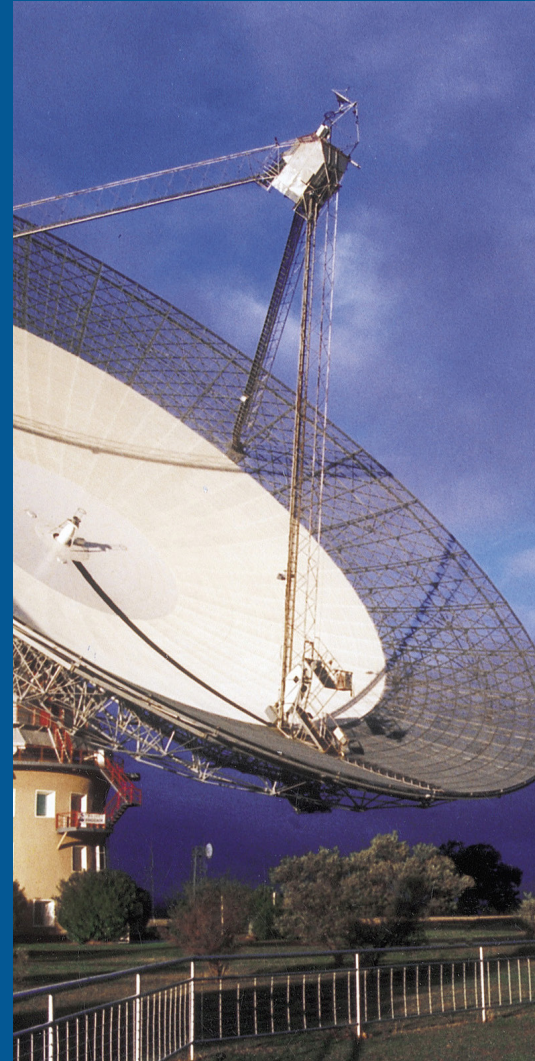


THE VISION

To be a progressive and prosperous regional community that leverages its competitive advantages in agriculture, mining and tourism, and to embrace industry growth and create job opportunities whilst supporting the thriving economy.



MID-LACHLAN

Regional Economic Development Strategy

2018 – 2022

Developed with the support of the NSW Government as part of the Regional Economic Development Strategies program to assist local councils and their communities in regional NSW.



PREFACE

The NSW Government has worked with local councils and their communities to develop 37 Regional Economic Development Strategies across regional NSW. Each strategy is designed around one or more local government areas that form a functional economic region as defined by economic data and community input. While the strategies have been developed using consistent methodology, each is a product of detailed data analysis and local community consultation to ensure ownership through a ‘bottom-up’ process: it sets out a vision for the region, the strategies, and early stage actions required to achieve the vision.

Regional Economic Development Strategies articulate a framework for identifying actions crucial to achieving the regional vision. Projects listed within this Strategy should therefore be viewed as example projects that have emerged from the initial application of the framework. Adoption of these projects would be subject to further evaluative processes.

The power of the Strategy is its ability to be used on an on-going basis to identify additional high value projects over time. By complementing existing funding processes, these strategies present new opportunities to strengthen and increase investment in regional development across NSW.

Importantly, the Strategy should be viewed as the first stage of a process that will assist those with an interest in the economic development of the region, particularly councils, communities and local businesses, in planning their future economic activities. It provides a vehicle for engaging the community in a ‘conversation’ about regional needs and priorities, assists in bringing together key stakeholders and mobilising resources. In so doing, it can facilitate faster access to dedicated NSW Government funding, such as the Growing Local Economies Fund, as well helping to capitalise upon other economic opportunities.

This Strategy, prepared by Balmoral Group Australia on behalf of the region, was formed in collaboration with the Forbes Lachlan, and Parkes Shire Councils, key stakeholders and the broader regional community, and benefited from economic-analytical assistance from the NSW Government’s Centre for Economic and Regional Development (CERD).

It is presented in two documents, the Mid-Lachlan Regional Economic Development Strategy 2018–2022 which allows the reader to quickly and easily determine key content, while the accompanying Mid-Lachlan Economic Development Strategy 2018–2022: Supporting Analysis details the Strategy methodology, evidence and the Strategy development process.

For further information about the Regional Economic Development Strategies program please contact the CERD on 02 6391 3025 or CERD@dpc.nsw.gov.au.



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INTRODUCTION

The Mid-Lachlan Regional Economic Development Strategy (the Strategy) was developed to identify economic development opportunities that capitalise on the existing endowments of its functional economic region. The Mid-Lachlan functional economic region (the region) is composed of Forbes, Lachlan, and Parkes Local Government Areas (LGAs). Parkes is the largest town in the region, followed closely by Forbes and Condobolin. There are numerous small towns and villages that also house a proportion of the region's residents, including Peak Hill, Alectown, Bogan Gate, Trundle and Tullamore in the Parkes LGA; Bedgerabong, Garama, Ootha, Warroo and Wirrinya in the Forbes LGA; and Tottenham, Lake Cargelligo, Tullibigeal, Albert, Burcher and Fifield in the Lachlan Shire. The region has a diverse economy, with Agriculture, Mining, Health Care, Retail Trade and Education & Training as the most dominant industries and the largest employers. Its location also makes the region and its current strengths a natural centre for transport and logistics. The ongoing Inland Rail project will see the Parkes Intermodal Hub play a key role in freight networks across the eastern coast of Australia, providing potential opportunities for agricultural and manufacturing businesses in the surrounding areas. The Mid-Lachlan region is also naturally endowed with mineral resources, with the Macquarie Arc geological formation creating potential for growth in the Metal Ore Mining sector.

The Mid-Lachlan Strategy will take advantage of these endowments, specialisations and core competencies in order to:

- ▶ Optimise and grow agriculture by improving supply chain efficiency and quality, market access and communication

- ▶ Providing opportunities to expand current and future mining operations
- ▶ Improve water security constraints for the agriculture, mining, manufacturing and tourism industries
- ▶ Improve the availability of skilled labour for high value mining, construction, transport and manufacturing industries
- ▶ Improve access to markets for agriculture, mining and manufacturing by investing in intermodal network resilience and reliability
- ▶ Grow tourism in the Mid-Lachlan to diversify the economy.

The strategy also takes account of regional risks and how they might be addressed.

The Strategy process successfully identified several core strategies to achieve a prosperous economic future. For each strategy, primary projects and action steps have been identified, as well as appropriate implementing parties for lead, support and stakeholder roles. A concentrated focus and effort will be required to achieve all of the strategies.

At the same time, considerable vetting of each aspect of the recommended strategies has determined that the strategies are viable, compatible with available resources, and provide promising opportunities to leverage Mid-Lachlan's strengths.

This Strategy is the culmination of collaboration between the Forbes, Lachlan and Parkes Shire Councils, the local business community, and Balmoral Group Australia.

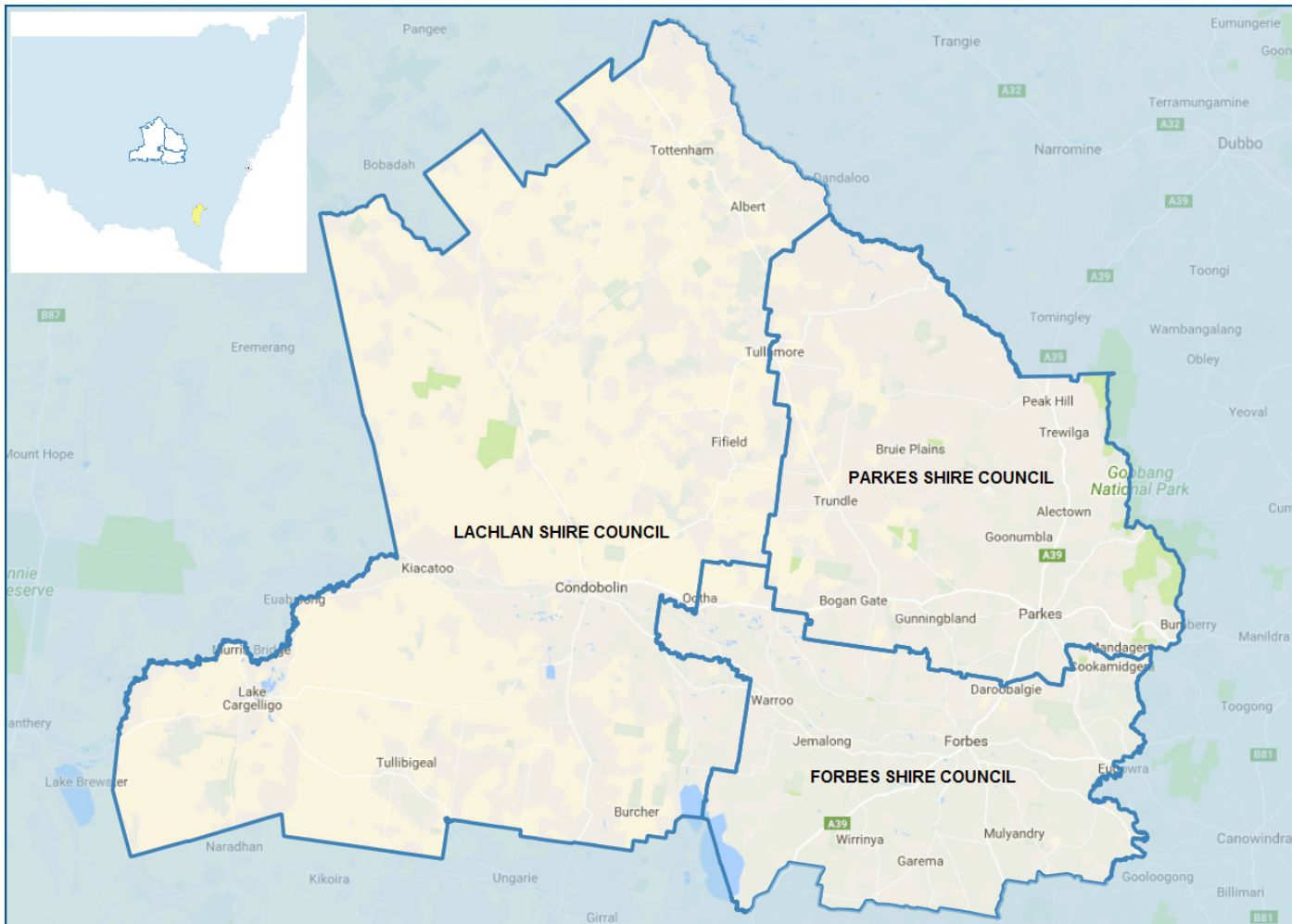


BACKGROUND

The Mid-Lachlan region is located in Central West NSW, approximately a five hour drive from Sydney. The population of the region as per the 2016 Census data was 30,389, of this – Lachlan LGA was 6,194; Parkes LGA was 14,608; and Forbes LGA was 9,587. The majority of the population reside in the townships of Forbes, Parkes, Condobolin and Lake Cargelligo, which account for almost 80% of the residents in the region. The boundaries of each LGA are depicted below. Mid-Lachlan, relative to NSW, has a larger proportion of its population in the younger and older age brackets, with a relatively even split of males to females, at 49.7 to 50.3 respectively. The region also has an average household size of 2.4 people, and a quarter of its population is over the age of 60. The region’s population is projected to decline by 0.24% in the 25 years from 2011 to 2036 under the Main Growth scenario. As a result of this lower population, consumption-based industries may be negatively affected. Economic gains from the Inland Rail project may mitigate or reverse this trend.

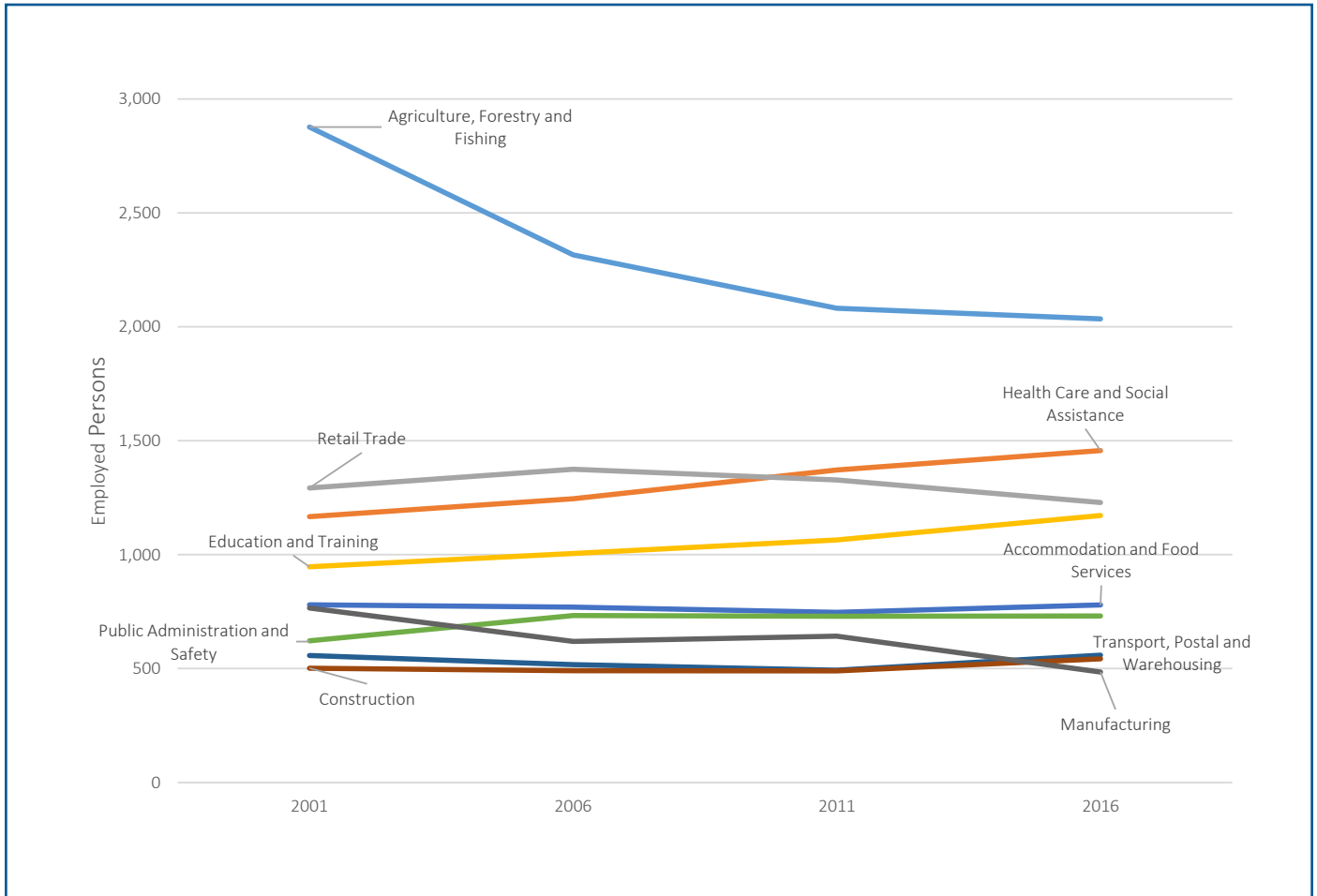
A functional economic region is a concept developed to reflect the boundaries of regional economies and economic interaction. The Forbes, Lachlan and Parkes LGAs are similar in their history, industry, geography and infrastructure. As these LGAs are home to similar industries, they have a relatively homogeneous workforce. This similarity, in combination with the geographic proximity of the LGAs to one another, means that 94% – 95% of the employment within each individual LGA is supplied by workers within the Forbes, Lachlan and Parkes LGAs, while only 5% – 6% of employment is supplied by workers from outside the region. The functional economic region for Mid-Lachlan is shown in **Figure 1** below.

Figure 1: Map of Mid-Lachlan Region and LGAs



Source: Department of Premier and Cabinet, 2018.

Figure 2: Mid-Lachlan Region Historical Employment



Source: CERD

The Mid-Lachlan region is supported by key enabling and population serving industries (such as Education and Training, Health Care and Social Assistance and Retail Trade) which make up a large percentage of employment in the region as shown in **Figure 2**. The main industry in terms of output, size and employment in all three shires however is Agriculture, Forestry and Fishing. It is one of the highest concentrated industries and one of the largest employers within each individual LGA, though employment in the sector has fallen steadily in recent years.

The fall in Agricultural jobs is reflective of the broader Australian economy which has been transitioning away from higher labour-intensive goods-producing industries resulting in an overall decline in employment. Within these primary sector industries, a concurrent rise in the services sector has occurred as shown in **Figure 2**. Another important industry highly concentrated in the in the Mid-Lachlan region is Mining. The region covers the Macquarie arc formation, a section of the Lachlan Orogen geological formation, which makes the Mid-Lachlan region particularly rich in gold and copper deposits, and offers potential mining opportunities for cobalt, nickel and scandium. Mining has a Gross Regional Product (GRP) output of \$267,925¹ per employee, second only to the Financial Services sector.

1. CERD, BGA Work Product

ENDOWMENTS

Endowments are strengths that a regional economy possesses and can capitalise on. Economic principles suggest that endowments play a key role in the economic development of regions. The CERD in its *Regional Economic Growth Enablers Report (2017)* found that:

The future of individual regional economies is inexorably linked to their natural endowments and attempts to retain or establish industries without an underpinning endowment are unlikely to succeed.²

A region seeking to encourage economic development should therefore concentrate on factors that enable the growth of endowment-based industries, as well as building local leadership, institutional capacity and capabilities, to facilitate businesses, public agencies and services to capitalise on the opportunities that a region's endowments present. Endowments can lead to opportunities from which commercial and industrial interests may leverage and develop specialisations.

A summary of the endowments of the region identified through analysis and community consultation follows below. A more detailed analysis of the region's considerable endowments are presented in the *Mid-Lachlan Regional Economic Development Strategy 2018-2022: Supporting Analysis*.

Natural Features

Lachlan River

The Lachlan River flows through the Lachlan and Forbes Shires. The river is part of the Lachlan catchment regulated by Wyangala Dam. Water is used for irrigation, industry (including Mining), town water supplies, livestock and domestic purposes and environmental flows. The area surrounding the Lachlan River in both the Forbes and Lachlan LGA is home to rich agricultural land known as the Jemalong Irrigation District.

Lake Cargelligo

Lake Cargelligo is used as storage for water from the Lachlan River, and has a capacity of 36,000 ML. It is a wetland habitat and recreational endowment for the neighbouring town of Lake Cargelligo and broader region.

Macquarie Arc Geographical Formation

The region has significant metal ore and rare earth deposits in the Macquarie Arc Formation, which is part of the Lachlan Orogen geological formation. There is an opportunity for more extensive exploration and excavation of these resources.

² Regional Economic Growth Enablers Report (2017), Centre for Economic and Regional Development.

³ Annual Climate Statement (2017), Australian Government Bureau of Meteorology.

Geography and Climate

The Mid-Lachlan region consists predominantly of open plains. It falls largely within the eastern part of the Lachlan catchment zone, with average annual rainfall of approximately 500mm generally uniform throughout the year, slightly above the 2017 NSW average of 450mm. The region is semi-arid, characterised by shrubs resistant to drought and a grassy and herbaceous landscape. Aquifers and the Lachlan River combine to make the region suitable for the sheep, grains, and beef cattle agriculture industries, and dairy farming in the Forbes Shire. The Forbes Lake, Forbes Wetlands and Gum Bend Lake in Condobolin add natural beauty to the region.

Human Features

Human Capital

Human Capital in the Mid-Lachlan is enhanced by the local Chambers' of Commerce and the TAFE Western Colleges in Forbes, Parkes, and Condobolin.

Culture

The Mid-Lachlan region has a rich and diverse culture with many unique small towns and villages. The region presents a strong advantage in heritage offerings such as the steam train to Lake Cargelligo, the "Somewhere Down the Lachlan" Sculpture Trail, historical buildings dating back to the gold rush era, the Parkes Elvis Festival, 'The Dish' in Parkes, the food and wine adventure "Grazing Down the Lachlan", the Vanfest Music Festival and the Trundle ABBA Festival. The region features recreational vehicle (RV) friendly facilities and an assortment of markets to entice visitors. The region supports both residential and commercial environments with affordable housing and a skilled workforce. There are numerous schools and education facilities as well as sporting and cultural amenities.

Indigenous Culture

The traditional land owners of the Mid-Lachlan region are the Wiradjuri people who occupied these lands for more than 40,000 years. Today, major populations of the Wiradjuri people can be found in the towns of Condobolin and Peak Hill, and throughout the wider regions such as Bathurst, Forbes, Parkes, Dubbo and Orange. Their culture is celebrated across all regions, such as the Wiradjuri Dreaming Centre in Forbes.

Institutional and Industry Features

Institutions

The industries of the Mid-Lachlan are served by business groups such as the Parkes Chamber of Commerce, The Forbes Business Chamber and the Growing Lachlan Alliance. Workforce development and skills training is supported through the TAFE Western Colleges in Forbes, Parkes, and Condobolin. Early and Childhood Education schools and facilities also service several towns. Throughout the region there are six health services supporting the community in Condobolin, Forbes, Parkes, Trundle, Tullamore, and Lake Cargelligo. The three councils of Forbes, Lachlan, and Parkes provide an array of economic, social and other engagement activities with the region.

Mining

The Mid-Lachlan region is well-endowed with resources and infrastructure to support the Mining industry. Existing freight networks and the development of the intermodal hub at Parkes will provide improved access to export markets.

There exists the potential to expand and further develop the nickel and cobalt mines in the region, and the option to mine scandium deposits in the future. The Owendale Scandium and Platinum Project, the CleanTeq Riva Resources, and the Hylea Project Sunrise Project have the potential to triple global production of scandium.

Agriculture, Forestry and Fishing

The natural resources that the Mid-Lachlan region is endowed with make the Agriculture, Forestry and Fishing industry large and successful in this region. The region hosts one of Australia's biggest dairies, the Moxey Farms, and connected to the Moxey Farms, the Forbes Central West Livestock Exchange (the second largest stock selling centre in Australia). The Central West Livestock Exchange an undercover facility with a high pressure truck wash, and other modern amenities. Both the Moxey Farms, and connected to the Moxey Farms, the Forbes Central West Livestock Exchange are proposing expansions in 2019. GrainCorp operations within Parkes and Forbes increases the capacity of the region's grain growers to export via ports all over Australia. The Jemalong Irrigation District is a significant contributor to the regional economy with \$198 million of agricultural production based on the Australian Bureau of Statistics REMPLAN data. The region is also a significant conduit for travelling stock with an extensive network of Travelling Stock Routes (TSR).

Physical Infrastructure

Railway and Road Infrastructure

Parkes and Forbes both lie at the midway point of the Newell Highway, linking Melbourne and Brisbane. The Great Western Highway (connects at Orange) and Bells Line of Road (connects at Dubbo) provide access to Sydney and Forbes' eastern connection linking Central NSW to Canberra via the Henry Lawson Way. Parkes is also situated on the Transcontinental Railway linking Sydney, Adelaide and Perth, and is the first point west of Sydney where trains can double stack containers. There are multiple intermodal facilities in the region, including the Mountain Industries Terminal in Forbes, the Goonumbe Rail Siding, the Linfox Terminal, and the SCT Logistics Terminal with numerous transport operators located in the region, particularly Forbes.

Aviation

Regional carrier, REX, offers 18 flights per week from Parkes Regional Airport to Sydney, providing convenient access to the region for residents, tourists and business passengers. The airport has undergone major redevelopment over recent years to enhance accessibility and utility and to integrate with the Parkes National Logistics Hub. Forbes Aerodrome runs commercial, recreational, flight training operators and also hosts the internationally acclaimed Forbes Flatlands Hang Gliding Competition with the facilities scheduled for upgrading in 2019/20. The Lachlan LGA is also home to the Condobolin Aerodrome that services smaller light aircraft in the region.

Solar energy

Solar energy is an emerging sector that is growing within the Mid-Lachlan region. Currently there are plans for the development of three solar farms in Parkes, Parkes Solar, Goonumbe Solar Farm, and Quorn Park Solar. Vast Solar has commissioned two solar plants in the Jemalong region. Consent has been granted by NSW Government for construction of a third site which will raise 50MW plant at Jemalong with an application for a further 30MW plant being lodged. The whole region is investigating future solar options for power, security and sustainability. With electric cars quickly becoming a reality, there is a Tesla charging station located at Forbes luxury eco-accommodation Girragirra. Installation of public powered sites for electric cars to be installed into the future.

SPECIALISATIONS


A simple form of analysis used to gain an understanding of a region's competitive advantages⁴ is the Location Quotient (LQ) which measures the employment concentration in industry sectors within a regional economy, compared with the same sectors across NSW. The higher the LQ, the more specialised a region is in that industry relative to the rest of NSW. For the purpose of this analysis, specialisations are defined by LQs are in turn used as a proxy measure for those sectors and industries that represent a region's true competitive advantages.

Importantly, while LQs are used in this document for that purpose, they are only a partial measure of those competitive advantages. Hence, they have been considered alongside additional qualitative evaluations and data analysis, such as Input-Output analysis, to arrive at the findings for the Mid-Lachlan region Strategy.

The economy of the Mid-Lachlan region is highly diverse, with the Agricultural and Mining industries dominating as in many other regional economies. Nevertheless, there are other several key industries which underpin economic activity in the region. The contributions of all main industries present in the region and the opportunities available for their development are analysed below.

Agricultural Sector

With an LQ of 7.92, the Agricultural, Forestry and Fishing industry is the Region's most specialised industry. The industry accounts for 45% of all firms and 18% of total employment in the region. The industry experienced an employment decline of 2.3% between 2011 and 2016, from 2,082 to 2,035 persons employed (17.2% of total Region employment). Within Agriculture, Forestry and Fishing there are several sectors that can be classified as an 'engine'⁵ industry for the region, which are:

- Grain-Sheep or Grain-Beef Cattle Farming (LQ of 29.6);
- 'Other' Grain Growing (LQ of 20.7);
- Sheep Farming (Specialised) (LQ of 14.8);
- Dairy Cattle Farming (LQ of 7.1);
- 'Other' Agriculture and Fishing Support Services (LQ of 5.6); 

- Sheep-Beef Cattle Farming (LQ of 5.4); and,
- Beef Cattle Farming (Specialised) (LQ of 3.9).

The industry supports jobs in Leather Processing, a highly specialised industry with a LQ of 19.69. Employment in the Agricultural, Forestry and Farming industry has declined over time due to a shift to capital investment and technology improvements. However, a simultaneous increase in the number of workers employed in agricultural support industries suggests that agricultural employment is shifting to higher-skilled jobs such as the provision of aerial crop dusting, agri-tech and seeding services. The development of the Inland Rail project will also create a more refined production and supply chain route that will allow for easier access to the country's main ports and to foreign and national markets. Continued emphasis on technology adoption, supply chain efficiency and greater access to markets through improved freight options, will see the industry maintain its place as a pillar of the Mid-Lachlan economy into the future. There is also vast commercial land available to support agribusiness in the region.

Mining Sector

Metal Ore Mining is a key industry in the Mid-Lachlan region due to the location of the Northparkes Mines in the Parkes LGA. The operation consists of an underground block cave mine, a sub-level cave and an ore processing plant which produces copper concentrate for overseas markets and employs over 300 people.

Mining is the second highest specialised industry in the region with an LQ score of 4.45. This industry supports jobs in the Exploration and Other Mining Support sectors, both of which are also regional specialisations. The industry experienced employment growth of 12% between 2011 and 2016, from 426 to 477 persons employed (4.0% of total Region employment). Within Mining there are two sectors that can be classified as an 'engine'⁶ industry for the region, which are:

- Copper Ore Mining (LQ of 93.2); and,
- Gold Ore Mining (LQ of 8.9).

4. A region's competitive advantage for an industry includes its ability to produce goods and services at a lower cost or differentiate its products from other regions, along with access to external factors which enhance business and operations/minimise risk (Stimson, Stough and Roberts, 2006).

5. Engine industries are enablers of growth. "... Enablers of growth are investments with the greatest potential return of economic growth in an economy. Enablers may address skills needs, infrastructure needs or regulatory reform..." (Regional Economic Growth Enablers, Department of Premier and Cabinet, 2017, p.3).

SPECIALISATIONS CONTINUED

There is potential for further growth in mining due to the presence of cobalt and nickel and the recent discovery of large scandium deposits in the region along the Macquarie Arc of the Lachlan Orogen geological formation. Global demand for rare earth minerals has grown rapidly over recent decades due to the increasing prevalence of personal electronic devices and adoption of wind turbine electricity generation, and extraction would create a valuable opportunity for bringing new wealth into the region. The whole region supports these ventures with supply of water, infrastructure and specialist industries

Transport, Postal and Warehousing Industry

Rail Freight Transport is already a strong area of specialisation for the Mid-Lachlan region with a LQ of 8.21, and can only be expected to grow as the Inland Rail project develops. It is an engine industry for the region. The existing GrainCorp infrastructure in Forbes and Parkes ensures that regional grain can be transported to Port Botany. The Parkes National Logistics Hub will generate significant employment opportunities for the broader region and draw in skilled workers. Construction of the Inland Rail project is predicted to create 491 jobs in the Central West, most of which will be centred on Parkes.⁷ It will also create valuable opportunities for expansion in Agriculture and Mining by offering ease of access to national and international markets. The site of the National Logistics Hub has also been specifically designed for 24/7 operational access as a multi-modal transport facility. The region is supported by a number of transport operators, critical to the transportation of goods to market. Whilst the region is supported by existing limited Public Transport, the services need to be improved to maintain connections within the entire region. Services such as taxis for the disabled and community transport services need to be active in the region.

6. Engine industries are enablers of growth. "... Enablers of growth are investments with the greatest potential return of economic growth in an economy. Enablers may address skills needs, infrastructure needs or regulatory reform..." (Regional Economic Growth Enablers, Department of Premier and Cabinet, 2017, p.3).

Tourism

Whilst there is no specific ANZSIC industry for Tourism, Accommodation is one proxy for this sector and has a regional specialisation with an LQ of 1.26, and is an engine industry for the region. The Mid-Lachlan region's nationally significant wetlands, attractive rural landscapes and relaxed lifestyle, make it a desirable tourist destination. Strategy 6: Make the Mid-Lachlan a major tourist destination aligns with the new regional Destination Management Plan (DMP) for Country and Outback NSW for facilitating growth and improving engagement between Regional NSW and NSW as a whole.

Destination NSW reported that the Central NSW Region has been experiencing steadily increasing visitors, 5.4 million visitors in 2018, up 6.0% on the previous year, accounting for 7.3 million overnight stays with a total industry expenditure of \$1.4 billion⁸. Attractions for Mid-Lachlan are both events driven and natural endowments, and specifically include: Parkes Elvis Festival, Forbes Vanfest Festival, "Grazing Down the Lachlan" food and wine adventure, 'The Dish' Radio Telescope, opportunities for birdwatching, walking and water sports on the Lachlan River, Lake Forbes, Forbes Wetlands and connected lakes, 'Utes in the Paddock Condobolin,' the "Somewhere Down the Lachlan" Sculpture Trail and a collection of historical buildings and town museums. Ongoing upgrades to the Parkes Regional Airport would improve travel to the region and may encourage higher visitor numbers.

7. RDA, Central West NSW Regional Economic Analysis on the Potential Import of the Proposed Inland Rail.

8. NSW Government, Destination NSW. Travel to Central NSW Tourism Region Year ended March 2018

SPECIALISATIONS CONTINUED

Location Quotients

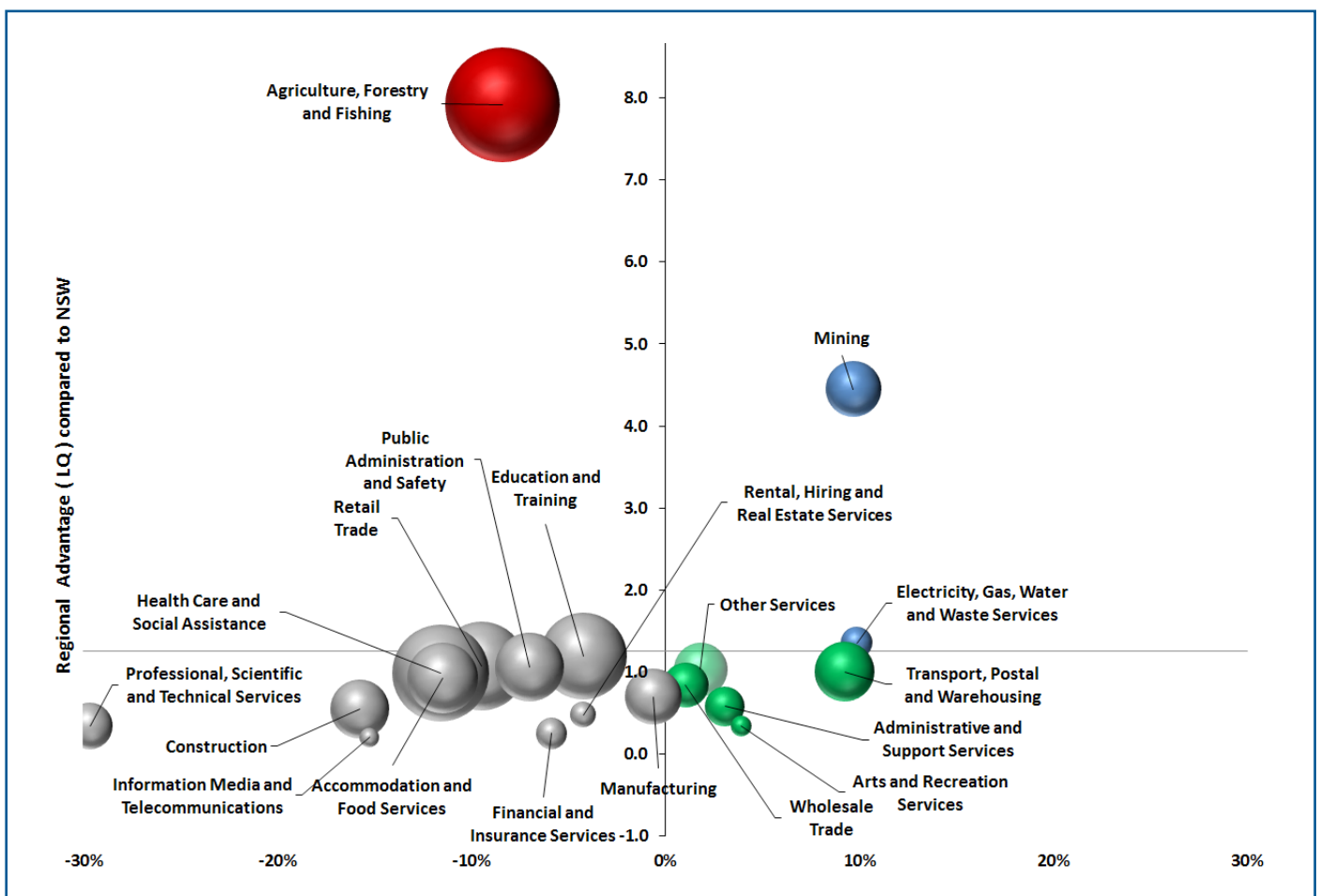
Figure 3 charts location quotients against employment growth rates from 2011 to 2016 for the selected industries for the Mid-Lachlan region. This analysis is based on the concept of location quotients (LQs).⁹ An LQ measures the ratio of the share of regional employment in a particular industry to the share of employment for that industry across NSW. The higher the LQ, the more specialised a region is in that industry relative to the rest of NSW. Sectors are defined at the Australian and New Zealand Industry Classification (ANZSIC) level 1 and where:

- Industries with a larger 'bubble' in the figure employed more people at the time of the 2016 Census
- The horizontal axis reflects the 'Employment growth compared to NSW average (%)' and the vertical axis represents the 'Regional Advantage (LQ) compared to NSW'
- Industries further above the horizontal line are more specialised when compared to NSW (LQ greater than 1.25), industries below the line are less specialised when compared to NSW

- Industries to the right of the vertical line grew faster between 2011 and 2016 than comparable industries across NSW, industries on the left grew more slowly
- **Red** bubbles indicate 'important, but declining,' defined as those with an LQ greater than or equal to 1.25 which experienced negative employment growth
- **Blue** bubbles indicate 'important, growth industries,' defined as those with an LQ greater than or equal to 1.25 which experienced positive employment growth
- **Green** bubbles indicate 'potentially emerging industries,' defined as those with an LQ under 1.25 which experienced positive employment growth.
- **Grey** bubbles indicate 'less important, potentially declining industries,' defined as those with an LQ under 1.25 which experienced negative employment growth

9. Location Quotients are a measure of regional specialisation. They compare the proportion of an attribute in a region with the proportion of that attribute across a larger referent group (such as NSW).

Figure 3: Location Quotients and Employment Growth for Industries in the Mid-Lachlan Region



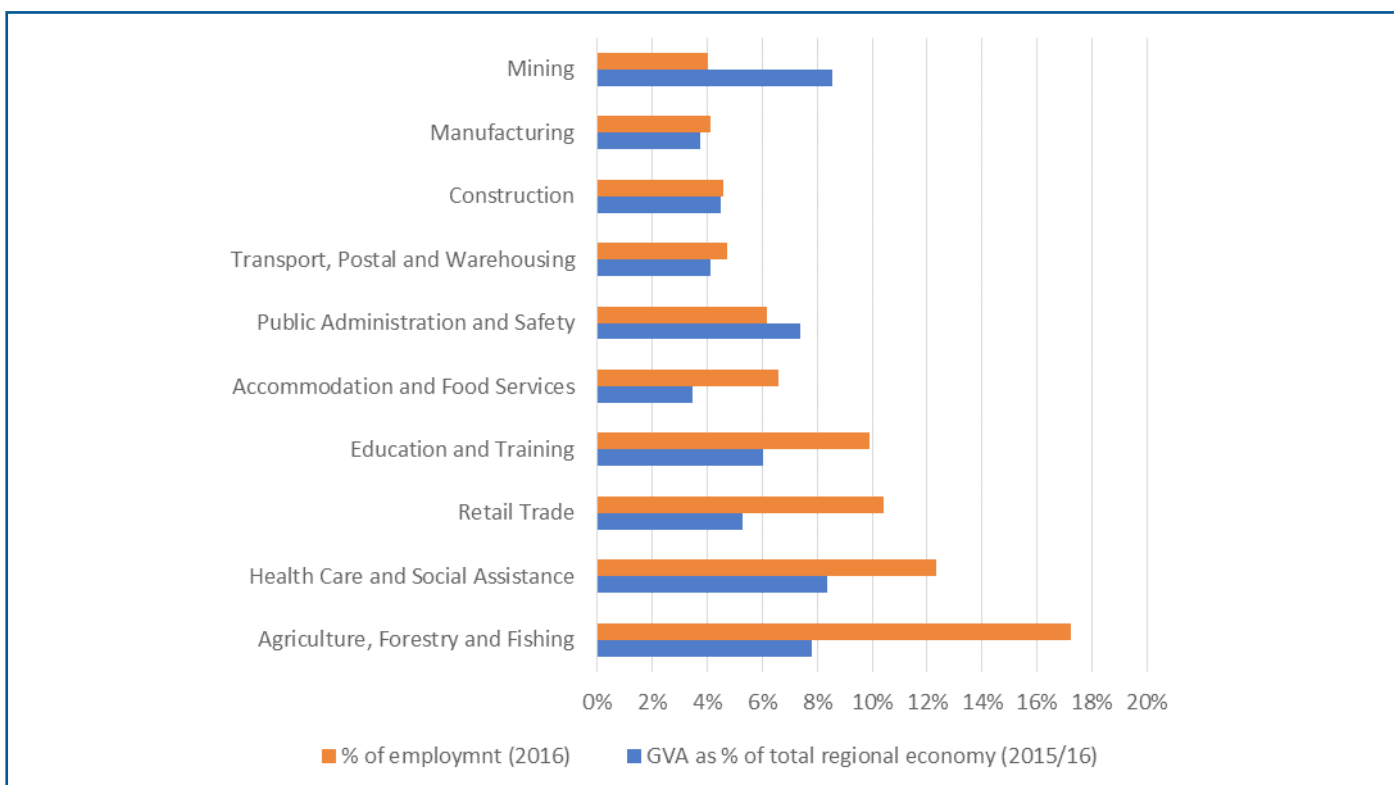
Source: DPC Data

SPECIALISATIONS CONTINUED

Figure 4 provides a breakdown of the regional economy composition by employment and Gross Value Added (GVA) as a percentage of the regional economy. Generally, the share of the GVA for the highest employing sectors is less than their share of employment, suggesting that GVA per capita in these sectors is less than the overall mean. Strategies that lead to value-adding into these industries are therefore likely to lead to benefits for a significant part of the workforce. Agricultural, Forestry and Fishing is the largest employer by sector, and is a key regional advantage industry compared to NSW with an LQ of 7.92, but has recently undergone an employment decline of 8% from 2011-2016 to a workforce of 2,035 people. Health Care and Social Assistance, Retail Trade and Education and Training are also other sectors that have similarly large employment bases in the region and are significant pillars to the economy. However, each industry also saw an employment decline of 12%, 9% and 4% respectively over the 2011-2016 period.

Contrastingly, higher value industries can be seen in the figure in terms of having a higher Gross Value Added to employment ratio. These industries include Mining, Manufacturing, Construction and Transport, Postal and Warehousing. Mining is the largest high value industry in terms of Gross Value Added to employment ratio, with 4% of total employment in the region that accounts for 9% of GVA. This industry is further supported by Construction, Manufacturing and Transport, Postal and Warehousing as each have interrelated connections; typically, if Mining does well, then these related industries also tend to do well. This represents a high value cluster, where the proportion of GVA is closer to the proportion of employment – meaning that the average person is able to generate more value in these industries than others.

Figure 4: Major Employment Sectors and Contribution to Gross Regional Product



Source: CERD and Balmoral Group Australia

STRATEGY

The six Strategy elements for the Mid-Lachlan region link directly to the opportunities presented by the region's endowments, specialisations and core competencies and also aim to address some key regional risks.

The Strategy elements were derived from an analysis of the endowments that underpin the region's strengths, followed by examination of current industry specialisations and emerging specialisations, identified in consultation with the community and councils.

Each element is accompanied by a set of early actions, which should be interpreted simply as example actions derived from the preliminary application of the Strategy framework. It is therefore expected that there will be other actions capable of contributing to the attainment of the region's vision that are yet to be identified. Consequently, an action's alignment with the Strategy is the primary strategic consideration, rather than it being listed in this document, and all proposed actions will be subject to further qualitative and quantitative evaluative processes.

The six elements to the Strategy are given below in order of relative importance, determined through identification of existing and future council priorities, linkages with previous, ongoing and future infrastructure projects and the extent to which each item is immediately actionable by council, business chamber and other relevant institutions.

The Five Elements of the Strategies

1	Optimise and grow agriculture by improving supply chain efficiency and quality, market access and communication Increasing the opportunity in refining the production of broad acre crops and livestock products to continuously adapt to domestic and export market requirements.
2	Providing opportunities to expand current and future mining operations Enhancing the region's infrastructure and services capabilities to assist in attracting new industry growth and expanding current high value mining production and future opportunities.
3	Improve water security constraints for the agriculture, mining, manufacturing and tourism industries Address weaknesses and improve water security in the region, to enhance the sustainability of the community and business environment.
4	Improve the availability of skilled labour for high value mining, construction, transport and manufacturing industries Increasing the pool of skilled individuals living in Mid-Lachlan who can support the high value industries of mining, construction, transport and manufacturing.
5	Improve access to markets for agriculture, mining and manufacturing by investing in intermodal network resilience and reliability Identifying and addressing weaknesses or vulnerabilities in the intermodal network to enhance transport reliability and capitalising on opportunities where available.
6	Grow tourism in the Mid-Lachlan to diversify the economy Capitalising on natural assets and ease of travel from major population centres to bring more visitors into the economy.

1 | Optimise and grow agriculture by improving supply chain efficiency and quality, market access and communication

Agriculture is the most dominant industry in the Mid-Lachlan region with a number of significant opportunities available. The recent growth of the Asian middle class and changing consumer tastes have created domestic and global demand for quality, 'clean' produce. The presence of the National Logistics Hub in Parkes will lower freight costs and increase access to export markets for the regions products. The majority of agricultural exports currently leave the region as commodities, noted as 65% exported from the Central West¹⁰. This indicates a significant opportunity to enhance revenues for local farmers by encouraging and capitalising on refining the production of agricultural products and to adapt to market requirements.

Infrastructure Priorities

Establish the Parkes National Logistics Hub as a centre for supply chain efficiency: Providing access to suitably zoned industrial land serviced with water, power and gas infrastructure in close proximity to the National Logistics Hub would create an invaluable opportunity to stimulate business and industrial growth. For example, a single processing and packaging enterprise could easily serve a large number of farms in the area. This would reduce supply chain costs and improve access to national and foreign markets.

Invest in internet and mobile phone service infrastructure: Surveys indicated that connectivity was poor in the Mid-Lachlan region. Improved telecommunications infrastructure and addressing mobile blackspots would allow local farmers to take advantage of e-commerce opportunities. Digital marketplaces allow even small exporters to access growing markets such as China, and create the opportunity to effectively market niche, high value products and refine existing products, direct to consumers or artisanal food retailers. Improved communications with customers also improves traceability of products, so that farmers can guarantee safety and quality to attract high prices.

Invest in ingenuity and traceability initiatives: Investment in ingenuity and traceability is required to adapt agricultural production to changing market requirements for quality produce. This could include:

- Development of the proposed Lake Cargelligo Truck Wash to improve biosecurity
- Upgrade and expansion of the Central West Livestock Exchange cattle yards to ensure it remains a state of the art facility that can sustain increasing throughput
- Expansion of the Moxey Farms methane digestive system to improve energy self-sufficiency
- The development of a cotton gin in Condobolin to take advantage of the region's growing cotton industry and reduce the supply chain cost cotton manufacturing

Organisational Priorities

Endorse current regional branding and promotional campaigns: Support for existing agricultural industries in the region should continue to build on the already strong reputational value, both overseas and interstate by endorsing current branding and promotion campaigns such as 'Unearthed Central NSW'. There should also be support and advocacy for the use of the Forbes Livestock Exchange and its amenities as a successful facility for livestock trade to improve access to agricultural markets and to national ports and airports.

Increase training and networking opportunities for farmers: Increased training and networking events for farmers can boost awareness of existing opportunities to implement advances in sustainable farming techniques, biotechnology, digital technology, processing and packaging. It will also encourage engagement in branding, collaboration and cooperatives that increase economies of scale.

Strategy Outcome

Increasing the opportunity in refining the production of broad acre crops and livestock products to continuously adapt to domestic and export market requirements

Intermediate Outcome

- Improved access and links to export markets

Outputs

- High levels of innovation in agriculture and a more efficient supply chain
- Better use of e-commerce opportunities to access markets both domestically and internationally

Activities

- Use of the Parkes National Logistics Hub as a centre for supply chain efficiency and improve links to markets
- Invest in internet and mobile phone service infrastructure
- Invest further in ingenuity and traceability initiatives and infrastructure projects for agricultural production
- Encourage and increase training and networking opportunities amongst farmers to boost awareness of existing and new innovations
- Endorse current regional branding and promotional campaigns

Inputs

- Fund feasibility Studies to grow industry alongside grant funding assistance from State and Federal entities
- Provide access to suitably zoned and serviced land for commercial and industrial redevelopment

2 | Providing opportunities to expand current and future mining operations

The economic structure and population of the region rely heavily on the mining Industry. The future of mining will focus on growing valuable assets and opportunities that provide new, high value products and will require a higher level of skilled employment. This will be important as employment growth will act as an incentive and driver of population growth, therefore providing multiplier benefits throughout the economy. High value products include cobalt, nickel and other rare earth minerals present in the region, such as scandium.

Infrastructure Priorities

Upgrade and develop infrastructure and transport networks:

Ensuring that the mining industry has access to reliable services (water, gas, electricity, sewerage and power supply) should be a priority for the region. Development of the Parkes National Logistics Hub, and regular maintenance of surrounding road and rail systems will also improve access to export markets. These would aid the continued operation and growth of existing mines such as the Northparkes Mine, and improve access to the Lake Cowal Evolution mine which is a significant employer in the region.

Encourage the development of a natural gas pipeline to Condobolin:

There exists an opportunity for a natural gas pipeline extension to reach Condobolin from the main Moomba to Sydney gas pipeline to support the new development of nickel and cobalt mines being built in the region and the processing of extracted material.

Organisational Priorities

Create suitably zoned and serviced land for commercial and industrial use:

Encouraging the continued location of mining supply companies to the region, specifically Parkes, should be a priority for all councils in the region. Development of suitably zoned and serviced industrial land in close proximity to transport links, and retail and commercial amenities such as the Parkes National Logistics Hub would create this opportunity.

Support a proactive approach to land use and planning: In order to support continued growth in mining, councils must play a critical facilitating role between existing and prospective mining operators, and the local community. A proactive approach in land use planning also needs to be adopted by the council, as they need to involve the community and various industry sectors in avoiding resource use conflict between sectors such as mining, agriculture and tourism. This is an ongoing priority for councils that needs to be addressed with the future expansion of the mining industry in avoiding land use conflict.

Strategy Outcome

Enhancing the region's infrastructure and services capabilities to assist in attracting new industry growth and expanding current high value mining production and future opportunities

Intermediate Outcome

- Increased commercial opportunities that capitalise on existing and future opportunities and facilitate greater regional flow on effects

Outputs

- Improved regional infrastructure to build capacity for current and future development of mines and support industries

Activities

- Create suitably zoned and serviced land for commercial and industrial use
- Encourage the development and extension of the natural gas pipeline to reach Condobolin
- Continue to focus on upgrading and developing regional infrastructure and transport networks to support mining industry use

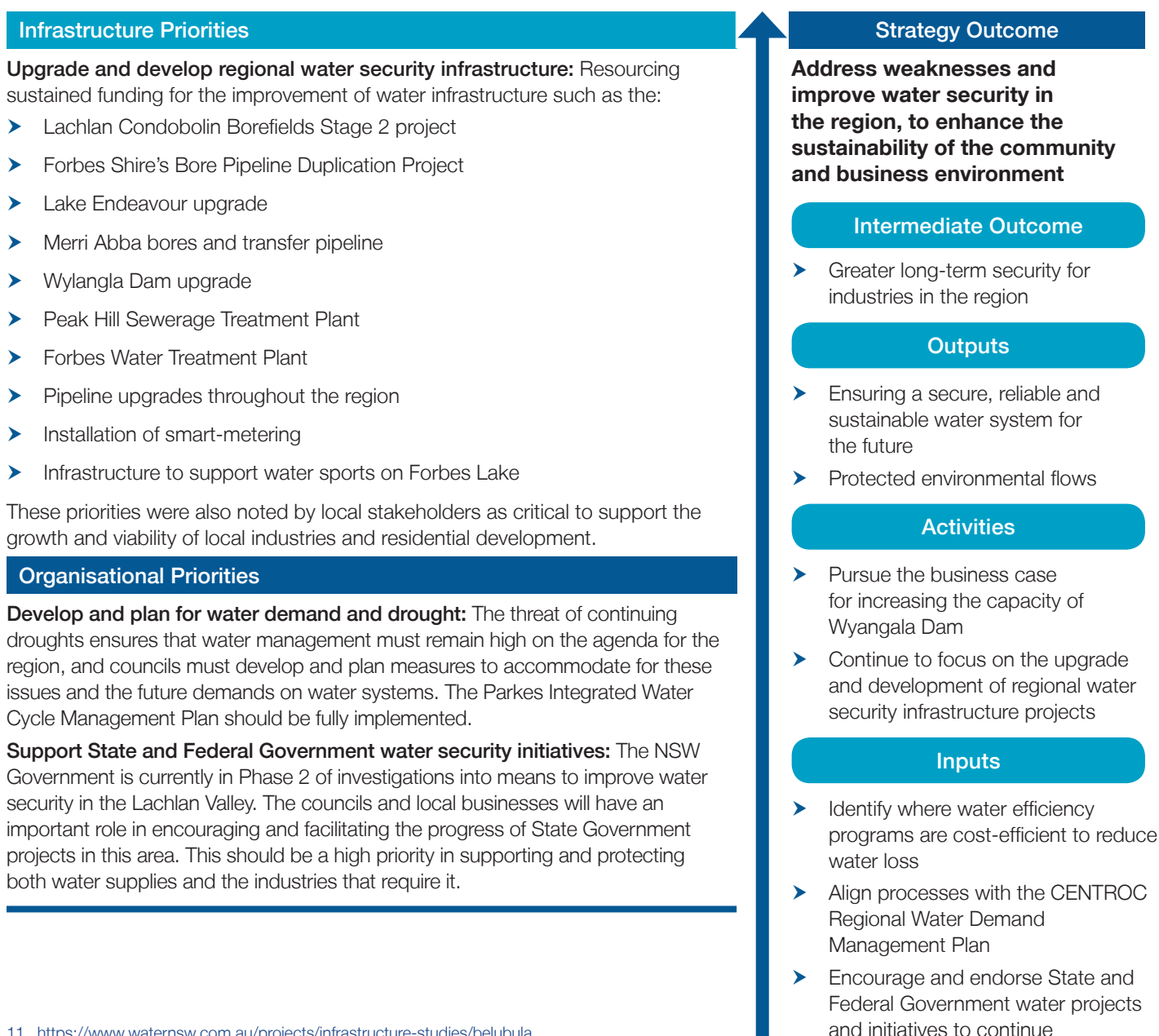
Inputs

- Co-ordinate a communication network with business leaders and community members
- Create a proactive approach to land use planning to avoid resource and land use conflict between industries

3 | Improve water security constraints for the agriculture, mining, manufacturing and tourism industries

Water security has been a major historical business constraint in the Mid-Lachlan region, particularly since the Millennium Drought. The Lachlan Catchment has been recognised by the State Government as the most insecure catchment in NSW¹¹. This strategy aims to support enhanced water security for industries in the region. This strategy aligns with the Central NSW Regional Organisation of Councils (CENTROC) Regional Water Demand Management Plan and its objectives to develop a consistent regional approach towards cost effective water demand management, and to ensure the efficient use of regional water resources.

Improved water security would allow the Region's Agricultural sector to diversify through greater emphasis on high value crops. Consider increase in water storage for irrigators i.e. increase the potential for yearly water allocation. Mining and Manufacturing sectors also rely heavily on a consistent water supply. Ensuring that Lake Cargelligo, Lake Forbes and the Lachlan River system have a reliable water supply is key, as it would also help to protect the Mid-Lachlan region's valuable tourism offerings, both in terms of conserving the natural environment and by ensuring that water sports and recreational events can operate consistently. Water restrictions also affect town appearances and are a constraint on attracting visitors and new residents.



11. <https://www.waternsw.com.au/projects/infrastructure-studies/belubula>

4 | Improve the availability of skilled labour for high value mining, construction, transport and manufacturing industries

A number of stakeholders have pointed to a lack of local specialised skilled labour and training as key constraints on their operations. For example, an increase in the number of manufacturing firms in the Lachlan Shire over recent years has created a shortage of skilled workers in this industry. Addressing shortages will allow local industries to boost employment and demonstrate to younger adults that they have a future in the region. The actions within this strategy are a platform for attracting ‘boomerang residents’ (people aged 18-25 leaving the region to gain skills and experience before returning) back into the region.

Infrastructure Priorities

Invest in internet and mobile phone service infrastructure:

Connectivity has been identified as poor in the region. Modern telecommunications networks are vital for allowing digital literacy education, improving the accessibility of training courses, and attracting and retaining a young skilled population.

Upgrade and develop regional community development infrastructure projects:

Infrastructure supporting the development of retail, food, arts and recreation industries and the local educational institutions will help to improve living standards and the attractiveness of the region as a place to live, work and reside. Infrastructure priorities include the:

- Parkes Library expansion
- Parkes Main Street project
- Cooke Park Multipurpose Centre project
- Forbes Medical Centre University Student Program
- Stormwater drainage in Forbes
- Forbes Edward Street Residential Development
- Forbes Aged Care Facility Independent Living Development
- Forbes CBD Redevelopment
- Forbes Central West Industrial Park Development
- Forbes Spooner Oval, showground, rodeo, jockey club, netball courts and Botanical Gardens

Organisational Priorities

Improve professional development in agriculture: Skills shortages have been a constraint in agriculture. A Regional Development Australia (RDA) Central West study into skills and capabilities in agriculture¹² produced a range of recommendations, including:

- Raising biosecurity and animal welfare skills
- Promoting use of smart technology
- Helping managers market products, particularly overseas

All of these recommendations are highly relevant to the Mid-Lachlan region, and should be adopted, developed and tailored to the region and the specific industries in the region.

Advocate for specialised TAFE and university courses targeted at industry demand: The region should advocate for the specialisation of courses at TAFE in the region tailored to industry skill demands, particularly for Mining, Manufacturing, Construction, Transport and other high value industries. Courses should also take advantage The Country University Network Model, which aims to make tertiary education more accessible for regional and remote communities along with supporting campus-level technology, facilities, tutors and a network of fellow students should also be established in the region.

Strategy Outcome

Increasing the pool of skilled individuals living in Mid-Lachlan who can support the high value industries of mining, construction, transport and manufacturing.

Intermediate Outcome

- A larger pool of skilled workers equipped to meet labour market demands

Outputs

- Boost standards of living to create a more attractive region to further attract and retain skilled labour
- Improved local participation in education and training

Activities

- Advocate for the specialisations of courses at TAFE towards regional industry demands
- Invest in internet and mobile phone service infrastructure
- Continue to focus on upgrading and developing regional infrastructure projects
- Develop retail, foods, arts and recreation industries to boost standards of living

Inputs

- Improve accessibility of training courses and digital literacy education programs
- Ensuring tertiary education offerings are tailored to the needs of local industries infrastructure opportunities
- Lobby for the inclusion of the Country University Network Model in the region.

12. NSW Central West Agriculture Innovation Skills and Capability Analysis Report 2016.

5 | Improve access to markets for agriculture, mining and manufacturing by investing in intermodal network resilience and reliability

Local agricultural, mining and manufacturing business depend on road and rail networks to access markets for their products. Large areas of the Mid-Lachlan area were cut off when heavy rains led to the flooding of the Newell Highway in late 2016, resulting in estimated direct costs of \$112 million¹³ that included increased road freight costs and loss of agricultural production. Improving the reliability of the region's intermodal network will be critical to avoiding similar losses in the future, particularly as the development of the Inland Rail project and Parkes National Logistics Hub sees the region play an even more vital role in Australia's national freight transport infrastructure system.

Infrastructure Priorities

Upgrade and maintain regional transport networks: All infrastructure projects that expand the region's capacity to act as an intermodal freight hub should receive priority status. Projects include:

- Flood-proofing the Newell Highway between Forbes and West Wyalong
- Raise the road level on Gipps Way and Lachlan Valley Way
- Create Forbes Ring Road Strategy for increasing freight efficiency.
- Development of the Red Bend Silo Spur to enable grain to be distributed through the existing and planned rail network
- Gipps Way widening between Condobolin and West Wyalong
- Henry Parkes Way Condobolin Regional Upgrade, an important regional artery particularly important for smaller towns
- Development of truck stop facilities throughout the region as they are vital for commodity routes
- Upgrade bridges and safeguard rail crossings on State and regional roads

These are key to achieving a safe, reliable and efficient transport network that link the Mid-Lachlan's and neighbouring region's industries to NSW ports, making them State-level priorities.

The Great Western Highway and Bells Line of Road are the only two roads that go over the Blue Mountains main means of accessing Sydney and Port Botany. Maintenance and upgrade works should receive full support as a transport link of trans-regional significance.

Capitalise on the Inland Rail to improve freight access options: The Inland Rail is a key infrastructure project that needs to be capitalised on, as it will reduce freight transit times and costs between Melbourne, Brisbane, Newcastle and Adelaide. The project will act as a catalyst for flow-on effects to businesses and reduce road freight congestion.

Organisational Priorities

Improve the development of industrial land by facilitating the access to Crown land: Enabling better access to land zoned for industrial use and Crown land eligible for sale and redevelopment should be a priority to enable better and more efficient access to transport links and market opportunities. This will promote Mid-Lachlan as a region that maintains a modern, resilient and reliable transport network linked to business growth opportunities. There is a need for Councils and state government to safe guard road rail crossings and upgrade bridges on both state and regional roads to support transport movements. Truck stop facilities which are to be developed and upgraded throughout the Newell Highway will support transport and logistical operations from both inside and outside of the region.

Strategy Outcome

Identifying and addressing weaknesses or vulnerabilities in the intermodal network to enhance transport reliability and capitalising on opportunities where available.

Intermediate Outcome

- A modern, resilient and updated transport network

Outputs

- Decreased restrictions on road freight, and increased usage of rail freight
- Reduced risk of disruptions to export capacity and reduced cost of freight

Activities

- Continual upgrade and maintenance on regional transport infrastructure projects
- Capitalise on the Inland Rail project to improve freight access and options
- Facilitate the development of industrial land by providing assistance towards the purchase of Crown land and planning approvals

Inputs

- Resource funding and investment into infrastructure upgrades and development
- Resource Crown land eligible for sale and development
- Coordinate with community, business and government stakeholders

13. The Newell Highway Task Force, Government, Primary Producers & Transport Organisations NIEIR 2017

6 | Grow Tourism in the Mid-Lachlan to diversity the economy

Tourism is seen as a major driver of growth in Mid-Lachlan region. The overall aim of the strategy aligns with the Destination Country and Outback Destination Management Plan (DMP) to facilitate growth of the visitor and tourism market. The nationally significant wetlands of the region are a major drawcard. Birdwatching and nature walks are popular attractions in the region. Projects that increase the accessibility and appeal of these activities such as the Gum Bend Lake shared path upgrade, Forbes Wetlands bird hide upgrade should be pursued and encouraged. Sporting events are also an important component of the region's tourism offerings, and attracting competitions would correspondingly help to boost visitor numbers.

Infrastructure Priorities

Develop infrastructure that unlocks the region for tourists:

Local stakeholders emphasised a need to develop or upgrade basic infrastructure facilities to unlock tourist potential as a priority. These include:

- Development of the Forbes Tourist Information Centre
- Adoption of the Parkes Regional Airport Master Plan
- Adoption of the Forbes CBD Masterplan
- Adoption of the Lake Forbes Activation Plan
- Maintenance of the Newell Highway
- Upgrade of Gum Bend shared path
- Upgrade of Lake Cargelligo Oval
- Upgrade of Peak Hill and Parkes Main Street
- Development of the Cooke Park Multipurpose Centre project
- Development of the "Somewhere Down the Lachlan" sculpture trail
- Upgrade of the Forbes Wetlands bird hide

Many towns in the region have historic and surviving buildings dating from the gold rush era which should be developed to attract visitors. Past efforts to take advantage of the region's heritage offerings such as the steam train to Lake Cargelligo, historical buildings in the Forbes CBD and the notoriety of Bell Hall's Grave have met with notable success and should be developed further.

Addressing service gaps such as a lack of accommodation options are also a priority that will facilitate future growth in visitation.

Organisational Priorities

Promote and support local events: Assisting local businesses by supporting the planning of agricultural tourism, events driven tourism and sports tourism can attract visitation to the region and has been identified as a priority. For instance, in 2018 the Parkes Elvis Festival brought in 26,000 visitors, created jobs and provided a \$15million¹⁴ boost to the regional economy.

Endorse regional branding to target market clusters: Collaboration between local tourism operators throughout the Mid-Lachlan to cross-promote existing attractions was identified by stakeholders as a priority. Stakeholders identified actioning and endorsing the existing regional Destination Management Plan: Country and Outback, the 'Live/Buy Local' campaign, and marketing of RV friendly towns (Condobolin, Forbes and Parkes) are the best ways to 'pull' visitors into Mid-Lachlan and 'push' them to attractions around the region. The aim is to increase support for areas that are currently lacking visitor growth in markets such as the lucrative 'Grey Nomad' demographic, as well as markets targeted at agritourism (farm stay accommodation and farm experiences), ecotourism (birdwatching and nature trail), sports tourism, and culture and heritage tourism (including Aboriginal and European history and culture).

Strategy Outcome

Capitalising on natural assets and ease of travel from major population centres to bring more visitors into the economy.

Intermediate Outcome

- Improved awareness of region as a desirable tourist destination and enhanced visitation numbers

Outputs

- Improved availability of alternate tourism offerings
- Enhanced awareness of region to target groups

Activities

- Upgrade, development and maintenance of infrastructure projects in the region
- Promote and support Locally hosted events driven tourism offerings
- Endorse the regional branding campaign, and support local marketing campaigns to target relevant cluster groups

Inputs

- Collaboration and coordination between community, local businesses and tourism operators
- Cross-promote existing attractions across the region.

14. Source – Parkes shire Council

Strategy and Implementation Actions

Enablers	Optimise and grow agriculture by improving supply chain efficiency and quality, market access and communication	Providing opportunities to expand current and future mining operations	Improve water security constraints for the agriculture, mining, manufacturing and tourism industries	Improve the availability of skilled labour for high value mining, construction, transport and manufacturing industries	Improve access to markets for agriculture, mining and manufacturing by investing in intermodal network resilience and reliability	Grow tourism in the Mid-Lachlan to diversify the economy
People and skills	<ul style="list-style-type: none"> ➤ Endorse current regional branding and promotional campaigns ➤ Encourage and increase training and networking opportunities amongst farmers to boost awareness of existing and new innovations ➤ Invest further in ingenuity and traceability initiatives and infrastructure projects for agricultural production 					<ul style="list-style-type: none"> ➤ Promote and support locally hosted events driven tourism offerings ➤ Endorse the regional branding campaign, and support local marketing campaigns to target relevant cluster groups
Government, regulation and information		<ul style="list-style-type: none"> ➤ Create suitably zoned and serviced land for commercial and industrial use 	<ul style="list-style-type: none"> ➤ Pursue the business case for increasing the capacity of Wyangala Dam 	<ul style="list-style-type: none"> ➤ Advocate for the specialisations of courses at TAFE towards regional industry demands ➤ Develop retail, foods, arts and recreation industries to boost standards of living 	<ul style="list-style-type: none"> ➤ Capitalise on the Inland Rail project to improve freight access and options ➤ Facilitate the development of industrial land by providing assistance towards the purchase of Crown land and planning approvals 	

Strategy and Implementation Actions CONTINUED

Enablers	Optimise and grow agriculture by improving supply chain efficiency and quality, market access and communication	Providing opportunities to expand current and future mining operations	Improve water security constraints for the agriculture, mining, manufacturing and tourism industries	Improve the availability of skilled labour for high value mining, construction, transport and manufacturing industries	Improve access to markets for agriculture, mining and manufacturing by investing in intermodal network resilience and reliability	Grow tourism in the Mid-Lachlan to diversify the economy
Infrastructure	<ul style="list-style-type: none"> ➤ Invest in internet and mobile phone service infrastructure ➤ Use of the Parkes National Logistics Hub as a centre for supply chain efficiency and improving links to markets 	<ul style="list-style-type: none"> ➤ Encourage the development and extension of the natural gas pipeline to reach Condobolin ➤ Continue to focus on upgrading and developing regional infrastructure and transport networks to support industry use 	<ul style="list-style-type: none"> ➤ Continue to focus on the upgrade and development of regional water security infrastructure projects 	<ul style="list-style-type: none"> ➤ Invest in internet and mobile phone service infrastructure ➤ Continue to focus on upgrading and developing regional infrastructure projects 	<ul style="list-style-type: none"> ➤ Continual upgrade and maintenance on regional transport infrastructure projects 	<ul style="list-style-type: none"> ➤ Upgrade, development and maintenance of infrastructure projects in the region to facilitate increased tourism

IMPLEMENTATION

This document sets out a vision for the Mid-Lachlan region, as well as the strategies and actions that can enable the region to achieve this vision. This Strategy was formed in collaboration with the Parkes, Forbes and Lachlan Shire Councils, and business communities, with input from CERD. Further detail about the strategy, actions, economy and endowments of the region can be found in the *Mid-Lachlan Economic Development Strategy – 2018–2022: Supporting Analysis*.

Regional Action Plan Implementation Review Process

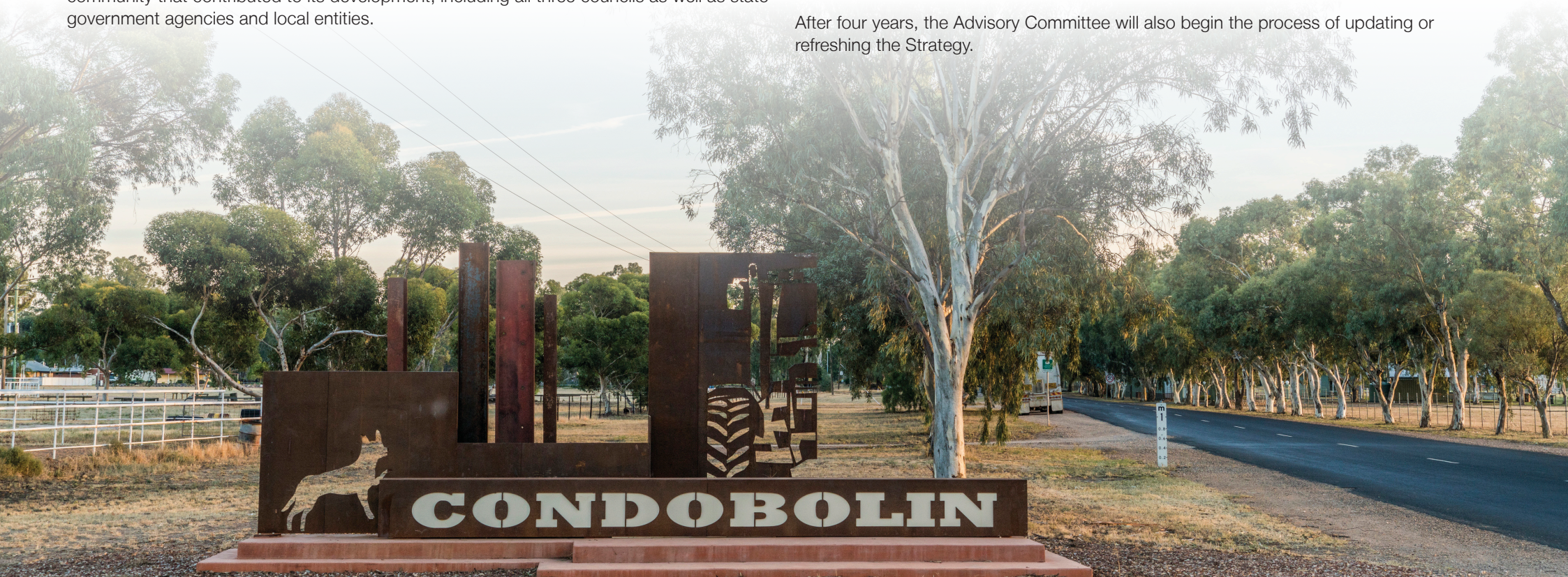
This document includes strategies and actions that will be operated by the Parkes, Forbes and Lachlan Shire Councils, other business & community organisations, as well as private businesses and the Local, State and Federal Governments.

The effective implementation of the Strategy will involve the key stakeholders and regional community that contributed to its development, including all three councils as well as state government agencies and local entities.

The completion of this document is intended to be the first stage of an ongoing process where new specific actions to further progress towards the vision are identified through application of the framework. It is therefore recommended that an Advisory Committee comprising of representatives from each council, other institutions and industry leaders be established to progress the implementation of actions listed to implement this Strategy, apply the Strategy's framework to identify new actions to be added to the Action Plan, develop key performance indicators and evaluate outcomes. This Advisory Committee will meet quarterly and would report progress on actions to each council.

After two years, the Advisory Committee will initiate the conduct of a formal review of the Action Plan and associated governance processes, producing a brief report card to be published as an addendum to the Economic Development Strategy. This will also provide an opportunity to update the Action Plan for new or modified actions in view of key economic, social, environmental and policy changes.

After four years, the Advisory Committee will also begin the process of updating or refreshing the Strategy.



IMPLEMENTATION CONTINUED

Strategy	Task	Region Councils	State Government	Federal Government	Private Sector
Optimise and grow agriculture by improving supply chain efficiency and quality, market access and communication	Endorse current regional branding and promotional campaigns	Advocate	Deliver		Support
	Encourage and increase training and networking opportunities amongst farmers to boost awareness of existing and new innovations	Support	Support		Deliver
	Use of the Parkes National Logistics Hub as a centre for supply chain efficiency and improving links to markets	Support	Deliver	Advocate	Support
	Invest further in ingenuity and traceability initiatives and infrastructure projects for agricultural production	Support	Deliver		Deliver
	Invest in internet and mobile phone service infrastructure	Support	Deliver	Deliver	Support
Providing opportunities to expand current and future mining operations	Create suitably zoned and serviced land for commercial and industrial use	Deliver	Support		Advocate
	Encourage the development and extension of the natural gas pipeline to reach Condobolin	Support	Deliver	Deliver	Deliver
	Continue to focus on upgrading and developing regional infrastructure and transport networks to support industry use	Support	Deliver	Support	Advocate
Improve water security constraints for the agriculture, mining, manufacturing and tourism industries	Pursue the business case for increasing the capacity of Wyangala Dam	Support	Deliver	Support	
	Continue to focus on the upgrade and development of regional water security infrastructure projects	Support	Deliver	Support	

IMPLEMENTATION CONTINUED

Strategy	Task	Region Councils	State Government	Federal Government	Private Sector
Improve the availability of skilled labour for high value mining, construction, transport and manufacturing industries	Advocate for the specialisations of courses at TAFE towards regional industry demands	Advocate	Deliver		Support
	Develop retail, foods, arts and recreation industries to boost standards of living	Support	Advocate		Deliver
	Invest in internet and mobile phone service infrastructure	Support	Deliver	Deliver	Advocate
	Continue to focus on upgrading and developing regional infrastructure projects	Support	Deliver		Advocate
Improve access to markets for agriculture, mining and manufacturing by investing in intermodal network resilience and reliability	Capitalise on the Inland Rail project to improve freight access and options	Support	Deliver		Advocate
	Facilitate the development of industrial land by providing assistance towards the purchase of Crown land and planning approvals	Deliver	Deliver		Deliver
	Continual upgrade and maintenance on regional transport infrastructure projects	Support	Deliver		Advocate
Grow tourism in the Mid-Lachlan to diversify the economy	Promote and support locally hosted events driven tourism offerings	Deliver	Support		Deliver
	Endorse the regional branding campaign, and support local marketing campaigns to target relevant cluster groups	Support	Deliver		Deliver
	Upgrade, development and maintenance of infrastructure projects in the region	Support	Deliver		Advocate



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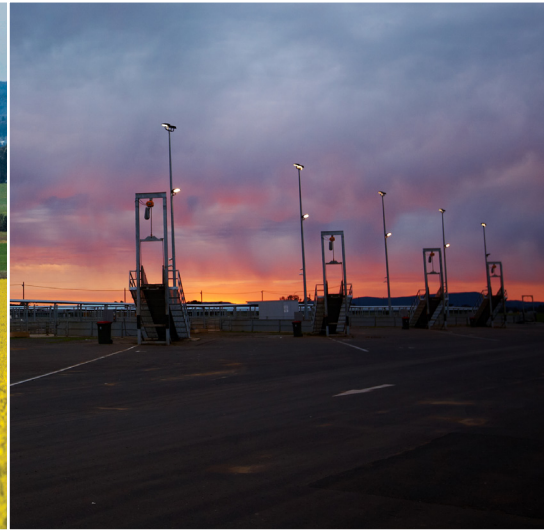
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