



LACHLAN REGION

ECONOMIC DEVELOPMENT STRATEGY 2017-2020



BUILDING AND SUSTAINING OUR FUTURE

Lachlan Shire Economic Development Strategy

LACHLAN SHIRE COUNCIL

PO Box 216

Condobolin NSW 2877

Phone: 02 6895 1901

Fax: 02 6895 3478

www.lachlan.nsw.gov.au

This work is copyright of Lachlan Shire Council. It may be reproduced in whole or part for study training purposes subject to the inclusion of an acknowledgement of the source. It may not be reproduced for commercial usage or sale. Reproduction for purposes other than those indicated above, requires written permission from Lachlan Shire Council.

For information about this Strategy or Council's economic development activities, please contact Lachlan Shire Council on 02 6895 1901

Acknowledgements

The Strategy was funded by and supported by the Murray Darling Basin under the Energise Enterprise Fund.

This Strategy was prepared by Business Sense on behalf of Lachlan Shire Council.



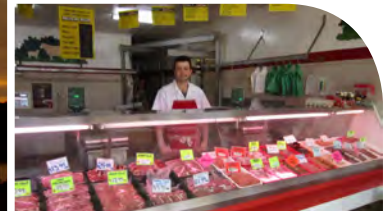


CONTENTS



the plan

- 04 Introduction
- 05 Economic Development
- 06 The Lachlan Region
- 08 Economic Profile
- 09 Foundations
- 11 Key Strategic Linkages
- 15 Vision
- 16 Strategic Directions
- 17 Goals
- 20 High Value Growth Sectors



Plan for action

- High Growth Sectors 26
- Regional Infrastructure 30
- Small Business 31
- Employment & Skills Development 32
- Liveability & Lifestyle 33



BUILDING AND SUSTAINING OUR FUTURE

Lachlan Shire Council, with support from Commonwealth and NSW governments through the Murray Darling Basin Fund, has facilitated the development of the Lachlan Economic Development Strategy 2020 to ensure that the region continues to provide for the local community. The Strategy aims to create a more connected business community by strengthening the foundations for economic growth and fostering the high growth sectors of Agriculture, Manufacturing, Transport and Tourism.

The Lachlan Economic Development Strategy is viewed as a flexible document that recognises the need for participation and partnerships to achieve the desired outcomes. It will also allow Lachlan Shire Council to facilitate and support actions that reflect changes in economic conditions and meet the needs of the business community.

This Strategy complements a range of key strategic planning documents including "Living Lachlan Style 2024" the community's vision for the future. The community and Council recognise the importance of ensuring

a robust and sustainable business sector which creates employment opportunities for local residents and assists in attracting new residents and industry to the region.

The Strategy places importance on the high-value industries of Agriculture, Manufacturing, Tourism and Transport that have an existing capability and represent the highest potential for generating economic outcomes for the region. Engagement undertaken in the formation of the Strategy also identifies the need to strengthen the key foundations for economic growth in terms of education, health and infrastructure.

The Strategy's implementation and long term success is dependent on the adequate resourcing for the initiatives contained within the implementation plan.

The Strategy recognises the important contribution both state government agencies and industry will contribute to achieve the community's vision. Lachlan Shire Council will actively collaborate, facilitate and partner with various government agencies to drive outcomes of the Plan.

This Strategy provides a strategic framework that guides and will assist in facilitating diverse and sustainable economic development in the Lachlan Region through to 2020.

This Strategy is supported by a 'Plan for Action', essentially an implementation plan that outlines the activities that will be undertaken each year. The 'Plan for Action' will be progressively updated and reviewed to allow the Strategy to remain a living blueprint for the future by embracing changes at a local, state, national and global level.



ECONOMIC DEVELOPMENT IN THE LACHLAN

Economic Development is a moveable feast. There is no 'defined model' that fits all areas. It is important to recognise that, like many disciplines, there is no single Strategy, regulation, policy, or program for achieving successful economic development, it depends on the local context. This is demonstrated by the number of different definitions that draw on different priorities as part of achieving successful economic development.

Successful economic development strategies are dependent on their context. Each community and region differ in their characteristics, and each will have a unique set of challenges.

It is therefore critical that Lachlan is guided by its own definition of successful economic development, associated guiding principles and overarching united vision. In the case of the Lachlan Shire, economic development is closely linked to community development due to the distance from regional centres, between towns and small population base.

To ensure the Shire prospers, priority is given to ensuring the base factors (foundations) of economic development are well structured and strengthened. The provision of health, education and community services are crucial to sustaining the existing population and attracting new residents and industry.

ECONOMIC DEVELOPMENT

Economic development in its broadest sense can be defined as increasing an area's level of income and capital and distributing that wealth throughout the community through local expenditure and job creation.

All stakeholders whether residents, business, community organisations and government play a key role in economic development.

Local government plays a pivotal role through local engagement and leadership with community and business stakeholders, enabling and promoting business investment and employment growth and facilitating and coordinating development and investment. Ultimately, these activities create and sustain local employment opportunities enhancing community wellbeing and quality of life for residents, visitors and local industry.

THE LACHLAN REGION

Lachlan Shire is at the centre of NSW and is well known for its natural beauty and relaxed bush lifestyle.

Geographically, the Shire is 460 kilometres west of Sydney and 350 kilometres north-west of Canberra. Covering an area of over 15,000 square kilometres, the main towns and villages being Condobolin, Lake Cargelligo, Tottenham, Tullibigeal, Burcher, Derriwong, Albert and Fifield.

Lachlan Shire is bounded by Bogan Shire and Warren Shire in the north, Narromine Shire, Parkes Shire and Forbes Shire in the east, Bland Shire in the south, and Carrathool Shire and Cobar Shire in the west.

The towns and villages in the Lachlan Shire capture the essence of life in the bush.


Lachlan Shire is Wiradjuri Country and is valued for its unique setting next to the Lachlan River, its wide open spaces and strong connections with bush culture and traditional Aboriginal knowledge.

It is home to approximately 6,767 residents (ABS, ERP: 2015) with over 17% of the population identifying as Aboriginal/Torres Islander Strait descent.

The Shire's economic base includes sectors such as agriculture, manufacturing and health services provision.

Lachlan Shire is a strong agricultural region in NSW. In recent harvests, the shire has produced around 17% of the State's annual wheat crop and the 2012 oat crop generated around 16% of the total agricultural income for NSW. A small but successful manufacturing sector operates out of Condobolin and Lake Cargelligo.

Tourism is an emerging industry with the natural beauty of the Lachlan River, Gum Bend Lake and picturesque Lake Cargelligo appealing to visitors and residents alike. There is an emerging light industry and manufacturing sector in the region producing products for a global market.



The Shire is the home to many traditional farming cultures and is one of the largest grain producing areas of NSW. It is a rich agricultural area and in addition to grain is a significant producer of sheep, wool, beef and cotton. The agricultural sector accounts for nearly a third of economic activity in the region.

Lachlan Shire Council manages the largest road network of any local council in the State, responsible for maintaining a massive 4,480 kilometres of roads, with over 800km of these sealed.

MAIN CENTRES

CONDOBOLIN

Condobolin is the largest centre in the Lachlan Shire, home to over 3,700 residents. The town lies on the banks of the Lachlan River, an hour from Parkes, Forbes, West Wyalong, Lake Cargelligo and Tottenham.

The Condobolin Central Business District is the main commercial centre in the shire and provides a range of businesses and facilities. Condobolin has modern health, aged care and education facilities. The town hosts other facilities such as churches, race course, golf course, bowls, swimming pool, gymnasium, tennis courts and museums.

The Wiradjuri Study Centre is an important iconic centre for Aboriginal cultural understanding, learning, research, training and wellbeing in the region. The centre is a hub for training, development and employment, cultural appreciation, cultural awareness and heritage issues as well as a keeping place and a space for the community to connect. Local Indigenous art and products are available for purchase.

The Lachlan River and Gum Bend Lake are important attractions for locals and tourists. The town also hosts a great number of events throughout the year – Condo 750, picnic races, Christmas Carnival, Utes in the Paddocks, Yellow Mountain Cross Country Motor Bike Race and the Condo Show.

LAKE CARGELLIGO

Lake Cargelligo is an oasis in central NSW and has a resident population of approximately 1,380 people. Positioned on the edge of Lake Cargelligo, the town has a growing light manufacturing industry as well as a grains receival centre.

The lake itself, fed from the Lachlan River is an integral source of water for Lake Cargelligo's residents and for all users along the lower Lachlan. The lake serves recreational uses as well such as boating, fishing and water skiing and attracts bird watchers due to the incredible diversity of waterfowl and other rare birds in the district.

The town boasts a wide main street and services include a multi-purpose health service, an excellent school, bowling club and caravan park facilities catering for the RV market.

TOTTENHAM

Tottenham is the closest town to the geographical centre of NSW. With a population of 300 residents, Tottenham boasts a Health Centre, Central School, pre-school, four churches, swimming pool, tennis courts, golf club, bowling club and a race course complex with a motor cross track.

The community is very active and the town has received many awards for its appearance and community spirit. Most recently Tottenham was voted 2012 Community of the Year.

LACHLAN ECONOMIC SNAPSHOT

POPULATION

6,767 at 2015

Source: ABS 2015

TOP 5 INDUSTRIES (VALUE ADD)

Agriculture \$83 m

Education & training \$21 m

Health care \$19.3 m

Manufacturing \$18.7 m

Mining \$18 m

Source: NEIR

MAIN CENTRES

Condobolin 3,743

Lake Cargelligo 1,380

Tottenham 635

Source: ABS 2011

GROSS REGIONAL PRODUCT (GRP)

\$276 m (2014)

UNEMPLOYMENT RATE

Lachlan 7.0%

Central West 6.4%

NSW 5.6%

Source: NEIR

BUSINESS NUMBERS

1 – 4 employees 339 (29%)

5+ employees 135 (12%)

Non-employing 680 (59%)

Source: ABS Business Counts

OCCUPATIONS LABOUR FORCE

Managers 836

77% Farmers and Farm Managers

Professionals 348

73% Health/Education Professionals

Technicians and Trades Workers 262

37% Automotive and Engineering Trades

Source: ABS 2011

TOP 5 INDUSTRIES EMPLOYMENT (FTE)

Agriculture 717

Health 282

Education 246

Retail 218

Manufacturing 145

Source: NEIR

AGE GROUPS

Under 15 years old (21%)

65 years or over (21%)

Median age 40 years

Source: ABS 2011

QUALIFICATIONS

Postgraduate 3.5%

Bachelor 15.3%

Adv Dip/Dip 12.7%

Cert Level 39.9%

Source: ABS

FOUNDATIONS FOR ECONOMIC DEVELOPMENT

INFRASTRUCTURE

HARD INFRASTRUCTURE

Hard infrastructure is critical to the ongoing sustainability of the region in retaining and growing existing industries and in the attraction of new investment and residents. Focus areas include access to a reliable and adequate electricity supply, water infrastructure, effective telecommunications and road, rail and air transportation networks.

Ensuring adequate resources to fund existing and future upgrades in the provision of hard infrastructure is critical to the ongoing sustainability of the region.

Transportation, water, waste, communications and energy systems, health and education facilities, recreation grounds, police stations, fire and emergency service buildings, art and cultural facilities and other community facilities.

SOFT INFRASTRUCTURE

Soft infrastructure is the delivery of specialised services to the community in Lachlan. This includes governance infrastructure by way of legislation and regulation from local, state and federal governments. Social infrastructure includes the provision of health, education and social welfare systems.

The provision of economic infrastructure such as communication, transportation, and distribution networks, financial institutions and markets, and energy supply systems facilitate business activity in the region.

The provision of programs and services in the region is essential to enhancing the skills and knowledge base of the workforce, improving business activity and providing a lifestyle for current and future residents.

Legislative and regulatory frameworks, programs, resources, health, education and social welfare services, and community and cultural development.

HEALTH, SKILLS & EDUCATION

The Education and Health sectors have a dual role in economic development within the Lachlan community. Firstly, these sectors provide employment within the region, generating income which flows on to other sectors. Secondly, an educated and healthy workforce is essential to drive growth and productivity in the local economy.

The Education and Training sector in Lachlan employs 215 people (7.5% of the workforce) with the largest proportion being employed in school education. Access to post-school education is available via Western TAFE, however, often school leavers are required to leave the region to seek further education and training. Existing educational infrastructure should be utilised to grow the skills base in the region with a particular focus on outcomes of Aboriginal/youth in the region.

Research shows that people with qualifications at Certificate III level or above are more likely to be employed, earn more and be less susceptible to changes caused by economic downturn and industry restructuring, than people with lower levels of educational attainment.

Education and training plays a critical role in providing people with the life and vocational skills required to participate in the workforce. The Community Strategic Plan for Lachlan identified "Increased opportunities and facilities for education and skill development" as one of the key themes for future direction to achieve the vision of the community.

A stronger focus on increasing access to and participation in secondary, vocational education and higher levels of education will assist in retaining local young people and attracting new people into the area.

Health care is Australia's largest industry and as the Lachlan population increases

and ages, demand for health care services will also increase. Health Care and Social Assistance is the second largest employer in Lachlan, after Agriculture, employing 301 people across the Shire. The wages from the employment contributes to the regional economies bringing state and federal income to the region.

Additionally, health care is a quality of life factor impacting the retention and attraction of employment in other industries.

The need to travel long distances to access health services is an issue across the region. The Community Strategic Plan for Lachlan identified "Health, wellbeing and culture" as one of the key themes to achieve the vision of the community.

Access to health care services is vital in retaining and attracting a workforce to support industry growth. With an ageing population, investment in health care will create new business and employment opportunities in the region.

Education and training remains a catalyst to drive industry growth and development and is vital in retaining people in the community.

INDUSTRY OVERVIEW

Impact on Economy

- Education and training \$20.9m
- Health care \$19.3m
- Education sector 217 employees
- Health sector 301 employees

Educated Workforce

- 19% Bachelor or higher
- 39% Certificate level
- 72.4% 15 – 19 year olds in study or work

KEY STRATEGIC LINKAGES

LIVING LACHLAN STYLE 2026

The Lachlan Region Strategic Community Plan “Living Lachlan Style 2026” is the Region’s overarching blueprint for the future that guides and drives the vision for the Lachlan region. The Plan represents the community’s aspirations and commitment which sets a unified direction for all stakeholders to work towards.

As a result of the ongoing engagement process, seven key goal areas for achieving the vision of the community was formed.

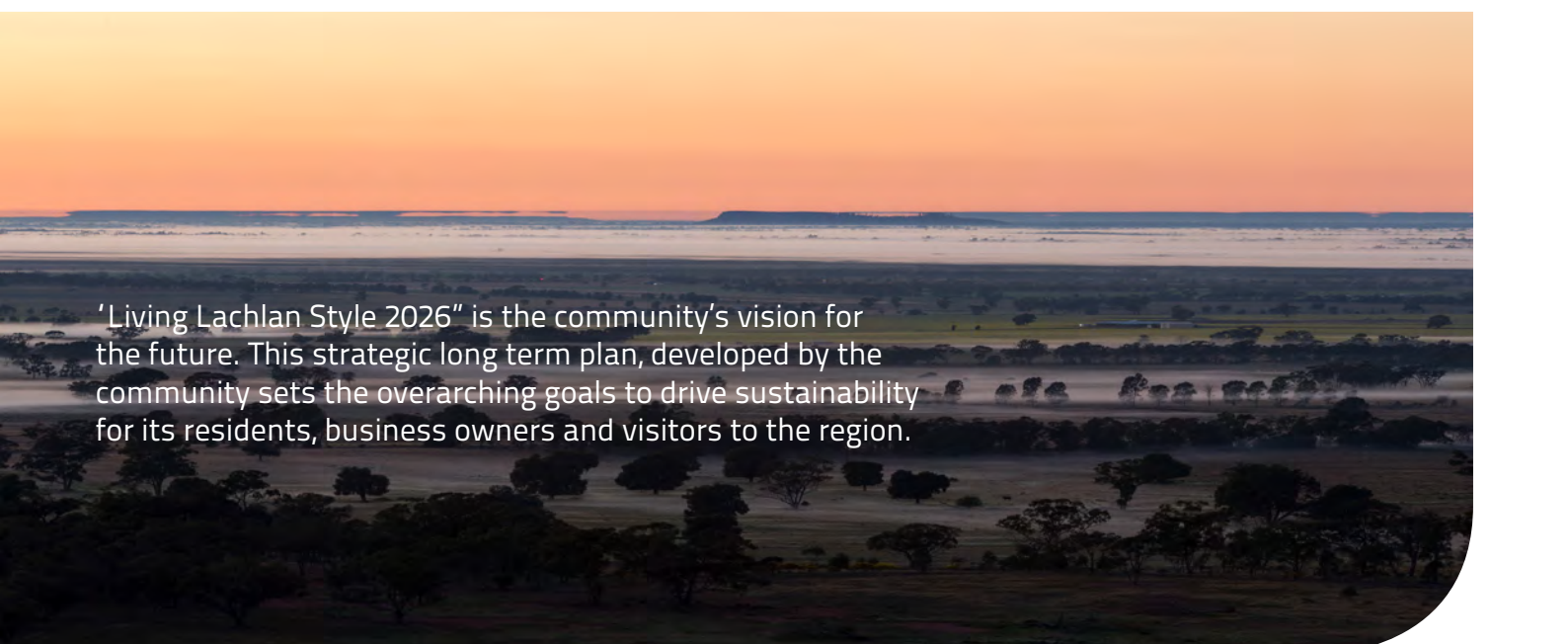
These seven overarching key goals are:

1. Bush Beginnings
2. Grow a Resilient Economy
3. Increase Opportunities and Facilities for Education and Skill Development
4. Build and Maintain Community Infrastructure and Systems
5. Build Civic Leadership and Pride
6. Living in the Natural Environment
7. Health, Wellbeing and Culture

“Living Lachlan Style 2026” has been built around these seven key goals and each goal area is the overarching theme for a range of strategic outcomes. These strategic outcomes list more specific actions and tasks that contribute to achieving the key goal theme.

The Economic Development Strategy relates to each of these themes and in particular Grow a Resilient Economy, Increase Opportunities and Facilities for Education and Skill Development and Build and Maintain Community Infrastructure and Systems. Each of these are instrumental to growing economic vitality in the region.

This Strategy is directly aligned to the Community Plan and provides a framework to deliver tangible outcomes that will generate economic growth in the Region through fostering high growth industry sectors, strengthening regional infrastructure, driving small business and improving the attractiveness of the region for residents and those seeking to relocate.



‘Living Lachlan Style 2026’ is the community’s vision for the future. This strategic long term plan, developed by the community sets the overarching goals to drive sustainability for its residents, business owners and visitors to the region.

The Lachlan Economic Development Strategy supports a pathway for the indigenous in the region and resonates and fosters the Commonwealth Government's National Indigenous Economic Development Strategy.

INDIGENOUS ECONOMIC DEVELOPMENT STRATEGY 2011–2018

The Indigenous Economic Development Strategy 2011–2018 sets out a long-term agenda for Indigenous economic participation that will guide government decision-making and program development through to 2018. The Strategy also details a program of specific initiatives and reforms that translate the Australian Government's priorities into action. These identified actions will be assessed and updated every three years to ensure that the Strategy responds to changing circumstances and continues to remain relevant and results orientated.

The five priorities of the Strategy are to:

1. Strengthen foundations to create an environment that supports economic development
2. Invest in education
3. Encourage participation and improve access to skills development and jobs
4. Support the growth of Indigenous business and entrepreneurship
5. Assist individuals and communities to achieve financial security and independence by increasing their ability to identify, build and make the most of economic assets

The Lachlan Economic Development Strategy supports a pathway for the indigenous in the region and resonates and fosters the Commonwealth Government's National Indigenous Economic Development Strategy. The Strategy is built on partnerships between government, all cultures and industry pillars of the Region.

Driving jobs growth in the region will drive demand for indigenous employment, whilst improving and supporting job readiness, skills development, education and knowledge management will result in closing the gap in Indigenous disadvantage and strengthen the foundation for economic growth.

NSW STATE PLAN 2010-2021

NSW 2021: A Plan to Make NSW Number One sets the Government's agenda for change in NSW. It provides the direction for the public sector for the next 20 years.

The NSW Plan is focussed on five key strategies:

- Rebuild the Economy – Restore economic growth and establish NSW as the “first place in Australia to do business”;
- Return Quality Services – Provide the best transport, health, education, policing, justice and family services, with a focus on the customer;
- Renovate Infrastructure – Build the infrastructure that makes a difference to both our economy and people's lives;
- Strengthen our Local Environment and Communities – Improve people's lives by protecting natural environments and building a strong sense of community; and
- Restore Accountability to Government – Talk honestly with the community. Return planning powers to the community and give people a say on decisions that affect them.

The Lachlan Region Economic Development Strategy aligns with the principles of the NSW 2021 Plan, in particular Goal 3, “drive economic growth in regional NSW”. At a regional level the Plan supports the NSW Government's Regional Action Plans.

MURRAY DARLING BASIN PLAN 2012

The Basin Plan (2012) is a coordinated approach to water management across the Murray–Darling Basin's 4 states (South Australia, Victoria, New South Wales and Queensland) and the Australian Capital Territory.

The Plan was developed as a requirement of the Water Act 2007 (Cwlth) and is a significant step in the ongoing process of

managing the Basin's water for the benefit of all its users and the environment. The Basin Plan guides governments, regional authorities and communities to sustainably manage and use the waters of the Basin.

The Strategy recognises the importance of water for the region in supporting the quality of life and being instrumental for industry attraction and ensuring the growth and sustainability of the industry base, in particular the agricultural sector. The Strategy supports and enhances water management in the region by enhancing the importance of promoting environmental responsibility through low carbon initiatives and sustainable business practices.

REGIONAL DEVELOPMENT AUSTRALIA CENTRAL WEST PLAN 2013-2016

The Regional Development Australia Central West (RDACW) Regional Plan identifies priorities for economic growth and job creation in the region for 2013-2016. These

priorities were based on research and consultation undertaken across the Central West region in the Plans development. The Regional Plan guides the development of projects that RDACW undertakes and supports in the Central West.

The Plan listed Agribusiness, Transport and Logistics, Advanced Manufacturing and Tourism as four of the growth sectors across the region all of which are identified as high value industries within the Lachlan region.

The Regional Plan reported a range of opportunities for the region within these sectors including upgrades to freight and transport infrastructure, hospitality and tourism sector growth, agricultural diversification and value adding and attracting manufacturing and technology based businesses from Sydney and other metropolitan areas. These opportunities link with the goals and actions developed within the Lachlan Economic Development Strategy.



The Lachlan Economic Development Strategy 2020 enhances strategic objectives of a number of national, state and regional policies and strategies. This approach in setting an agreed direction for the coming three years will ensure activities are coordinated efficiently, therefore resulting in positive social, economic and environmental outcomes for all stakeholders.

TELECOMMUNICATIONS INFRASTRUCTURE SUPPORT GUIDE - RDA CENTRAL WEST 2016

The Telecommunications Support Guide *"Making The Most Of The Nbn And Mobile Black Spot Program - Regional Development Australia"* for the Central West region identified that current broadband internet and mobile coverage is often inadequate for local needs, posing a hindrance to the productivity of businesses, connectivity to global markets, access to education and educational resources, delivering tele-health services and personal safety.

The Guide provides a series of options and actions that business and community groups, together with local Councils, can undertake to improve mobile phone coverage and connect to the National Broadband Network.

Access to adequate telecommunications is a critical part of business and recognised as a significant issue in the Region. Improving the access to this fundamental service will support local business development within the Lachlan region.

VALUE ADDING TO AGRICULTURE IN CENTRAL WEST NSW - RDA CENTRAL WEST - 2016

The Value Adding to Agriculture in Central West NSW Report was prepared as a response to the identified need for a food and fibre strategy to ensure a sustainable, diverse agricultural economy reflecting the changing global landscape.

The Report is linked to the draft Central West and Orana Regional Plan, prepared by the Department of Planning and Environment, which states that the NSW Government will work with Regional Development Australia Central West and Industry NSW to prepare and implement a value adding strategy for the Central West area.

This report reviews current agricultural value adding trends and opportunities in Central West NSW, with particular focus on the categories of biotechnology, digital technology, processing and packaging, branding, and co-operation and collaboration.

The Lachlan region is a significant contributor to agricultural production in the central west region and the Economic Development Strategy has identified this industry as a high value sector with the potential to value add. The ability to innovate and value add will grow this sector providing opportunities for employment and business attraction across the Lachlan region.



VISION

'A culture of collaboration, innovation and skills development underpins the region's quality of life, liveability and vibrancy for residents, visitors and industry.'

The Lachlan Shire Government Area's local economy offers a diverse, sustainable and vibrant local economy. Local enterprises are supported by a collaborative and inclusive environment having access to education and training opportunities, sound infrastructure and a range of community services for employees.

Entrepreneurial spirit and innovation are fostered and technology are harnessed for existing and emerging industries.

The Shires youth are an integral part of the future of the Region and are educated, motivated and skilled through the provision and access to a range of quality training and development programs.

The Shire's town centres add a vibrancy and add to the appeal of the region, support the industrial hubs and the agricultural sector and provide a range of business opportunities.

The economy is characterised through its strong agricultural backbone, a growing tourism sector and diverse manufacturing base whilst supported by a robust transport sector.

STRATEGIC DIRECTIONS

KEY OPPORTUNITIES

- Value add to existing business base
- Encourage business growth, productivity & innovation
- Sharing existing knowledge
- Skills development and training
- Growth in high activity core areas
- Foster and support core transport initiatives
- Growth in mining sector
- Strengthening foundations in health, education and infrastructure
- Enhancing the tourism experience and extending the visitor stay
- Fostering existing business base
- Improving water infrastructure and management
- Facilitating linkages for transport
- Protecting and expanding agricultural backbone

PARTNERSHIPS

TECHNOLOGY

VISION FOR GROWTH

'A culture of collaboration, innovation and skills development underpins the region's quality of life, liveability and vibrancy for residents, visitors and industry.'

KNOWLEDGE SHARING

RESEARCH AND DEVELOPMENT

KEY DRIVERS

- Passionate community
- Rising energy consumption and costs
- Ageing population
- Environmental sustainability
- Global food shortage
- Technological change
- High housing density and traffic congestion in metropolitan areas
- Lower cost of living
- Growth in domestic tourism
- Accessibility to regional centres
- Youth retention
- Partnerships and alliances
- Established agricultural land

STRATEGIC GOALS

HIGH GROWTH INDUSTRY SECTORS

GOAL

Strengthen the high growth sectors of manufacturing, transport, tourism and agribusiness.

OBJECTIVES

- To sustain and further develop the region's manufacturing base by encouraging innovation and collaboration and ensuring the region's infrastructure and transport logistics meets the needs of industry.
- To develop and support the tourism industry and lifestyle through the development of the region's infrastructure, tourism product and marketing programs to encourage increased visitation to the region.
- To create a sustainable Agricultural industry base through the identification and support of value adding opportunities, promotion and creation of environmentally sensitive practices and the development of a skilled workforce to facilitate industry development and attraction.
- Ensure the effective flow of products, materials and people in and out of the Lachlan Region through the provision and continual improvement of transport infrastructure and distribution networks in the Region.

REGIONAL INFRASTRUCTURE

GOAL

Facilitate and provide regional infrastructure that supports a cohesive, active and progressive community.

OBJECTIVES

- Implementation of key strategic plans such as the Lachlan Region Active Transport Plan
- Ensure water security and promotion of sustainable water management
- Ensure an adequate and reliable electricity supply
- Ensure appropriate communications infrastructure
- Work in partnership with State and Federal Governments to secure funding to improve key infrastructure assets

SMALL BUSINESS GROWTH

OBJECTIVES

- Facilitate activities that support and promote businesses to become commercially resilient
- Protect productive farmland and support rural business sustainability
- Value add to existing small business
- Support and enhance the regions supply chain
- Support the growth of the Indigenous business sector
- Increase the awareness of environmentally sustainable practices amongst businesses and promote their successes
- Create a supportive environment for home based businesses and new business start ups
- Support and enhance a diverse, strong retail sector and encourage localised shopping to minimise retail leakage outside of the Shire.

EMPLOYMENT AND SKILLS DEVELOPMENT

GOAL

Improve the region's skill base by supporting partnerships between the education sector and industry and developing initiatives to promote a culture of innovation and ongoing learning.

OBJECTIVES

- Build individual capabilities including foundation skills to improve and support job readiness, and educational outcomes
- Strengthen linkages with employment related networks and increase participation in local employment initiatives
- Improve vocational education and training to deliver skilled workers
- Provide opportunities for apprenticeships, scholarships, cadetships and mentoring
- Facilitate school-to-work links with liaison between secondary schools and business leaders, and provide information to students/school leavers on employment opportunities and skills requirements and training opportunities
- Provide linkages and develop relationships between secondary education institutions and industry
- Promote programs and enterprises that assist the employment needs of a diverse community
- Lobby the Government for improved incentives for apprenticeships

LIVEABILITY AND LIFESTYLE

GOAL

Provision of a safe and appropriately serviced community that enhances the quality of life and attractiveness of the Region.

OBJECTIVES

- Support safe communities within the region for residents and businesses
- Ensure provision of appropriate health services to meet the needs of the community
- Continued beautification of towns within the Lachlan Region
- Support the ongoing development of youth services, art and cultural, sport recreational organisations and groups to enhance the liveability of the Shire for new and existing residents
- Support planning and development that leverages and stimulates economic development
- Adequate and well serviced aged care facilities to ensure elderly can remain in the region
- Support development that enhances visually attractive town centres and built form
- Promotion and marketing of the region to attract new residents and businesses
- Minimise retraction of the "human" element in service provision particularly in the areas of financial, social services and employment services

HIGH VALUE GROWTH SECTORS

MANUFACTURING

Manufacturing in the Lachlan is a relatively small sector currently contributing 145 full time equivalent jobs. However, the sector has grown significantly, increasing by approximately 25% between the 2006 and 2011 Census period, with continued growth in the last 5 years.

The manufacturing industry contributes more than \$19 million to the local economy with fabricated metal product contributing more than a quarter of the manufacturing value-add. Manufacturing in the Lachlan has significant links to the broader Agriculture, Forestry and Fishing Industry with Paper Manufacturing and Food and Beverage Manufacturing providing important industry value-add at a local level.

As one of the comparative advantages, manufacturing is a high growth sector that can drive economic outcomes such as employment. This advantage can be further developed through the combination of enhancing factors such as knowledge, resources, skills and the ability to innovate within the industry.

'As one of the region's comparative advantages, manufacturing is a high growth sector that can drive economic outcomes such as employment.'

A small but very successful light-industry manufacturing sector has emerged in Condobolin and Lake Cargelligo and Council has established industrial estates to promote further growth. The establishment of mining and mining related industry and renewable energy are seen as emerging industries for the Shire.

There are opportunities to harness existing knowledge and improve efficiencies through collaboration of the region's business base. Knowledge sharing, procurement strategies, enhancing supply chains between industry can result in cost effectiveness and the expansion into new market opportunities.

INDUSTRY OVERVIEW

Impact on the Economy

- \$19 million in GRP
- 145 FTE jobs
- 4% of all businesses

Employment

- 24% in Fabricated Metal Product sector
- 13% FTE Food and Beverage sector
- 25% employ 5-19 people

'By encouraging and fostering innovative ideas, adding value becomes a reality'

AGRICULTURE, AGRIBUSINESS

Agriculture is the largest contributor to both Gross Regional Product (GRP) at 29.9% and employment (32.1%) in the Lachlan Shire. The Agriculture industry contributes almost \$83 million to the regional economy with cereal crop (wheat, barley and canola) and small livestock being the major sectors.

The contribution of the agricultural sector is felt outside of the Shire boundaries with Lachlan producing approximately 17% of the NSW wheat crop, 36% of NSW oats and 14% of NSW total broad acre crops such as oilseeds and safflower.

The agricultural sector has experienced significant challenges over the last decade due to a severe and extended period of drought and more recently flooding. However, the resilience of the sector is unquestioned. The sector accounts for more than 60% of all businesses in the Shire supporting significant flow-ons to the transport, retail and manufacturing sectors and is vital to the long term future of the region.

Market forces have led to greater opportunities for product differentiation and added value to raw commodities due to:

- Increased consumer demands regarding health, nutrition and convenience;
- Efforts by food processors to improve their productivity; and
- Technological advances that enable producers to produce what consumers and processors desire.

VALUE-ADDING AGRICULTURAL ACTIVITIES

Adding value to farm commodities may become an even more important income-enhancing strategy for producers and help strengthen the agricultural section. Approaches to value adding may come from innovation and coordination.

Innovation focuses on improving existing processes, procedures, products and services or creating new ones. Often, successful value-added ideas focus on very narrow, highly technical, geographically large markets where competition is sparse. Further opportunities exist in industrial innovation utilising research to find industrial non-food uses for products grown in the Lachlan region.

INDUSTRY OVERVIEW

Impact on the economy

- \$83 million in GRP
- 717 FTE jobs
- 61% of all businesses

Employment

- Cereal crops largest sector (73% of production)
- 17% of NSW wheat crop
- 31% of NSW oat crop
- 14% of NSW broad acre crop

Opportunities exist through the development of innovative value-added activities developed on farm or at agricultural experiment stations.

Improved coordination between producers and other industry sectors also provide a distinct opportunity for the region. This is demonstrated by the collaboration between the Condobolin Agricultural Research and Advisory Station and Central West Farming Systems. These organisations collaborate through the exchange of research information, provision of resources, and the facilitation of meetings. This valuable cooperative research relationship enables farmers in the region to play an active part in determining the direction of agricultural research initiatives.

Vertical coordination through the development of strategic alliances and networks may lead to strengthening the industry sector through knowledge management and skills sharing resulting in market efficiencies and cost reduction.

In addition, the manufacturing or transport and warehousing industries could add value to the rich array of agricultural produce in the region.

WATER SECURITY FOR DEVELOPMENT

There is also no current opportunity to attract processing industries supporting the local agriculture sector as these businesses typically require significant water for operation. Ensuring a reliable water supply in Condobolin through periods of extended drought, will assist Lachlan Council to attract new business and diversify the local economy. Improved water management including continual review of water allocations will assist in ensuring equitable water supply and sustainability on the region.

APPLICATION OF BIOTECHNOLOGY

The application of biotechnology, the engineering of food from raw products to the consumers and the restructuring of the distribution system to and from the producer all provide opportunities for adding value.

The “Value Adding to Agricultural in Central West NSW” report identified that biofuels and bioenergy across all agricultural sectors of Central West NSW industries present a range of opportunities that could be realised in the Lachlan region. These include agricultural waste streams and an increased worldwide demand for sustainable, quality protein and animal feed for both human and animal consumption.

The development of the Lachlan Region as a visitor destination needs to be collaborative and coordinated to ensure that activities address identified gaps and meet market needs to reinforce the Region's strengths while developing brand loyalty with visitors and industry.

TOURISM

Tourism is a relatively small but growing industry in Lachlan. Visitor numbers have increased from just over 30,000 visitors in 2010 to more than 56,000 at the end of 2014. Three-quarters of the visitors to the Lachlan originate from within NSW and just over half travel to visit friends and relatives. The sector contributes more than \$31 million annually to the local economy.

Tourism in the Lachlan Shire is centred around the natural landscape and the bush environment. The large expanse of water at Lake Cargelligo as well as Gum Bend Lake and the Lachlan River provide the setting for bushwalking, birdwatching, fishing and water based recreational activities.

The bush experience is unmistakable with visitors able to participate in gymkhanas, sports days, rodeos, cutting competitions and picnic race meetings whilst camping in numerous picturesque locations throughout the Shire. The outdoor activity is supported by the RV friendly main urban centres that encourage travellers with a motor home, camper van or caravan to stop and stay in the community. Free camping areas are abundant throughout the region, many which are free and well resourced.

Tourism is viewed and supported as an important potential growth area for the region and opportunities exist for the local community to take advantage of this in the coming decade. Issues have been identified in terms of branding and marketing of the region and potential identified to capitalise on the region's natural assets and scenic beauty.

With the main towns of Lake Cargelligo and Condobolin being geographically dispersed (100km) there is opportunity to build on the RV market and potential associated product development.

In order to refine the region's tourism objective it is suggested that Lachlan apply a strategic framework (Destination Plan) to improve visitor services including product offering and facilities, industry capabilities, branding and promotion and community awareness and participation in tourism. The key areas for the development of Destination Plan to ensure development of a holistic and sustainable approach to tourism include:

- Destination Development;
- Destination Marketing;
- Industry Development; and
- Local Resident Promotion and Capacity Development.

INDUSTRY OVERVIEW

Impact on the Economy

- \$31 million in GRP
- 56,000 annual visitors (86% increase since 2010)
- Spend per visitor night \$145

About the Visitor

- 75% from within NSW
- 52% came to visit Friends and Relatives
- 89% travelled using private vehicle

As a core agricultural producer and manufacturing hub, products are moved from the region predominately via heavy vehicle and rail.

TRANSPORT

Effective transport networks are essential to the Lachlan region due to its location centrally located in NSW. The Shire is located 460kms by road to Sydney, 670 kms to Melbourne, 1070 kms to Brisbane and 980 kms by road to Adelaide.

The local government area has over 4480 kilometres of road network comprised of 881 sealed roads and 3600 gravel roads. As only 27 kilometres are state roads (Condobolin to Parkes road) the extensive road network is maintained by Lachlan Shire Council. Rail infrastructure includes the main western line, Tottenham to Bogan Gate and Cargelligo to West Wyalong lines. Air transportation includes airfields located at Condobolin (5kms from town centre) and a small unregistered airfield at Lake Cargelligo. Condobolin airport provides a daily freight service for the region and a daily commuter service to Sydney is within 100 kilometres at Parkes and Forbes allowing business the opportunity to connect with major metropolitan markets.

The distribution of industry also contributes to a high volume of freight movements on many of the connecting highways in the Lachlan region, predominately heading east towards Sydney, Port Kembla and the Port of Newcastle, as well as north to south between Queensland and Victoria.

The movement of agricultural produce from the region to market is vital with grain freight accounting for 20% of all freight movement in the Central West of NSW. Grain receival centres are located within all towns within the shire with these centres serviced by the three (3) main rail lines.

The region is also serviced by the Parkes National Logistics Hub which provides freight rail access to 80% of the Australian population within 12 hours. A proposed intermodal logistics terminal at Condobolin will expand the transport industry in the region and provide essential linkages for the business community in the Lachlan region.

Effective transportation networks are essential for economic growth as they improve overall accessibility by improving businesses ability to provide goods and services, and people's ability to access education, employment and services. Productivity gains in the high growth sectors of Agriculture and Manufacturing will have direct network effects on the Transport industry including employment.

Enhanced transportation infrastructure also reduces transportation costs for producers and industry (including travel time, vehicle operating costs, road and parking facility costs, accident and pollution damages) and will increase economic productivity and development.

INDUSTRY OVERVIEW

Impact on the Economy

- \$13m in GRP
- 4% of FTE jobs
- Grain freight accounts for 20% of total freight in the Central West region

Key Infrastructure

- Longest LGA road network in NSW
- Rail, road and air linkages
- Planned intermodal logistics terminal

The Central NSW Freight Study (2013) notes that based on an assessment of regional production, approximately 15 million tonnes of freight is generated annually within the Central West and transported either to adjacent Local Government Areas or to national and international markets. By 2034 this commodity based freight task is expected to rise to approximately 25 million tonnes. Agricultural products (livestock, grain, cotton, meat, wine, forestry) account for 20 per cent of the total regional freight task by volume.

The NSW Freight and Ports Strategy (2013) recognised that the ability for NSW producers to move agriculture resources to domestic and export markets in a timely and efficient manner directly impacted on productivity, competitiveness and the economic performance of regional NSW. Given the significance of the agricultural sector to the Lachlan region, a high standard of transport infrastructure is recognised as a priority in the Economic Development Strategy.

The Central West Export Import Study (2014) strongly supported the Inland Rail Project as it would provide a viable alternative for freight travelling along the

Newell Highway and provide an opportunity for regional businesses to access Melbourne and Brisbane markets and export ports as well as other regional nodes. Inland Rail from Melbourne to Brisbane could open up new markets across the region and unlock significant value in the supply chain.

The Lachlan region is ideally located to benefit from economic and supply chain opportunities arising upon completion of the Inland Rail. Linkages between the significant agriculture sector and the Inland Rail will increase the competitiveness and productivity of the local industry in the Lachlan region. Effective transport networks are essential to the Lachlan region due its location centrally located in NSW. The Shire is located 460kms by road to Sydney, 670 kms to Melbourne, 1070 kms to Brisbane and 980 kms by road to Adelaide.

Global demand for food will increase into the future and it is critical as a primary food production area that any future planned transport network changes allow for greater access to markets by minimising obstacles and delays.

THE IMPORTANCE OF TRANSPORT TO ECONOMIC GROWTH IN LACHLAN

Network effects: linking Lachlan to more locations exponentially increases the value and effectiveness of transport

Performance improvements: reducing cost and time for existing passenger and freight movements increase transports contribution to the region's economic growth

Reliability: improves time performance and reduces loss and damage, therefore reducing economic drag

Market size-access to wider markets: adds to economies of scale in production, distribution, and consumption, thereby increasing economic growth

Productivity: transport increases productivity gained from access to a larger and more diverse base of inputs such as raw materials, parts, energy, and labour, and broader markets for more diverse outputs



IMPLEMENTATION PLAN

1. High Growth Sectors

GOAL

Strengthen the high value sectors of manufacturing, transport, tourism and agribusiness to drive job generation in the region through expansion of the existing industry base and attraction of new industry.

MANUFACTURING/LIGHT INDUSTRY

| No. | Strategy | By When | Who | Councils Role |
|--------|--|-------------|---|-------------------------|
| 1.1.1 | Develop a manufacturing cluster with a focus on value add agriculture & renewable energy in order to share ideas/suppliers/distribution networks and economies of scale. | Short Term | Council Community Industry | Facilitator |
| 1.1.2 | Identify and promote regional research and development initiatives and activities and identify funding programs to foster innovative practices. | Ongoing | Council NSW Government | Facilitator/ Partner |
| 1.1.3 | Provide linkages between research institutions programs and industry. | Ongoing | Council Industry Tafe/Universities Relevant Gov. Organisations | Partner |
| 1.1.4 | Identify, promote and market innovative practices undertaken by the region's industries. | Ongoing | Council Industry State Government | Partner |
| 1.1.5 | Seek and lobby for continual improvement of ICT infrastructure. | Ongoing | Council NSW & Federal Governments Industry | Provider/ Partner |
| 1.1.6 | Develop a business case to demonstrate the need for the improvement, including reliability of the region's electricity supply. | Short Term | Council NSW Trade and Investment Industry | Partner |
| 1.1.7 | Grow the manufacturing light industry base through the development and marketing of the Condobolin and Lake Cargelligo Industrial Parks. | Short Term | Council NSW Trade and Investment Industry | Provider/ Partner |
| 1.1.8 | Promote the Shire as an attractive location for light manufacturing operators to establish their businesses, leveraging current businesses as ambassadors. | Medium Term | Council NSW Trade and Investment Industry | Provider/ Partner |
| 1.1.9 | Identify opportunities for shared buying strategies and aggregation of demand to achieve more competitive services. | Short Term | Council NSW Trade and Investment Industry | Facilitator |
| 1.1.10 | Work in collaboration to develop a supply chain directory and identify linkages that support better access to markets. | Medium Term | Council NSW Trade and Investment Industry | Facilitator |

TRANSPORT

| No. | Action | By When | Who | Councils Role |
|-------|---|------------|--|----------------------|
| 1.2.1 | Develop specific case studies to demonstrate value of Inland Rail concept to the Lachlan region. | Short Term | Council Industry NSW Trade and Investment | Facilitator |
| 1.2.2 | Continue to lobby for funding for improvements to the roads network. | Ongoing | Council | Facilitator |
| 1.2.3 | Develop a ROI model for the Lachlan Intermodal Terminal Concept. | Ongoing | Council Industry | Partner |
| 1.2.4 | To advocate for transport solutions for the improvement of major "pinch points" in moving freight in and out of the region. | Ongoing | Council NSW & Federal Governments Industry | Partner |
| 1.2.5 | Identify and advocate for Project funding for major transport improvements in the Lachlan Shire. | Ongoing | Council NSW & Federal Governments | Provider/ Partner |
| 1.2.6 | Support air service route expansions in Griffith and Parkes Air services. | Ongoing | Council Industry | Facilitator |
| 1.2.7 | Investigate and support the development of a Truck Stop at Gipps Way | Short Term | Council | Facilitator |

AGRIBUSINESS

| No. | Strategy | By When | Who | Councils Role |
|-------|---|-------------|---|-------------------------|
| 1.3.1 | Collaborate with agencies to promote efficiency of water uses suitable to the region. | Short Term | Council Community Private Sector | Facilitator |
| 1.3.2 | Establish an agribusiness network to oversee and encourage crop diversification. | Ongoing | Council NSW Government | Facilitator |
| 1.3.3 | Investigate current diversification trends and collaborate to ensure sustainable diversification practice. | Ongoing | Council Groups/Organisations NSW & Federal Governments Relevant Gov. Organisations | Partner |
| 1.3.4 | Support the promotion of Agriculture as a career. | Ongoing | Council NSW Government Agricultural Sector Education Providers | Partner/ Support |
| 1.3.5 | Promote and support the establishment of Lachlan as an agricultural research centre. | Ongoing | Council Agricultural Sector NSW & Federal Governments Industry | Facilitator |
| 1.3.6 | Investigate opportunity to support and upgrade the Agricultural Innovation Centre in Condobolin including diversification for expansion into a low rainfall irrigation centre with linkages to other Council areas, research bodies and industry. | Medium Term | Council Agricultural Sector NSW & Federal Governments Industry | Partner |
| 1.3.7 | Support relevant projects and initiatives that promote Women in Agriculture. | Short Term | Council Agricultural Sector NSW & Federal Governments Industry | Advocate |
| 1.3.8 | Link in with wider NSW government and regional strategies to support expansion of the agricultural sector. | Ongoing | Council NSW Government | Advocate |
| 1.3.9 | Build partnerships with University's and research providers to build the region as an agricultural education 'live' classroom. | Medium Term | Council NSW Government | Facilitator/ Partner |

TOURISM

| No. | Action | By When | Who | Councils Role |
|-------|--|-------------|--|---------------|
| 1.4.1 | Enhance the visitor experience through the development of a Tourism Destination Management Plan. | Short Term | Council Tourism Operators Event Organisers Groups & Organisations | Facilitator |
| 1.4.2 | Foster a coordinated approach to marketing between towns across the region. | Ongoing | Council Tourism Operators Event Organisers Groups & Organisations | Facilitator |
| 1.4.3 | Grow signature key events. | Ongoing | Council Tourism Operators Event Organisers Groups & Organisations | Partner |
| 1.4.4 | As part of the Tourism Destination Management Plan review branding of the Region. | Ongoing | Council Tourism Operators Destination NSW | Partner |
| 1.4.5 | Build partnerships with key industry bodies such as Destination NSW and regional stakeholders. | Ongoing | Council Tourism Operators | Facilitator |
| 1.4.6 | Develop an integrated tourism and economic website that provides an online marketing tool to attract visitors, new residents and businesses to the region. | Short Term | Tourism Operators Event Organisers Groups & Organisations Council | Partner |
| 1.4.7 | Increase and diversify the region's tourism product by developing "Aboriginal and Cultural Tourism". | Medium Term | Tourism Operators Event Organisers Groups & Organisations Industry Council | Facilitator |
| 1.4.8 | Continue to build partnerships with Penrith City Council. | Ongoing | Penrith City Council Groups & Organisations Council | Facilitator |
| 1.4.9 | Investigate the establishment and ongoing support of a recognised Visitor Information Centre (VIC) in Condobolin and continue to support and enhance the VIC in Lake Cargelligo. | Ongoing | Tourism Operators Groups & Organisations Industry Council | Facilitator |

2. Regional Infrastructure

GOAL

Facilitate and provide regional infrastructure that supports a cohesive, active and progressive community and assists in driving economic growth.

| No. | Strategy | By When | Who | Councils Role |
|------|--|------------|--|-------------------------|
| 2.1 | Collaborate with neighbouring regional centres on common areas of interest that support growth and development with flow on effects to the region's economy's. | Ongoing | Council Surrounding Councils Central West RDA/Centroc | Facilitator/ Partner |
| 2.2 | Lobby for funding to facilitate the implementation of the Lachlan Region Active Transport Plan. | Short term | Council Groups & Organisations NSW & Federal Government | Facilitator |
| 2.3 | Develop a business case utilising industry case studies that support the development of the Inland Rail Project. | Short Term | Council NSW & Federal Government Relevant Gov. Organisations | Partner |
| 2.4 | Active and continued participation in regional water projects and regional committees | Ongoing | Council Industry NSW & Federal Government | Partner |
| 2.5 | Develop a business case that identifies deficits in electricity infrastructure in the region and lobby for continued upgrades. | Short Term | Council NSW & Federal Governments Regional Organisations | Provider/ Partner |
| 2.6 | Ensure appropriate communications infrastructure by assessing current gaps and future requirements to enable innovation and access to markets globally. | Short Term | Council NSW Trade and Investment Private sector | Partner |
| 2.7 | Work in partnership with State and Federal Governments to secure funding to improve key infrastructure assets. | Ongoing | Council NSW & Federal Governments | Facilitator/ Partner |
| 2.8 | Assess supply and demand including residential and large lot residential and review Lachlan's Local Environmental Plan accordingly. | Short Term | Council NSW Government | Facilitator/ Partner |
| 2.9 | Continue investigations into the feasibility of a regional intermodal terminal and potential uses of the colocated disused abattoir site. | Short Term | Council Industry NSW & Federal Governments | Facilitator |
| 2.10 | Support the continued service provision and expansion of air carrier services in Griffith and Parkes. | Ongoing | Council Industry | Facilitator |
| 2.11 | Undertake a Transport/logistics audit to ensure transport infrastructure meets the needs of industry in the region. | Short Term | Council NSW & Federal Government- industry | Facilitator |
| 2.12 | Assess the supply and demand of aged care infrastructure and required services to retain aged and 'family units' in the region. | Short Term | Council NSW & Federal Governments Heath Providers/Practitioners/ Groups/Organisations | Facilitator |
| 2.13 | Monitor mining opportunities in the region to ensure impacts are minimised and employment opportunities are harnessed in the region. | Ongoing | Council NSW Government | Facilitator |

3. Small Business

GOAL

Assist businesses and industry to diversify and maximise opportunities for business development.

| No. | Strategy | By When | Who | Councils Role |
|------|---|-------------|--|--------------------------|
| 3.1 | Provide practical support for new small business owners and job seekers (e.g. 'Small Business September' and 'Jobs & Skills Expo') | Short Term | Council Community Private Sector | Facilitator |
| 3.2 | Explore partnered approaches to encourage entrepreneurship, especially among the youth and indigenous residents. | Short Term | Council Industry NSW Government Education Providers | Facilitator |
| 3.3 | Facilitate and support a single regional business network and industry partnerships and alliances. | Ongoing | Council Industry | Partner |
| 3.4 | Identify new ABN's in the region (from ABR register) and send Business Welcome Kit introducing services within the region relevant to business. | Medium Term | Business Network Council | Partner |
| 3.5 | Establish a communication tool to enable quick and effective communication with, and from, the region's business community. - Review existing databases (internal and external) to develop and maintain a database of the region's businesses and other relevant organisations by name, address, email, industry code etc - Prepare a GIS layer to identify industry clusters | Short Term | Council NSW Government Private sector | Partner |
| 3.6 | Investigate hosting a "Grant Funding" workshop for industry, business and community groups and organisations. | Short Term | Council NSW Government Regional Organisations | Facilitator |
| 3.7 | Work in partnership to promote and facilitate assistance to small and medium size businesses. | Ongoing | Council NSW Government | Facilitator |
| 3.8 | Work with established Business Network to establish a "Mentoring Program" for industry. | Medium Term | Council Industry NSW Government | Facilitator/ Partner |
| 3.9 | Develop a small business program that includes activities to grow knowledge on areas such as marketing, customer service and business development. | Medium Term | Council Industry NSW Government | Facilitator |
| 3.10 | Encourage digital innovation and digital initiatives through case studies and examples, local champions and events that connect with others in the community and encourage participation. | Short Term | Council Industry NSW Government | Facilitator/ Provider |
| 3.11 | Develop a "Business Roundtable" wherein key Council staff and elected officials will meet with new and existing businesses to discuss their needs and interests. | Medium Term | Council Industry | Facilitator/ Provider |
| 3.12 | Undertake a "Shop Local" survey to local residents to identify retail leakage to outlying regional centres. | Short Term | Council Industry Community | Facilitator |

4. Employment and Skills Development

GOAL

Improve the region's skill base by supporting partnerships between the education sector and industry and developing initiatives to promote a culture of innovation and ongoing learning.

| No. | Strategy | By When | Who | Councils Role |
|-----|--|-------------------------|---|-------------------------|
| 4.1 | Provide information to industry on various workplace training and apprenticeship programs. | Ongoing | Council NSW Government Education Providers | Facilitator |
| 4.2 | Undertake analysis of workforce requirements for each major growth industry to identify gaps and develop targeted solutions to ensure business growth are minimised. | Ongoing | Council NSW Government Education Providers Industry | Partner |
| 4.3 | Host annual Education Summits bringing together key industry stakeholders, local schools, government, workplace training providers, careers staff to look at innovative practices to retain local youth through the provision of local employment opportunities. | Ongoing | Council NSW & Federal Governments Private Sector Education Providers | Provider/ Partner |
| 4.4 | Work to ensure that areas of disadvantage in the region benefit from future growth – providing employment and training opportunities for these areas and target groups. | Ongoing | Council NSW Trade and Investment Private sector | Partner |
| 4.5 | Encourage uptake of competitive manufacturing skills to improve manufacturing efficiency and competitiveness. | Medium Term | Council NSW Trade and Investment Private sector | Partner |
| 4.6 | Actively engage youth (18-29) with inspiring events and idea incubation opportunities. | Medium Term | Council Education Providers/ Organisations Private sector | Partner |
| 4.7 | Utilise the existing TAFE infrastructure to deliver courses to enhance the local knowledge base and develop skills targeting youth in the region. | Medium Term/ Ongoing | Council Education Providers/ Organisations Private sector | Facilitator/ Partner |
| 4.8 | Support and enhance the Wiradjuri Study Centre and Aboriginal employment opportunities. | Ongoing | Council Education Providers/ Organisations Private sector Aboriginal Groups | Facilitator/ Partner |

5. Lifestyle and Liveability

GOAL

Provision of safe and appropriately serviced community that enhances the quality of life and attractiveness of the region.

| No. | Strategy | By When | Who | Councils Role |
|-----|---|-------------|---|--------------------------------------|
| 5.1 | Design, formalise and co-ordinate Lachlan region branding, promotional materials and a communications plan. Establish and secure shared commitment to the regions positioning statement. | Short Term | Council Community Industry | Facilitator |
| 5.2 | Undertake an audit of government agency providers in the Region to ensure service provision is being met. | Short Term | Council Groups and Organisations | Facilitator |
| 5.3 | Advocate to maintain staff in key government services and reduce the instigation of 'digital' management in service provision across key service areas such as finance, social and employment services. | Ongoing | Council NSW Government Business Network | Partner |
| 5.4 | Develop case studies of relocations (residents and business) to the region. | Ongoing | Council | Partner |
| 5.5 | Maintain a database of all new business and residents enquiries. | Ongoing | Council Business Network | Provider/ Partner |
| 5.6 | Host an annual Mayoral welcome function for new community members. | Short Term | Council Business Network | Partner |
| 5.7 | Implement a town beautification program that is supported and enhanced by residents and business owners | Short Term | Council Business Network Industry/Business | Facilitator/ Partner/ Provider |
| 5.8 | Investigate the development of a relocation campaign targeting high mortgage belt areas. | Medium Term | Council | Facilitator |



LACHLAN SHIRE COUNCIL

PO Box 216

Condobolin NSW 2877

Phone: 02 6895 1901

Fax: 02 6895 3478