

# ACTION PLAN SUMMARY TABLE

[2023 – 2024 EMERGING ECONOMY ACTION PLAN]

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## GOVERNANCE

No.	Action	LEEP No.	Sub-Action	Resourcing	Notes
1	<p>Establish a governance vehicle for collaboratively managing the regional diversification initiative including actions arising from this Action Plan.</p> <p>Participants should include multi-government, cross sectoral industry, workforce union and knowledge sector representation.</p> <p>The Governance vehicle should have a broad range of pertinent skills and knowledge to dynamically review and implement the LEEP.</p>	7.6 (1)	(a) Collaborate with State Government (DRNSW and Minister) on its proposed Central West Jobs and Investment Authority to ensure the governance structure reflects leading practice.	Within the base external consultant and base internal employee allocations.	Every attempt should be made to have a single transitions management vehicle. The work of any interim governance vehicle should, ideally, seamlessly transfer to the authority. This will require close collaboration between key transition actors including the State Government.
			(b) Establish an interim governance vehicle.	Within the base external consultant allocation.	Many of the LEEP actions fall due by January 2024 and every attempt should be made to maintain the momentum of key transitions management actors and actions.
			(c) Provide secretariat support to the Committee in its functions.	Within the base internal employee allocation.	
2	Endorse LEEP.	N/A	(a) Final review of LEEP.	Within the base external consultant allocation.	Although primarily the State Government's plan for Lithgow, Council should nonetheless consider endorsing the document and ensuring that its resources 'map' against the shared plan.
			(b) Report to Council recommending endorsement of the LEEP.	Within the base external consultant and base internal employee allocations.	
			(c) Review and endorsement of LEEP by the interim governance vehicle.	Within the base external consultant and base internal employee allocations.	Once interim governance vehicle is established with its shared responsibility framework, shared commitment to LEEP and actions should be sought.

			(d) Report to Council setting out any recommendations concerning the LEEP.	Within the base external consultant allocation.	Council, as with all the LEEP implementation partners, should consider the Committee's recommendations.
3	Endorse a LEEP Annual Action Plan.	N/A	(a) Report to Council recommending endorsement of an interim Annual Action Plan.	Within the base external consultant allocation.	The LEEP is intentionally a high-level strategic plan for Lithgow. Annual action plans informed by the availability of resources, priority and continual review and improvement need to be adopted. It is recommended that there be an interim action plan (IAP) to ensure that the governance framework for the Committee is established. It is envisaged that the IAP will be replaced with an Annual Action Plan developed by the Committee and endorsed by each of the LEEP partners.
			(b) Finalise Interim Annual Action Plan	Within the base external consultant allocation + \$4,000 graphic design.	
			(c) Draft Annual Action Plan for endorsement by the interim governance vehicle and Council.	Within the base internal employee and external consultant allocations.	
			(d) Finalise Annual Action Plan.	Within the base internal employee and external consultant allocations + \$7,000 consultations and graphic design.	
4	Establish formal mechanisms for collaboration between the Committee and partners, key actors, and committed stakeholders. with responsibility for aspects of the economic diversification initiative.	7.6 (2)	(a) Develop a data base of all transition management partners, key actors, and committed stakeholders.	Within the base internal employee and external consultant allocation	It is envisaged that there will be something like 80 to 100 active community participants of the transitions management task. It is important to engage these partners and ensure continued motivation and action.
			(b) Develop technical working groups inclusive of transition management partners and key actors for each significant action.	Within the base internal employee and external consultant allocation	This interim action plan envisages there will be something like 20 key actors ranging from schools and other education providers, significant businesses, business associations, worker associations, and others. It is important to engage these participants collaboratively as they will be critical to the roll out of specific actions.
5	Public reporting and accountability framework (monitoring)	7.6 (1)(h)	(a) Develop metrics for assessing the effectiveness and progress of the transitions management initiatives	Within the base internal employee and external consultant allocations.	The Australian Productivity Commission in its report on regional transitions (2017) recommends that clear metrics be established for assessing the effectiveness of actions over time. It is

			and, where possible, establish a baseline for the metrics.		envisaged that a bank of something like 20 metrics will be developed to assess the progress of the local transitions management task and the effectiveness of actions.
			(b) Prepare a monthly report on the key progress of the transitions management initiative to all LEEP partners and key actors. For Council, this should include also include Council's Economic Development Committee.	Within the base internal employee allocation.	This is a critical engagement and reporting action.
			(c) Prepare annual reports on the activities of the interim governance vehicle and the transitions management initiatives.	Within the base internal employee allocation.	This is a critical engagement and reporting action.

## VISION AND PLACE

No.	Action	LEEP No.	Sub-Action	Resourcing	Notes
6	Develop an engagement plan for on-going consultation with individuals, community groups, peak organisations, employers, industry groups, unions, Traditional Owners, professional bodies, education and training providers and others. Ensure that the consultation provides for periodic refresh and continuous improvement of the vision statement.	N/A	(a) Develop and implement an effective engagement plan consistent with the IAP2 framework for the consideration of the Committee.	Within the base internal employee and external consultant allocations.	Engagement is a key part of LEEP because the issues LEEP aspires to address impact the whole community and because LEEP is also an invitation to everyone in the community to participate as community actors in the transitions management task.
			(b) Host three collaboration network functions in each of April, May, and June (breakfast or evening functions) each year.	Within the base internal employee allocation + \$20,000 in booking and catering expenses.	Functions to include short (five minute) presentations from transitions management team members and from approximately three network members. Participants are community members who have expressed a willingness to be community actors. Keeping them engaged rather than merely informed is important to advance substantive LEEP actions.
			(c) Provide four e-Newsletters for the months of March, April, May, and June on the transitions management activities and provide a monthly press statement setting out the key activities for the month.	Within the base internal employee allocation.	These can largely be drawn from the curated social media content and five-minute update content. This is to help ensure that the whole community is kept informed of LEEP progress.
7	Develop a protocol for engaging with First Peoples communities to recognise the task they have in overseeing the protection and healing of Country throughout the transition process; while ensuring the education, economic and lifestyle inclusion of the region's First Peoples	N/A	(a) Prepare a survey of potential engagement options from, amongst other sources, teachings from the La Trobe Authority experience.	Within the base internal employee allocation.	This is a recommended new action. Engagement with First People is very important and recognises the task they have in overseeing the protection and healing of Country throughout the transitions management process.
			(b) Collaborate with First People communities across the LGA on a shared engagement protocol authorised by both the interim governance vehicle, the Bathurst Local Aboriginal Land Council and the Mingaan Wiradjuri Aboriginal Corporation.	Within the base internal employee allocation.	
8		7.1 (1)	(a) Establish a social media platform for the interim governance vehicle.	Within the base internal employee and	This is to help ensure that the whole community is kept informed of LEEP progress.

	Develop a community portal for sharing success stories achieved by transition actors across the region.			external consultant allocations.	
			(b) Regularly provide curated and shared network content to the social media platform of transitions management related content with a target of approximately three stories each week.	Within the base internal employee allocation.	This is to help ensure that the whole community is kept informed of LEEP progress.
9	Engage the community and develop and adopt a masterplan and staging plan, subject to funding, for delivering on the key place-making and tourism recommendations of this Action Plan. Explore how planning for township main streets incorporates tourism, supporting uses such as dining and combined with street revitalisation initiatives.	7.7 (2)	(a) Undertake an audit of vacant vs total floor space in the City's business precinct and undertake an annual review.	Within the base external consultant allocation.	One of ways in which many community members assess the success or otherwise of economic development initiatives is this metric. It's not considered a particularly important metric, but it is considered to be one that will need to be addressed as part of the LEEP process in order to engage the community with actions that really 'move the dial' on transitions management.
			(b) Undertake a review of the LGA's tourism signing.	Within the base internal employee and external consultant allocations.	This action has been identified as a desired outcome in early collaboration discussions. It is not considered to be an action that will again 'move the dial' on transitions management outcomes but it's an outcome that is likely to deepen engagement of the community with the work of LEEP.
			(c) Prepare procurement scope and invitation to tender documentation, in consultation with Council planning staff officers, for the preparation of a civic and business precinct masterplan.	Within the base internal employee and external consultant allocations.	Civic and business precinct revitalisation can be a significant driver of positive shifts in community identity and pride. It can also contribute, albeit modestly, to local economic activity – particularly for small business. A masterplan is necessary to ensure that investigation and design of specific elements are developed in a logical and orderly way.
			(d) Project manage the preparation of the civic and business precinct masterplans for each of Lithgow, Portland and Wallerawang.	\$160,000 for the external preparation of a civic and business precinct masterplan.	
10	Prepare an options report for Council to consider establishing a City Future Fund.	N/A	(a) Collaborate with Council's land and property development team to explore leveraging the portfolio to build a Council future fund.	Within the base external consultant allocation.	The establishment and growth of a Future Fund will contribute to Council's financial resilience in the long-term whilst having several attendant benefits in the shorter term. These can include the improvement of the quality of commercial and residential buildings, the consolidation and effectiveness of car-parking, the preservation of heritage items, and the provision of aged care and childcare.
			(b) Prepare an options report for Council to consider establishing a future fund.	Within the base external consultant allocation.	

## DRIVING JOBS AND INVESTMENT

No.	Action	LEEP No.	Sub-Action	Resourcing	Notes
11	Review and update the Lithgow Destination Management Plan (2013). Consider strategies to coordinate events and other key tourism product and maximise the local value capture from committed government investment.	7.2 (2)	Review the draft Destination Management Plan and provide feedback to Council's consultant.	Within the base internal employee and external consultant allocations.	This action is being undertaken by Council.
12	Progress consultations with the NSW Government's Transport Working Group and Council on opportunities for green hydrogen conversion of rail freight, including consideration of infrastructure and land-use needs.	7.4 (6)	(a) Collaborate with the coal mining, power generation, and gas network providers in the development of an options report for developing a green hydrogen capability in the LGA.	Within the base internal employee and external consultant allocations.	This action is considered to have relatively low prospects of success but, if it is to be undertaken, it probably needs to be undertaken with some urgency. It is for that reason it has been prioritised.
			(b) Collaborate with the NSW Government's Transport Working Group and other key stakeholders to progress any economically viable option.	Within the base internal employee allocation.	
13	Consider and incorporate, where appropriate, key actions of the City's Integrated Water Management Plan. Consider other water infrastructure projects which will strengthen Lithgow's relative advantage in accommodating water intensive industry.	7.7 (4)	(a) Develop a policy and position paper for the consideration of Council and other stakeholders with respect to relevant water sharing plans having particular regard to ensure that water allocations no longer required for mining and energy related purposes is available to the market as a resource to underpin the LGA's economy,	Within the base internal employee and external consultant allocations.	Much of this action will be delivered by Council but a broader priority – the engagement with the drafting of water sharing plans is a critical task. This is because the Lithgow's water resource is an identified area of competitive advantage – but only if the resource is available to the market.
			(b) Assist, where requested, with tasks that advance a Clarence to Wallerawang water pipeline.	Within the base internal employee allocation.	

14	Establish a co-working innovation hub facility in the LGA linked in with access to key support services including proto-typing, acceleration and scaling.	7.4 (9)	(a) Prepare procurement scope and invitation to tender documentation in consultation with Western Sydney University for an internal design for an interim and pilot scale 'tech school' and innovation hub.	This action shares resourcing with action 17.	These actions are proposed for delivery in conjunction with the STEAM initiative actions. Innovation hubs with access to key support services such as proto-typing, business acceleration and scaling can be significant drivers of new business activity both by existing businesses and new entrants. The innovation hub can grow quickly if it is sponsored by existing research and development initiatives.
			(b) Project manage the preparation of the investigation and design.	This action shares resourcing with action 17.	
			(c) Identify candidate sites for the development of a bespoke 'tech school' build and innovation hub.	This action shares resourcing with action 17.	
15	Engage the planning process to provide sound economic development assessments for referred larger local planning applications.	N/A	(a) Contribute to the assessment of planning proposals and applications by providing written submissions to larger planning applications.	Within the base internal employee and external consultant allocations.	The planning discretion is a broad one and requires, amongst other things, a consideration of economic impacts. Contributing to economic assessment of larger planning applications may produce more robust closure planning requirements and contribute to local economic value capture from proposals.
16	Engage with Council's technical working group on waste management strategy.		(a) Attend scheduled meetings and provide advice as requested.	Within the base external consultant allocation.	LEEP identifies waste management and the circular economy as an opportunity. Contributing to Council's ongoing waste management strategy may provide opportunities to accelerate and scale the activity locally.

## AN INNOVATIVE, AGILE AND SKILLED WORKFORCE

No.	Action	LEEP No.	Sub-Action	Resourcing	Notes
17	Leverage the Maldhan Ngurr Ngurra Lithgow Transformation Hub to explore piloting a regional 'tech school' to accelerate STEAM and adaptive skills Lithgow Emerging Economy.	7.4 (8)	(a) Explore entering an MOU with Western Sydney University or another knowledge sector provider to provide the pilot.	Within the base internal employee and external consultant allocations.	The more settled view amongst structural adjustment economists is that building workforce and future workforce capacity, agility and adaptivity is the best investment in building resilience to economic disruption. People are the community's greatest resource.  One concrete, evidence-based response within the control of regional leaders and communities is investment in accessible STEAM-focused technical education. Creating opportunities for our young people to learn formal STEAM skills – and related creative, problem solving, critical thinking, teamwork, and communication skills – is a practical investment in meeting employer needs, increasing attractiveness as a place to do business, and guiding young people to rewarding careers
			(b) Develop business plan for the operation of a 'tech school' in collaboration with a knowledge sector provider.	Within the base internal employee and external consultant allocations.	
			(c) Prepare procurement scope and invitation to tender documentation in consultation with Western Sydney University for an internal design for an interim and pilot scale 'tech school' and innovation hub.	Within the base internal employee and external consultant allocations.	
			(d) Project manage the preparation of the investigation and design.	\$85,000 for the external preparation of an interim and pilot scale 'tech school'.	
			(e) Identify candidate sites for the development of a bespoke 'tech school' build and innovation hub.	Within the base internal employee allocation.	
18	Develop shared protocols with each key industry business in the coal mining and coal-fired power sector with respect to managing significant workforce risks including notification, redundancy, redeployment, whole-of-family support and other leading practice initiatives.	N/A	(a) Explore entering an MOU with Centennial Coal and Energy Australia.	Within the base internal employee and external consultant allocations.	The implementation by key industry actors facing industrial change or closure of leading-practice corporate policies can dramatically reduce the impact of industry disruptions. These can include the early implementation of 'no forced redundancy' and worker transfer scheme policies, together with whole-of-family support planning. These activities can have a very high rate of return.

## PLANNING OUR CRITICAL INDUSTRY CLUSTERS

No.	Action	LEEP No.	Sub-Action	Resourcing	Notes
19	Undertake precinct planning for the repurposing of the region's redundant mining and coal-based energy land and built infrastructure to grow regional capabilities in renewable energy, circular economy processing and clean manufacturing	7.1 (4)	(a) Prepare and exhibit an expression of interest for developing a re-use strategic masterplan for a redundant mine or power station site.	Within the base internal employee and external consultant allocations.	Industrial closures can often leave unresolved environmental issues that, if not resolved, can idle important resources, negatively impact a community's identity and brand, and cause on-going environmental harm. In Lithgow's case, LEEP has identified that these assets have significant potential for re-use because of the proximity of key infrastructure and utility servicing. Whilst available resources do not permit a consideration of all sites, a demonstrably successful pilot may leverage the funding necessary to do so in time.
			(b) Prepare procurement scope and procurement documentation to prepare a re-use strategic masterplan for a successful bidder on the expression of interest.	Within the base internal employee and external consultant allocations.	
			(c) In collaboration with the landowner, project manage the preparation of the re-use strategic masterplan.	\$130,000 for the external preparation of a site re-use strategic masterplan.	
20	Plan a precinct to consolidate advanced manufacturing for the Defence sector	7.1 (5)	(a) Collaborate with Thales on the preparation of a scope and project brief for an Advanced Manufacturing for the Defence Sector precinct in Lithgow.	Within the base internal employee allocation.	This is considered to be an activity which is likely to facilitate sustainable private sector investment in Lithgow arising out of Lithgow's relative advantages as discussed in both the LEEP and Lithgow REDS.
21	Review existing employment land zonings and potential candidate sites to ensure suitability of supply in consideration of likely demand, serviceability, infrastructure re-use, co-location and supply chain value capture, environmental and community factors and constraints.	7.1 (2)	(a) Prepare procurement scope and invitation to tender documentation in collaboration with Council's planning team for a local employment lands strategy.	Within the base internal employee and external consultant allocations.	An employment land strategy and subsequent zoning instruments are important documents which underpin industry investment in the LGA. The LEEP identified quality issues with the existing employment lands that should be resolved as a priority.
			(b) Help constitute a technical project control group to manage the preparation of the employment lands strategy.	\$200,000 for the external preparation of an employment lands strategy.	

## BUDGET

Item no.	Item	Estimate
1	Base internal employee allocation – includes annualised vehicle allowance	\$144,000
2	Base external consultant allocation	\$290,000
3	Office space, equipment, IT and printing	\$7,000
4	Finalisation of Interim Action Plan	\$4,000
5	Finalisation of Action Plan	\$7,000
6	Collaboration – Network Functions	\$20,000
7	Civic and Business Precinct Masterplan	\$160,000
8	Design and investigation – interim and pilot scale 'tech school'	\$85,000
9	Re-use Strategic Site Masterplan – 1 site	\$130,000
10	Employment Lands Strategy	\$160,000
11	Contribution to General Fund (Overheads)	\$90,000
12	Contingency	\$13,000
	<b>TOTAL</b>	<b><u>\$1,070,000</u></b>