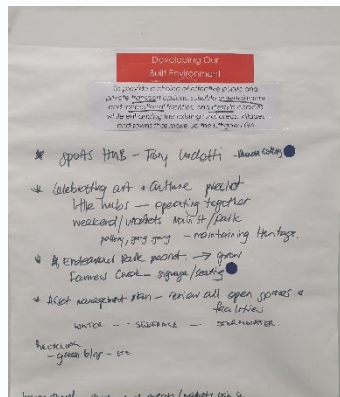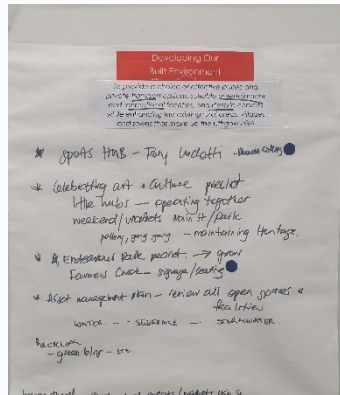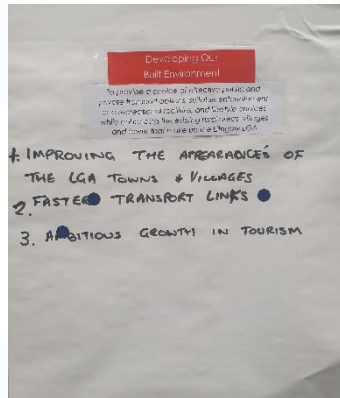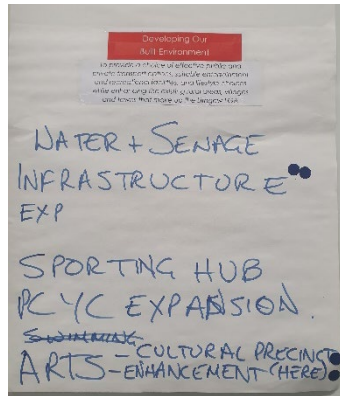
Presenting the Findings Back

"We said water, sewerage and infrastructure which is really important here because we've got a very aging water and sewerage infrastructure service at the moment. And that would be very vital for town, for our built environment"

"Sporting hub expansion, something similar maybe to, and I'll put out there that maybe we moved or approached the PCYC or something like that to move the PCYC to the rec area, give them some land, and swamp that to make it a sporting hub. So we've got a purpose built PCYC that can look after all those sporting interests that we have in that area. So we've got skating, skateboarding, swimming, soccer, football, athletics. We've got the walkway that moves that and the hockey and the soccer. And by doing that, that improves the security for the area because there'll be people there for 16 hours, 17 hours a day. So, we sort of said that was pretty important"

"The next one was arts in enhancing our cultural precinct, such as this area here, so we've got the theatre right next door, we've got this area here, so maybe even looking at putting in a hall for, or an entertainment centre or something like that"
"We've got the Union Theatre, but it's not like attractive, perhaps, you know, the opportunity for Shakespeare to come"

"Developing our built environment by improving the appearances of the LGA towns and villages, you know. I went out again, I went out to Tarana on the weekend and that road is atrocious, that bridge, that railway bridge going from Tarana into town from Lithgow needs...it doesn't encourage people to go in there. We need faster transport links, whether it's train, whatever, not just from Sydney, from the West, the north and the south. We need to be promoting people to come in here not just from Sydney. And we need an ambitious growth in tourism. We need to look at not just a small growth, we need to be ambitious, we need to make it a bit part of our LGA"

Presenting the Findings Back
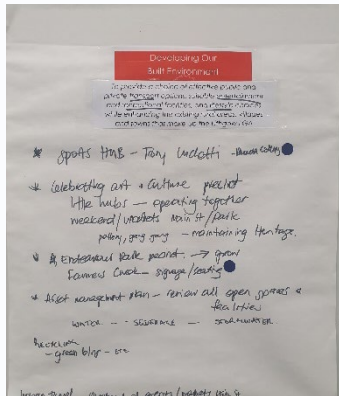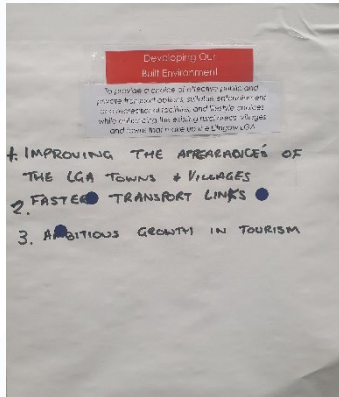
"We're also fans of the culture and arts precincts but there's an obvious one here surrounding the Union Theatre, the Tin Shed, the Laneway, where's the Laneway where there's a market out the back, what's doing with the empty car park every weekend that we don't activate all that stuff. There's another hub sitting around the Gang Gang. And then there's Endeavour Park where you got a youth activity hub and precinct. So we see those precincts as being really important. Every place has got a precinct and it's utilising it"

"Water, sewage and stormwater is a critical issue for our community. I've talked to the people on the north side of Lithgow who watched their houses burn down when there was no water in the main, go and talk to the people that had no water for days and weren't even notified by Council. No water coming through the tap at all. So again, talk to the people whose backyards for the sewerage and stormwater because of stormwater infiltration in the sewer. Where the asset is not functioning it's very important to the people. The underground system tends not to be seen and unless you're the end recipient of the bad results you don't rate it as high"

"Not one person has put the sporting hub with the PCYC expansion. I would like to see a sporting hub fantastic. But the PCYC has spent a fortune on the business down there. It's going really well. What I'd like to see is a new grandstand and the new amenities to get football.... Cowra get it, Bathurst get it, Mudgee get it…That creates so much tourism - brings in our money to town. Whereas moving the PCYC I think the State Government will have a fit because they already have ploughed a huge amount of money and it's a really modern building. I don't see any sense in doing that. We need to fix up what we've got.
It's not about getting the football it's about improving the facilities to get the football because the Willow Vale at Mudgee is a great, it's a really good asset"

CSP Pillars – Areas of Focus

Caring for our community — 1

Strengthening our economy — 2

Developing our built environment — 3

Enhancing our natural environment — 4

Governance & civic leadership — 5

Enhancing our natural environment:
Goals/Signature Projects

Improved access to tourist attractions including amenities - solar lighting — **4**

Mitigate (losses in) the natural environment against future development — **1**

Bike trails - broader LGA

Biodiversity conservation

Ecotourism - low impact camping

Farmers Creek - revitalisation

Fire mitigation - vulnerable areas

Integrated fire trail & asset protection program

Lookouts/waterways/recreational facilities

Sustainable

Understand the value the LGA's natural environment

Note: number in dots represent the number of sticky dots placed in support of proposed goal/project
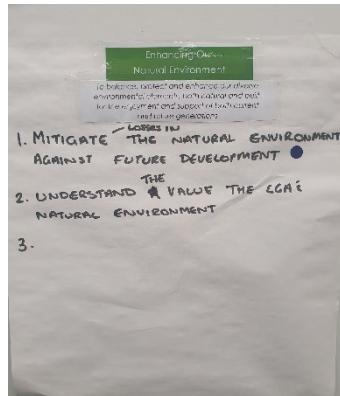
Enhancing our natural environment

"Cycling tracks, walking tracks"

"More outdoor sporting, like there is more outdoor sport "

"I just keep thinking about the way that we're going to destroy the natural environment by putting a multi-highway through Hartley Valley. That's going to be negative on the Hartley Valley to bring people in. That's not good, is it?... But then on the other hand, hopefully if it goes ahead what would it improve and how would it improve our growth stats"
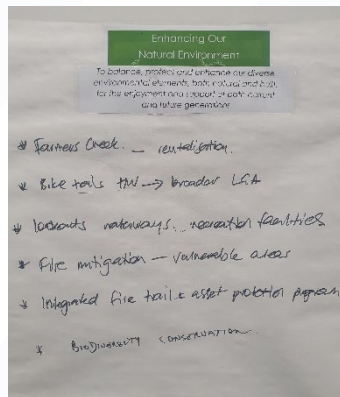
"It's about balancing growth and still protecting somehow. Never easy"

"Shouldn't it be more so as mitigate loss or mitigate losses against future developments"

"So, things like map the tracks and all that sort of thing"
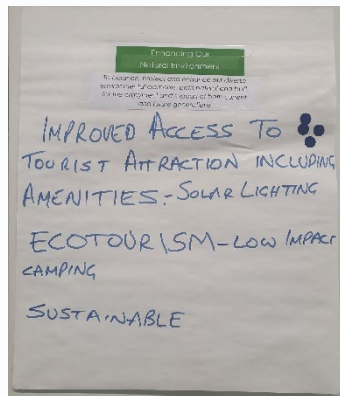
"The lakes we've got the lakes, we've got to protect them"

"Generally when you create a nature based tourism market you have [indistinct] the waterways are important. The reason people go out to Lake Wallace is because they want to interact with water. They want to go out with their kayaks, or they want to go and sunbake. All those things are important. Also they want to go and fish"

"Asset protection programs… yes, that is important… integrated fire trails"

Enhancing our natural environment
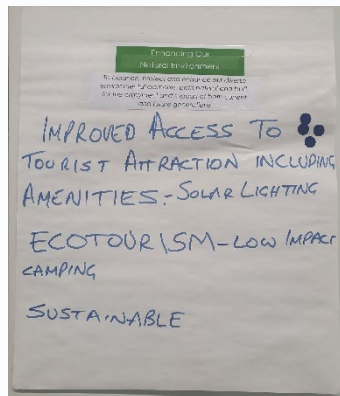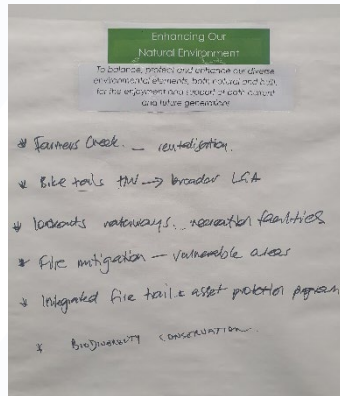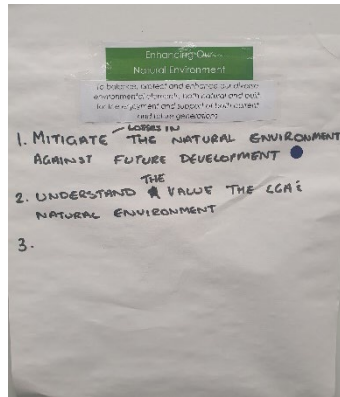
"Improve access to tourism, to tourist attractions, including the amenities. So such as toilets, nice roads, building of, accessibility to those areas, and making sure they're sustainable, some of the toilets, maybe at the halls. So people aren't doing number ones and number twos in the bush when they're walking. And you know, they've got to be able to get easy access to get up to those places and maybe access with disability people and shared pathways around those areas. That's very important to us"

"Eco-tourism, so low impact, camping, like glamping and stuff like that in maybe our Crown Lands. There is somewhere like that, maybe those opportunities will pop up. And we need it to be sustainable. So like looking at solar lighting, and sustainable energy and stuff like that"

"We need to mitigate costs in the natural environment against future development. We have to develop in the future but we need to also include how are we going to mitigate losing that natural environment that we live in"

"Our natural environment we've invested in infrastructure which includes shared bike paths and walkway which links the western edge of the Farmers Creek right up to Oakey Park. We need to look at bike trails as there is obviously an emerging desire to use mountain bike riding and so on"

"Lookouts and another walking track we need to develop those in the structural element of tourism. Nature based tourism"

"We've got here to protect ourselves from things that emerge out of our natural systems. So an integrated fire trail system that goes across private and public lands, and asset protection zones established and so on"

CSP Pillars – Areas of Focus

Caring for our community	Strengthening our economy	Developing our built environment	Enhancing our natural environment	Governance & civic leadership
1	2	3	4	5

Governance & civic leadership:
Goals/Signature Projects

Action and communication to fix roads and service verges ** **4**

Customer service - measureable metrics development **4**

Customer service charter **2**

Financially sustainable LGA **2**

Communication **1**

Communication from Council and Councillors - capture and communicate - moving front foot in social media **1**

Communication within the LGA **1**

Councillors - working together unitedly - leadership group in the community **1**

Start with opportunities not the constraints **1**

Financial sustainability

Use guide rather than control

Note: number in dots represent the number of sticky dots placed in support of proposed goal/project. However, in the case of ** above, 5 dots were removed from the count. Each Councilor was provided with 5 dots to prioritise their goals/signature projects. Management refrained from voting however, an additional set of dots (5) were accidently included on this goal (see image 3 on page 29).

Governance & civic leadership

Table Discussions
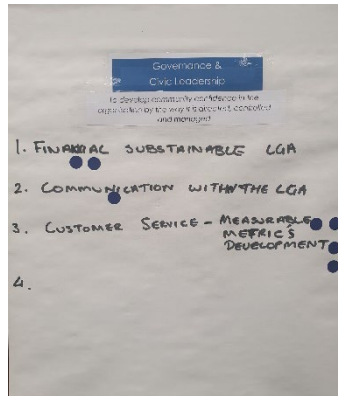
"One way you can demonstrate that right, is how you communicate. How do you communicate and engage with the community?"

"Media releases, regular meeting releases. People want to know what's going on. They're interested, we need to communicate with the community"

"Communicate at the highest level we possibly can, with the right stories"
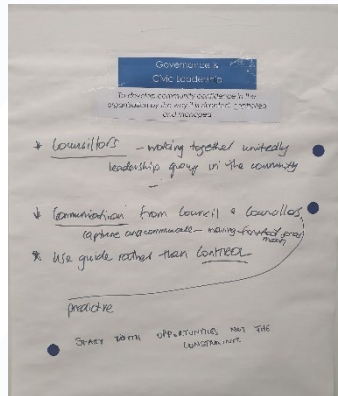
"Financial sustainability, a sustainable Council, communication within the LGA"

"We need some sort of Code of customer service, some sort of process by which you can monitor whether customer service is actually being supported, whether, it's a case of how long it takes to get a response to an email"

"Working together. United"
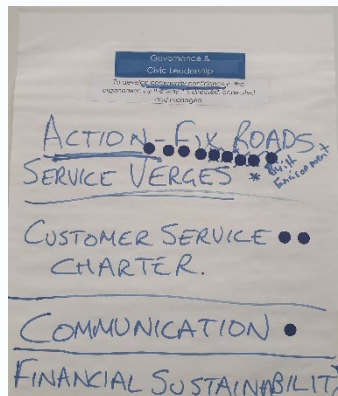
"Community confidence in the organisation"

"Like there is no rules-based environment to operate in. But it can't be, like, one of the things people will say to me, we're very ready to tell Australians are part of the opportunity. Australians are the problem. But we explain to them that constraints first before we imagine the possibilities"

"When you look at the Blue Mountains Facebook page, when you look at Bathurst Facebook page the social engagement is much more. It's putting things out there"

29

Governance & civic leadership
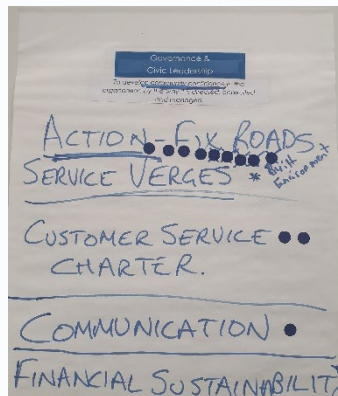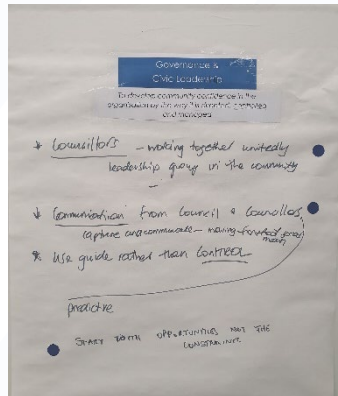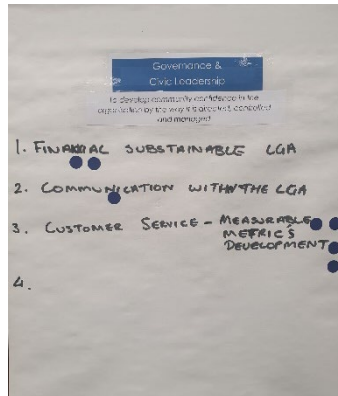
Presenting the Findings Back

"Customer service charter, where we're concentrating our customers and the people that we're working for, we need to improve the way we speak to them, the way we engage with them, the amount of time we engage with them and make their experience when they look at Council an absolute fantastic experience rather than having them walking away going I never want to deal with them"

"Put the resident at the heart of everything we do. So they walk in, every experience that they have, from paying your rates, to putting in a DA, to getting a response on that DA, to having the phone call, return their email, they need to be put at the heart of everything we do, because at the end of the day, that's actually who's paying our wages"

"Communication is very important, the way we communicate to the public, is extremely important. We need to get what we're doing, get stuff out there and let people know what we're up to. If we put, if we fix you know, 20 potholes this week, let the community know that we fixed 20 potholes. If we fixed up a road out at Wang or Portland, let them know that we fixed up that road at Wang and Portland, what we're looking at next Sunday so they're not wondering what we looking after. So maybe a bit more communication with the public"

"We need to really look at financial sustainability and how do we do that"

"Financial sustainability. This is a really big issue for us to be financially sustainable moving forward"

"The communication within the LGA, like how we communicate - we also need to get into the 21st century - is it Twitter, is it Instagram. Tik Tok. We need to communicate to see about ways to attract a much younger"

"We need to have metrics that we can measure against and we need to develop what we need for our customer service"

Presenting the Findings Back
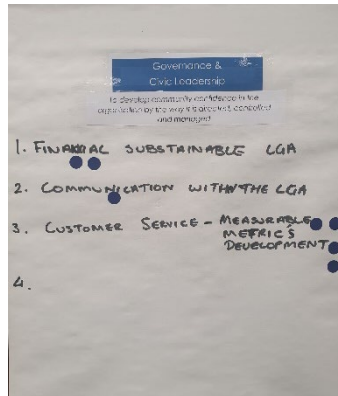
"Working together as Councillors, as a leadership group in the community"

"We need to improve our communication, I think it's getting better. I'll be quite blunt, there was a period in the last Council that it was fairly atrocious. But it's significantly better. We still believe there's lots of room for improvement there"
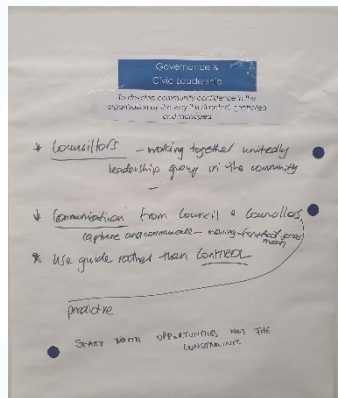
"You offset the community by sometimes chucking stuff out there when it's been miserable and raining for three weeks if you put a picture out of the Wang or whatever and saying and t getting to it as soon as we can. The Blue Mountains do it beautifully. They've got a lot of on the front foot media that comes out to the community. It just softens the blow"

"Start with the opportunity itself, the constraints, so our thinking style is that we think about the opportunities and rather than say, Look, you can't have this because this rule won't let it happen, and so we just closed the conversation down at the front end"
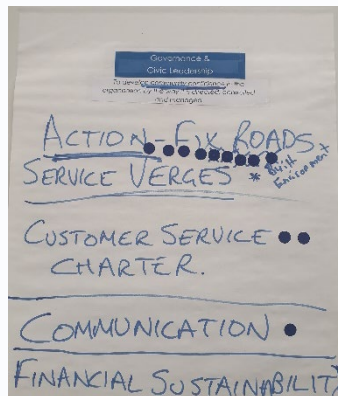
Moderators Guide

Draft Session Guide

Introduction:

`10 mins` 1. Council/Micromex to explain IP&R and the role of a CSP – stress that this session is about big picture/strategic issues

Where are we now?

`15 mins` 2. Micromex to summarise key community survey findings from Survey (Council to provide a handout to all participants)

Where do we want to be in 10 years' time?

`20 mins` 3. Each table will have three A3 posters on the wall next to them – summarising the Retain, Change and Priorities open-enders from the community survey. Participants to place two dots on each poster, next to the community responses they think should be priority focus areas for this Council over the next two to three years.

4. Any surprising results from the community? Any very obvious differences between what the community said and what we are saying? Is there anything missing from the Retain / Change / Priorities boards?

`10 mins` BREAK:

- Bathroom

- Snack

How will we get there?

`45 mins` 5. Each table will have five A3 pages, one page for each of Council's five CSP Pillars – pages are blank except for Pillar name at top.

Using the Retain / Change / Priorities posters (which have their dots) as context/guidance, each group is to develop two or three goals / signature projects for each of the five CSP pillars.

`20 mins` 6. Each group presents back to team

`10 mins` 7. The 15 A3 posters from Point 5 above will be grouped together and stuck on the wall. Participants have five sticky dots each – they are to place their dots on those projects (from any group, not just their own) that they think should be a priority for this term of Council

`10 mins` 8. Then a final discussion about the projects identified in Point 7 above – any surprises, any that are worthy but not feasible, etc?

`5 mins` 9. Final thoughts/wrap up

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