

END OF TERM REPORT 2020/2021



BATHURST 2040 COMMUNITY STRATEGIC PLAN - END OF TERM REPORT

In 2009 the NSW State Government introduced Integrated Planning and Reporting reforms for Local Government. Included in these changes was the need for Councils to adopt long term Community Strategic Plans.

The Community Strategic Plan is the highest- level plan a Council must prepare. It identifies the community's main priorities for the future and includes strategies to achieve these goals.

After extensive public consultation, Bathurst Regional Council developed and adopted its 2036 Community Strategic Plan in February 2012. Council extensively reviewed and updated its Plan to develop its Bathurst 2040 Community Strategic Plan which was adopted by Council in May 2018. The Bathurst 2040 Community Plan provides the blue- print for what the community hopes to achieve in the next two decades.

The Plan has been built on six key themes to provide for an engaging, prosperous, and sustainable future for our community:

- Our sense of place and identity
- A smart and vibrant economy
- Environmental stewardship
- Enabling sustainable growth
- Community health, safety, and wellbeing
- Community leadership and collaboration

Under the Integrated Planning and Reporting framework, Council is required to reflect and report on its progress towards the delivery of the key strategic objectives of the Community Plan. This Report evaluates the achievements and advances made in each of the six key strategies identified within the Bathurst 2040 Community Strategic Plan. This Plan covers the period from September 2017 to date.

Objective 1: Our sense of place and identity

No.	Strategies
1.1	Respect, protect and promote the Region's Aboriginal Heritage Assets
1.2	Protect, enhance and promote the region's European heritage assets and character
1.3	Enhance the cultural vitality of the region
1.4	Protect and improve the region's landscapes, vistas and open space
1.5	Promote good design in the built environment

What is Council going to do?

1.1. Respect, protect and promote the region's Aboriginal heritage assets

Council will continue to carry out Aboriginal cultural heritage assessments to inform local land use strategies and to identify appropriate management recommendations to protect Aboriginal heritage sites and places. Council will also continue to prepare, review and update heritage studies in consultation with the wider community to recognise and conserve heritage sites and places and include appropriate local planning controls.

Council, in conjunction with local Aboriginal community groups, will finalise and implement the Aboriginal Heritage Interpretation Strategy currently being prepared and continue conversations with the key Aboriginal community groups of the region.

1.2 Protect, enhance and promote the region's European heritage assets and character

Council will review and implement its heritage plan to ensure heritage is given priority in Council decisions. Council will ensure policies used to manage growth give high priority to the region's heritage. We will continue to support the owners of local heritage items, and help find ways to maintain and use their land while still protecting their heritage asset. We will prepare, review and update heritage studies in consultation with the community to recognise and conserve heritage assets, and include appropriate local planning controls. We will continue to showcase the heritage experience of the Bathurst regional, capture and record places and stories, and foster community reflection and engagement. We will develop a new Railway Museum and a Regional Collections Facility. Council will value the past as a social, tourism, cultural and economic asset.

1.3 Enhance the cultural vitality of the region

Council will continue to support and resource a diverse range of cultural facilities to deliver vibrant, relevant to engaging arts and cultural programs to the region. We will also continue to run and encourage events that showcase the different cultures of Bathurst and the skills of our community. Council will encourage the development of arts and cultural programs, festivals and events across the region. Council will support its artist in residence program, Heritage Trail and collaborate with Regional Arts NSW, Arts Outwest and Museums & Galleries of NSW to provide enhanced cultural facilities and events for the region. The construction of Bathurst railway Museum and Regional Collections facility are priorities of Council of Council.

Council will pursue the appropriate adaptive reuse of the former TAFE site as a priority to ensure the Bathurst Town Square remains as the heart of the City.

1.4 Protect and improve the region's landscapes, views, vistas and open space

Council will manage urban growth to protect views to and from the region's important landscapes. We will work with partners to improve the connectivity between open spaces areas and improve riparian corridors and remnant vegetation.

Council will continue the implementation and enhancement of the Urban Waterways Management Plan.

Council will continue vegetation and revegetation activities to improve overall catchment health and connectivity of native vegetation.

Council will protect the region's floodplain from inappropriate urban development and manage the important views to the Macquarie River Floodplain.

Council will continue to maintain and enhance its open space and other public spaces for the enjoyment of all ages and abilities.

1.5 Promote good design in the built environment

Council will develop urban design guidelines, in partnership with the NSW Department of Planning and Environment and the NSW Government Architects, to provide clarity on what good design means for the Bathurst Region and outlines processes for achieving this. It creates a clear approach to ensure we get the good design that will deliver the architecture, public places and environments we want to inhabit now and those we make for the future. It articulates the means and methods to value and improve our built environment and public domain, so that we can be proud of our cities, towns and public places and environments we want to inhabit now and those we make for the future. It articulates the means and methods to value and improve our built environment and public domain so that we can be proud of our cities, towns and public places.

Council will continue to review its design guidelines for new buildings in the historic areas of the City to ensure our place retains its character.

Council will seek to provide services to the community to guide better building design that enhances the characteristics of Bathurst and its Villages, is sustainable, accessible and enables us to age in place.

Evaluation

Heritage conservation and education

Measure 1 - Number of local heritage items

During its term in office, Council increased the number of properties as an item of heritage significance in its planning instruments from 341 to 353 heritage listed items.

Measure 2 Number of Council's heritage advisor's site visits

Council continued to provide its heritage advisory service to the community about heritage properties within the Bathurst region through site visits as follows:

	2017/18	2018/19	2019/20	2020/21
Total Site Visits	129	134	139	125

Measure 3 – Value of works generated from Council's heritage incentive funds

During its term, Council operated heritage incentive funding programs to encourage building maintenance and heritage promotion and interpretation. The value of works generated from Council's heritage incentive funds, Conservation and interpretation fund and Bathurst CBD main street improvement fund was as follows:

Bathurst Region Local Heritage Fund – Statistics						
Year	Applications Received		Heritage Fund budget	No. of Projects offered funding	Projects Completed	
	No.	Value			No.	Value
2017/18	79	\$606,656.78	\$60,500	77	49	\$398,442
2018/19	67	\$640,518.00	\$60,500	59	44	\$410,935
2019/20	67	\$686,032.17	\$60,500	59	46	\$502,583
2020/21	88	\$691,891.12	\$60,500	72	47	\$535,055
TOTAL	301	\$ 2,625,097	\$242,000	267	186	\$1,847,015

NB Council's heritage fund budget included Council and NSW Heritage Branch contributions. From year to year, any unspent funds were rolled over into the next year. The rollover amount is not shown in this table.

Conservation and Interpretation Fund Summary					
Year	No.Applications Received	No.Applications Offered Funding	No.Applications Completed	Funding Granted	Total Value
2017/18	12	12	9	\$16,215	\$80,626
2018/19	11	11	10	\$18,000	\$68,140
2019/20	17	15	11	\$20,450	\$105,938
2020/21	15	11	10	\$20,000	\$95,420
Total	55	49	40	\$74,665	\$350,124

Bathurst CBD Main Street Improvement Fund – Summary					
Year	No.Applications Received	No.Applications Offered Funding	No.Applications Completed	Funding Granted	Total Value of Projects
2017/18	19	19	10	\$27,000	\$290,077
2018/19	18	15	5	\$15,300	\$53,610
2019/20	19	17	9	\$21,300	\$110,440
2020/21	23	12	8	\$17,000	\$172,951
Total	79	63	32	\$80,600	\$627,078

Measure 4 - Number of visitors to Council's museums

The development and growth of museums operated during this term of Council culminated in the opening of the Bathurst Rail Museum and the launch of "Museums Bathurst" branding in February 2020. The Bathurst Rail Museum joined the Australian Fossil and Mineral Museum, National Motor Racing Museum and Chifley Home and Education Centre in providing world class attractions for locals and visitors to our community.

NSW COVID-19 restrictions resulted in closure of the museums from March to June 2020. Following this, visitor numbers increased substantially, reflecting the trend of travelers exploring the regions in lieu of overseas travel.

Council continued to be a leader in region NSW in the support and management of museums. Funding was secured and construction begun on the Central Tablelands Collections Facility that will house Council's valuable collections as well as providing opportunities for other collections and education opportunities. This facility will be completed in early 2022.

For this term of office, Council's target was a 2% increase in the number of visitors for each financial year, from the 2017/2018 financial year.

The numbers of visitors to Council's museums are set out in the table below:

MUSEUM	2017/2018 Visitor numbers	2018/2019 Visitor numbers Target 2% increase	2019/2020 Visitor numbers Target 4% increase Museums closed (COVID) early March to early June 2020	2020/2021 Visitor numbers Target 6% increase
AFMM	23,706	22,636 5% decrease on 2017/2018 visitors	18,952 20% decrease on 2017/2018 visitors	35,718 50% increase on 2017/2018 visitors
NRMA	32,338	34,010 5% increase on 2017/2018 visitors	27,041 16% decrease on 2017/2018 visitors	37,257 15% increase on 2017/2018 visitors
BRM	NA	NA	5,657 opened 22 Feb 2020	40,696
CHEC	1,448	1,414 2% decrease on 2017/2018 visitors	539 62% decrease on 2017/2018 visitors Closed early March 2020 - remains closed	Nil 100% decrease on 2017/2018 visitors Remains closed
TOTAL	57,492	57,787 .5% increase	52,189 9% decrease	113,671 97% increase

Cultural facility satisfaction

Measure 1- % of residents satisfied with Council's cultural facilities

Bathurst Regional Council commissioned Jetty Research to conduct its 2021 Community Satisfaction Survey. The Survey was conducted in May 2021. Below, and throughout this report, Council makes references to results gleaned from the Community Survey.

The 2021 Community Survey measured mean satisfaction with Council's cultural facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

Bathurst Rail Museum 4.27

Australian Fossil & Mineral Museum 4.17

National Motor Racing Museum 4.13

Bathurst Memorial Entertainment Centre 3.99

Bathurst Regional Art Gallery 3.98

Chifley Home & Education Centre 3.83

Strategy 1.1 Respect, protect and promote the Region's Aboriginal Heritage Assets

At its meeting on 18 September 2019, Council resolved to acknowledge the recommendations of the Bathurst Regional Aboriginal Heritage Interpretation Strategy. The purpose of the strategy is to identify and elaborate key Aboriginal heritage themes, stories, and interpretation opportunities across the Bathurst Regional LGA and, in doing so, seek to achieve a consistent and interconnected narrative of stories and themes across the region. The interpretation strategy is informed by information, stories and values articulated by Aboriginal community traditional owners, Elders and knowledge holders during consultation and cultural values engagement work undertaken as part of the Bathurst Region Aboriginal Heritage Study and Aboriginal Cultural Heritage Assessment Reports and associated anthropological studies undertaken as part of the assessment of the Mt Panorama (Wahluu) precinct.

The strategy included the Mt Panorama (Wahluu) Boardwalk which was constructed during Council's term in office. The boardwalk is the ideal location to tell the story of Wahluu and the creation of the mountain and provide information more broadly about the key themes associated with Aboriginal cultural values, heritage, and history of the region. Other locations identified by the strategy include the park at the corner of Rankin and Stanley streets, overlooking the Macquarie River, Rankens Bridge Reserve, Haymarket Reserve, the Flagstaff and Proclamation Cairn and the Sir Joseph Banks Nature Reserve.

Included by the Council in the 2020/2021 budget was the funding to employ a new position, an Aboriginal Liaison Officer with the new officer commencing in the role in February 2021. The objectives of the role are to deliver strategies, projects, and capacity building programs, assist the Council to develop, implement and evaluate strategies and initiatives that address the needs of the whole Aboriginal community in Bathurst and facilitate awareness, understanding and positive relationships between Council and the local Aboriginal community. Activities undertaken by Council included National Close the Gap Day, Seniors Festival Aboriginal Care Packages, Kelso Community Hub Mural Project, National Sorry Day, National Reconciliation Week and NAIDOC Week.

Objective 2: A Smart and vibrant economy

No.	Strategies
2.1	Support local business and industry
2.2	Grow local employment, investment and attract new business by nurturing and supporting entrepreneurs, partnerships and local skills developments
2.3	Develop Bathurst as a Smart City
2.4	Support agriculture, local manufacturing, food productions and education as significant contributors to the region's economy.
2.5	Support Mount Panorama as a premier motor sport and event precinct.
2.6	Promote our City and Villages as a tourist destination

What is Council going to do?

2.1. Support local business and industry

Council will support the growth of local businesses through working closely with key industry stakeholders, the Bathurst Business Chamber and other levels of government. We will collaborate with education providers to support and enhance the skills of our business professionals. We will also work with the region's village communities to implement activation strategies, Council's economic development strategy, Government programs and the regional economic development strategy.

Council will also host leading business experts to share their knowledge, create and informed business community through the continued provision of economic development strategy, government program sand the regional economic development strategy. Council will also host leading business experts to share their knowledge create an informed business community through he continued provision of economic resources, and grown the comprehensive suite of our business development programs inclusive of workshops, the jobs Expo and Buy Local initiatives.

2.2 Grown local employment, investment and attract new businesses by nurturing and supporting entrepreneurs, partnerships and local skill development

We will support entrepreneurs to launch new businesses by partnering with key industry stakeholders. We will continue to build infrastructure and expand industrial precincts making the region attractive for investment including the Bathurst aerodrome and industrial parks. Council will attract new businesses by developing a structured, targeted and resourced business relocation program that fills existing product and service gaps, and we will use our key assets, such as the aerodrome, Mount Panorama, educational establishments and tourism, to create employment. We will promote local employment through the Jobs Expo and the Evojobs portal. We will engage with our youth to reduce the youth unemployment rate and increase their workforce participation.

2.3 Develop Bathurst as a Smart City

Council will develop and implement a Smart Cities Plan and include smart city concepts into new Village Activation Plans. The Smart City Plan will consider infrastructure such as a free Wi-Fi network, energy efficient LED street lighting with smart controls and a cost-effective CCTV network within the CBD and the like. We will inspire the development of innovative businesses through the provision of analytics and marketing tools and support pioneering practices from local industry. Council will investigate emerging smart technologies including smart parking to ensure Bathurst is a leader as a destination hub for the growing electric vehicle industry. We will actively seek alternative funding streams to support local Smart City projects.

2.4 Support agriculture, local manufacturing, food production and education as significant contributors to the region's economy

Council will promote and protect the region's primary resources and minimise the fragmentation of agricultural lands and protect highly valued lands from inappropriate urban development. We will encourage collaboration between local farms, food manufacturers, grocers and restaurants. Council will continue to support and promote Bathurst as a Centre of Education and recognise the contribution of the Education Sector to the local economy.

We will revive the manufacturing cluster to facilitate bulk purchasing and improve supply chains, we will work without partners to attract advanced and specialised manufacturing businesses to the region.

Council will encourage investment in transport networks to facilitate freight efficiencies and access to ports. Council will maintain and ensure it has up to date and appropriate planning controls in place to protect the region's primary production lands.

2.5 Support Mount Panorama as a premier motor sport and event precinct

Council's goal within the Mount Panorama precinct is to foster a strong and diverse economy, acting as an advocate, facilitator, coordinator and service provider to lead and enable continued economic prosperity, infrastructure, innovation, investment, job generation and new motor sport business development. Key to achieving this goal is working in partnership with motor sport industry stakeholders and these relationships will help continue to strengthen Bathurst's economy and the region's economic prosperity into the future. Delivering a second motor racing circuit and associated infrastructure at Mount Panorama is a high priority project for Council as well as ensuring the Mount, its facilities and race events can respond to changing technologies and energy innovations.

2.6 Promote out City and Villages as a tourist destination

Council will collaborate with its tourism partners and reference group members to develop a sustainable and cohesive tourism industry for the region. Council will continue to invest in tourism products, museums, cultural facilities and infrastructure that will enhance the visitor experience in the region including the construction and development of the Bathurst Rail Museum to add to the cultural infrastructure within the region. Council will finalise the Bathurst Visitor Information Centre Strategic Plan. Council will commence a project to enhance the region's villages as a tourist destination. Council will continue to build on its successful community events, such as the Winter Festival, the Inland Sea of Sound Festival and the Heritage Trades Trail, contributing to the visitor economy. Council will continue to attract regional level sporting competitions, conferences and similar activities as an opportunity to showcase the Bathurst region as a premier tourism destination. Council will foster and provide support to emerging local tourism industry sectors and markets and relevant agencies.

Unemployment rate

Measure 1 - 3.3% unemployment for the Bathurst Region

During its term, Council actively worked to grow and attract local business, encourage start-ups, investment, skills development and local participation in the workforce to maintain the unemployment rates below the Regional NSW and NSW State averages.

The unemployment rate for the Bathurst region has remained consistently below the New South Wales state average over the past year. The most recent data (March 2021) shows the unemployment rate for the Bathurst region falling to 3.3%, well below the unemployment rate for Regional NSW of 5.9% and NSW as a whole of 5.7%. As of March 2021, the unemployment rate across the Bathurst region was close to the pre-pandemic level of 2.8% in December 2019.

Gross Regional Product

Measure 1 – Growth of Gross Regional Product

Gross Regional Product (GRP) is the primary indicator of the growth or decline of the local economy. The average annual growth rate for GRP across the Bathurst region has averaged 1.4% over the past 10 years. The GRP over the year to June 2020 (latest available data) was \$2.43 billion or an increase of 1.1% since June 2019 which was below the long-term trend. The key driver behind this below trend growth was the COVID-19 shutdown, which occurred at the end of March 2020 and continued to impact until post the end of the financial year. This 1.1% positive growth rate was significantly higher than Regional NSW as a whole, where GRP fell 1.0% over the same period, with New South Wales as a whole falling -0.6%.

Visitation Numbers

Measure 1- Total visitors to the Bathurst Region

Tourism Research Australia calculates visitor numbers across the Bathurst region. Council's aim during its term was to maintain or increase visitor numbers to the Bathurst region through Council's promotion of Bathurst's destination brand.

The below figures from Tourism Research Australia to December 2019 (latest available data) show total visitor numbers for the Bathurst region.

2016	913,000
2017	902,000
2018	955,000
2019	1,028,000

Measure 2- Total number of visitor nights

Council's aim during its term was to maintain or increase visitor nights spent in Bathurst through Council's promotion of Bathurst's destination brand.

The below figures from Tourism Research Australia to December 2019 (latest available data) show total visitor nights spent in the Bathurst region.

2016	929,000
2017	980,000
2018	1,240,000
2019	1,316,000

Measure 3 - % satisfaction with the Visitor Information Centre

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).
Bathurst Visitor Information Centre: 4.09

Objective 3: Environmental Stewardship

No.	Strategies
3.1	Protect and improve our natural areas and ecosystems, including the Macquarie River and other water ways.
3.2	Protect the City's water supply.
3.3	Minimise the City's environmental footprint, live more sustainably and use resources more wisely.
3.4	Protect and improve the region's biodiversity.
3.5	Increase resilience to natural hazards to climate change

What is Council going to do?

Strategy 3.1 Protect and improve our natural areas and ecosystems, including the Macquarie River and other waterways

Council maintains a complex system of stormwater drains which carry stormwater from our streets to the Macquarie River, Raglan Creek, Hawthornden Creek, Sawpit Creek and Jordan Creek. We will update the relevant stormwater developer contribution plans to reflect current industry practices and aim to improve the removal of litter and sediment from stormwater before it reaches our waterways. Council will also maintain its stormwater assets, to ensure they function effectively in the long term. Managing the impacts from stormwater on natural systems is important. Council will implement rehabilitation projects which enhance the water quality and habitat value of our rivers and creeks. Council will plan new release areas to provide adequate protection and access opportunities along natural creeks and waterways.

Strategy 3.2 Protect the City's water supply

Council will adopt an integrated approach to water cycle management across the region that considers climate change, water security, sustainable demand and growth, and the natural environment. Planning for the effects of a changing climate on water availability and use for the environment, settlements, communities and industry is an important action of Council. Council will investigate alternative methods of water delivery to the water filtration plant. Council will also continue to maintain the raw water supply from Winburndale Dam. Council will promote waterwise practices to our community. Council will develop education programs for septic tank system owners and work with our community to improve the proportion of compliant systems. Council will continue to advocate to maintain control and ownership of the City's water supply.

Strategy 3.3 Minimise the City's environmental footprint, live more sustainably and use resources more wisely

Council's three bin system has significantly reduced the amount of waste being received at the City's landfill. Currently 21% of waste collected or delivered to the Waste Management Centre is diverted through recycling and composting activities. Council will also investigate other opportunities to increase the amount of waste diverted away from landfill. Council will continue to support the installation of energy saving options in its assets and offset its energy use through renewable energy projects. Education of our community through delivery of leading sustainability programs is an important undertaking of Council. Programs such as the Sustainable Living Expo, Waterwise, Wastewise and various school programs aim to increase the amount of waste diverted from landfill. Council will continue to roll out cycleway and footpath construction throughout the City. Council will lobby for increased access to intra and inter city public transport, and work with partners to install electric vehicle charge stations. Council will finalise and implement its Housing Strategy which aims to manage population growth and the impacts of urban sprawl.

Strategy 3.4 Protect and improve the region's biodiversity

Council will continue the implementation of the Biodiversity Management Plan, Urban Waterways Management Plan and Roadside Vegetation Management Plan. Council will also petition relevant Government agencies to protect the region's biodiversity and support the strengthening of statewide controls. Council will assess applications for development and take into consideration the need to protect biodiversity and minimise habitat fragmentation. Council will encourage the enhancement and management of the region's biodiversity on public and private land. Council will seek opportunities to work with community partners to enhance our biodiversity assets.

Strategy 3.5 Increase resilience to natural hazards and climate change

Council will protect its infrastructure from natural disasters and will also consider potential risk from natural disasters, particularly fire and flood, when assessing proposed development. We will work with and support emergency services, particularly through our role as part of the Local Emergency Management Committee, to help them plan for and respond to emergencies. Council will incorporate the best available hazard information in Planning Instruments. Council will, wherever possible, locate developments away from areas of known high biodiversity value; areas with high risk of bushfire or flooding; contaminated land; and designated waterways. Council will commence updating flood studies, floodplain risk management plans, continue the construction of flood levee banks and the flood acquisition program. Council has also committed to a number of actions to understand and then reduce our impact on climate change, both as an organisation and as a City.

Household water consumption

Measure 1 - Annual household water consumption

Through its education programs, Council aimed to achieve a decreasing trend for water usage during its term of office. Council also aimed to be below the NSW State inland median usage for water, which in the 2015/2016 financial year was 248,000 litres per household.

Council's term was heavily impacted by harsh climactic conditions which saw the Bathurst region affected by one of its worst droughts during the financial years 2018/2019 and 2019/2020.

Through implementation of demand targets from the 2014 Drought Management Plan, Council was able to maintain resident water usage (litres per household) below this level. For the 2019/2020 financial year, median water usage was 44,000 litres per household, well below the NSW median household usage of 156,000.00.

Greenhouse gas emissions

Measure 1 - The amount of CO₂ emissions from Council facilities per resident

Council aimed to have a declining trend in greenhouse emissions from Council facilities from the 2016/2017 financial year, when total Council greenhouse gas emissions were 1.06 tonnes per resident. Efforts to reduce Council's total greenhouse emissions through installation of renewable energy and the methane flare at the Bathurst Waste Management Centre all contributed to reducing our environmental footprint.

Council's term was heavily impacted by harsh climactic conditions which saw the Bathurst region affected by one of its worst droughts during the financial years 2017/2018, 2018/2019 and 2019/2020.

The table for greenhouse emissions from all Council facilities per resident is set out below:

2017/2018 1.077 t CO₂ per resident

2018/2019 1.019 t CO₂ per resident

2019/2020 1.111 t CO₂ per resident

2020/2021 not yet available - Dependent on methane flare data from WMC, fleet fuel data and other items.

Diversion of waste from landfill

Measure 1 - Total tonnes of green waste, recycling and general waste collected

Council aimed for a declining trend during its term for total volume of waste being received at landfill through investing in community education around waste resources. In the 2016/2017 financial year, the Bathurst landfill received 41,608 tonnes of general waste with 6,429 tonnes of green waste and 4,498 tonnes of recycling diverted to composting and recycling facilities (21%).

The table for green waste, recycling and general waste collected is set out below:

1st year results	April 16/March 17	Each day
Food/Garden (kg)	3,862,460	10,582
Recycling (kg)	2,654,283	7,272
Overall (kg)	6,516,743	17,854
Overall (T)	6,517	17.9

2nd year results	April 17/March 18	Each day
Food/Garden (kg)	3,541,860	9,704
Recycling (kg)	2,615,071	7,165
Overall (kg)	6,156,931	16,868
Overall (T)	6,157	16.9

To the end of March 2019

3rd year results	April 18/March 19	Each day
Food/Garden (kg)	3,853,930	10,559
Recycling (kg)	2,311,968	6,334
Overall (kg)	6,165,898	16,893
Overall (T)	6,166	16.9

General waste to landfill 2019/2020 40,547 tonnes. Recycling 4,929 tonnes (inc glass, plastic, cans, batteries, scrap metal, oil, cardboard and paper Green waste diverted: 5,358 tonnes)

Measure 2 - Total items collected via Container Deposit Scheme

The NSW Return and Earn container deposit scheme commenced on 1 December 2017. The table for waste diverted to the container deposit scheme is set out below:

2020/21 701.35* tonnes (*data for period from 1 July 2020 to 31 December 2020, other data not yet available)

2019/20 1337.7 tonnes

2018/19 1093.42 tonnes

2017/18 306.57# tonnes (#scheme commenced on 1 December 2017)

Alternative energy sources

Measure 1 - Total electricity consumption at Council facilities per resident

Council aimed throughout its term to continue efforts to increase energy efficiency gains and reduce overall electricity consumption.

Electricity consumption is highly dependent on seasonal climactic conditions. Council's term was heavily impacted by harsh climactic conditions which saw the Bathurst region affected by one of its worst droughts during the financial years 2017/2018, 2018/2019 and 2019/2020.

The table for total Council electricity consumption per resident is set out below:

2020/21 278kWh* (estimated for Q4 20/21 as data will not be available until August 2021)

2019/20 312kWh

2018/19 349kWh

2017/18 373kWh

Measure 2 - % of Council electricity derived from renewable sources

Council also aimed to continue efforts to increase reliance on renewable energy sources and increase the percentage of Council electricity derived from renewable sources. Electricity consumption is highly dependent on seasonal climactic conditions. Council's term was heavily impacted by harsh climactic conditions which saw the Bathurst region affected by one of its worst droughts during the financial years 2017/2018, 2018/2019 and 2019/2020.

The table for total Council electricity derived from renewable sources per resident is set out below:

2020/21 6.4%* (*estimated for Q4 20/21 as data will not be available until August 2021)

2019/20 5.3%

2018/19 4.2%

2017/18 4.1%

Protecting our waterways

Measure 1 - Catchment area covered by gross pollutant traps

Throughout its term, Council worked towards maintaining or increasing the area of catchment covered by grass pollutant traps.

In the 2016/2017 financial year, 862ha of catchment was filtered by gross pollutant traps. That figure was maintained by Council, with 863ha of catchment was filtered by gross pollutant traps in the financial year 2020/2021.

2020/2021 863 ha

Measure 2 - Riparian condition in urban catchments

Last assessed in 2018 (previous assessments 2009 and 2014).

Sawpit Creek: degraded to poor (trend = improving)

Jordan Creek: degraded to poor (trend = improving)

Hawthorden Creek: poor (trend = stable)

Saltram Creek: poor (trend = stable)

Raglan Creek: degraded to poor (trend = improving)

Queen Charlottes Vale Creek: degraded to poor (trend = improving).

Notes: condition assessment categories are highly degraded, degraded, poor, good or very good.

Objective 4: Enabling sustainable growth

No.	Strategies
4.1	Facilitate development in the region that considers the current and future needs of our community
4.2	Provide safe and efficient road, cycleway and pathway networks to improve accessibility
4.3	Ensure services, facilities and infrastructure meet the changing needs of our region
4.4	Provide parking to meet the needs of the City
4.5	Work with partners to improve public transport, and passenger and freight transport connections to and from the region
4.6	Plan for, assess and regulate development activity

What is Council going to do?

4.1. Facilitate development in the region that considers the current and future needs of our community

Council will update its long-term strategies and infrastructure plans to ensure that they remain contemporary and that adequate land is zoned, serviced and available to cater for the anticipated growth. Council will work with developers to improve the utilisation of our land resources more effectively. In planning for growth, Council will protect the region's environmental and heritage assets. Council will ensure that essential infrastructure and services will be available to support the future development of the City. Council will work with stakeholders to ensure they are making a fair contribution towards the provision of infrastructure and community facilities. Council will ensure that the region's cultural and community assets remain vibrant and relevant to the changing needs of our community.

Council will continue its land development activities to facilitate residential, industrial and business development in our region.

4.2 Provide safe and efficient road, cycleway and pathway networks to improve accessibility

Council will commence the development of an integrated transport plan for the City, including the linkages to and from the CBD. Master planning new suburbs to ensure integrated private and public transport networks are provided, is important for Council. Council will continue the construction and maintenance of an accessible footpath and cycleway network, roads and bridges within the region. Council will work with developers to ensure they are making a fair contribution towards the provision of infrastructure. Council will continue working with the State Government in relation to the implementation of the 2056 NSW Transport Plan. We will also work with road users to keep our local road network safe for everyone.

4.3 Ensure services, facilities and infrastructure meet the changing needs of our region

Detailed infrastructure planning should be undertaken for new urban release areas, establishing whether land can be feasibly and cost-effectively serviced. For newer suburbs we must plan the right location for parks, sportsgrounds, cultural assets, community facilities and they should be designed and located to use the land most efficiently and limit environmental impacts. For other areas we may need to enhance Council assets so that they can be used by more people or in a different way. Council will work with developers to be sure they are making a fair contribution to local infrastructure and facilities, and advocate and encourage other service providers to cater for population growth. We will also make sure that other levels of government are aware of our community's needs when they are making decisions about services, facilities and infrastructure in our region.

4.4 Provide parking to meet the needs of the City

Council will, as part of the integrated transport plan identified in Strategy 4.2 above, consider the ongoing need and demand for car parking assets. Council will continue to undertake regular parking patrols of the CBD to ensure that there is sufficient turnover of both on and off street parking and that available parking is being used fairly by all in our community. Annual parking counts contribute to Council's ongoing knowledge of how parking utilisation changes over time.

Through Council's Traffic Committee, alterations to on street car parking will be considered on a citywide basis. Council will continue to apply parking policies through its Planning Instruments to ensure that new development provides adequate parking on site to reduce pressure on existing parking. Council will continue to work with developers to ensure they are making a fair contribution towards the future provisions of car parking.

4.5 Work with partners to improve public transport, and passenger and freight transport connections to and from the region

Council will work with the Government to implement the 2056 NSW Transport Plan, particularly transport links to Sydney. Council will continue to advocate to the Government for the timely provision of transport infrastructure and services that support our growing population. This includes road and rail, freight and passenger transport. Council will continue infrastructure investment at the Bathurst Airport, cementing its role as a regional transport hub. Council will work with partners to identify, advocate, coordinate and prioritise local and regional road projects that will strengthen the regional freight network, regional intermodal and cargo handling facilities, catering for increased freight volumes. Council will reconsider the viability of identified bypasses to improve freight efficiency, reduce travel times and costs and improve safety for road users. Council will work hard to ensure any future bypass corridors are safeguarded in local planning. Council will make sure public transport providers are aware of our community's needs and respond to technological advances in transport options.

4.6 Plan for, assess and regulate development activity

Council will continue to review and develop new standards and guidelines to control development and ensure a healthy built environment. We will enhance the quality of neighbourhoods by integrating recreational walking and cycling networks. It will be important to reflect local built form, heritage and character in new housing developments. Council needs to ensure that its planning instruments and advice we give to developers respond to this changing environment by managing the interface of the old and new development.

Council will encourage masterplanning of new urban release areas as well as key development sites. We will develop programs to improve the design and sustainability of all new developments.

Council will develop a Community Participation Plan to guide the way the community can participate in development and planning decisions.

Development application determination timeframe

Measure 1 - Development application net determination time

During its term, Council collected data about its processing times of development applications with the aim to remain at or below the NSW State average. The table for Council's average net determination times is set out below. The data for the comparison NSW State average has been obtained from the most recently published Office of Local Government Local Development Performance Monitoring Data.

	2017/18	2018/19	2019/20	2020/21	State Average 2018/19
Development Application – Net Time	38 days	40 days	42 days	44 days	49

Measure 2 - Complying development gross determination time

Council also collected data about its processing times for complying development certificates with the aim to remain at or below the NSW State average. The table for Council's average net determination times is set out below. The data for the comparison NSW State average has been obtained from the most recently published Office of Local Government Local Development Performance Monitoring Data.

	2017/18	2018/19	2019/20	2020/21	State Average 2018/19
Complying Development – gross time	4 days	4 days	3 days	4 days	16 days

Resident satisfaction

Measure 1 - The % of residents that agree that Council plans for the future

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

Planning & development 2.87

Long term planning for the region: 2.81

The 2021 Community Survey measured community attitudes to a series of statements, using a scale from 1 -5, with 1 being little agreement and 5 being strong agreement.

Council plans well to help secure the community's long term future: 3.03

New developments are helping to preserve an attractive urban landscape and protect heritage: 3.13

Measure 2 - The % of residents that are satisfied with the provision of parking

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

Availability of timed parking: 3.08

Availability of all day parking: 2.34

Objective 5: Community, health safety and well being

No.	Strategies
5.1	Provide opportunities for our community to be healthy and active
5.2	Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life
5.3	Help build resilient, inclusive communities
5.4	Make our public places safe and welcoming
5.5	Plan and respond to demographic changes in the community

What is Council going to do?

5.1 Provide opportunities for our community to be healthy and active

Council does not provide direct health care services, however our parks, sportsfields, playgrounds, pathways and cycleways all provide opportunities for our community to be active and improve their physical health. Our community buildings, library, cultural facilities and other public facilities give people a place to meet and connect with others in their area or with similar interests, which also helps promote good mental health. Council will facilitate community access to recreational and sporting services and facilities that meet needs and support health, well-being and an active lifestyle. Council will also support increased community participation in physically active, fit and social lifestyles, including provision of supporting infrastructure such as official sports facilities. Council will provide ongoing support to the Kelso Community Hub to facilitate health care services to the community. Council will also advocate for health care services required by our community and monitor the social wellbeing of our community.

5.2 Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life

Local residents often know better than anyone what they need to improve their local area or solve problems that are affecting their day to day lives. Council will work directly with local communities and stakeholders to understand the issues that affect them day to day and see what we can do to help. We will develop coordinated solutions, and help give those communities the skills they need to continue. Local community members have the biggest role to play – talking with Council and telling us not only what affects them and what they think is needed, but also helping us understand if what we're doing is working. The implementation of the Destination Management Plan will assist tourism operators capitalise on visitors to the Bathurst region.

A major revision of the region's Village Plans will ensure each Village and surrounding rural settlement areas are supported by appropriate infrastructure and services.

5.3 Help build resilient, inclusive communities

Council will support community organisations providing direct services or support to the different groups in our community – including young people, older people, children, people with disability, 'at risk' members of our community and people from other cultures. We will also provide services ourselves, particularly through our library, museums, children's services and community centres, and run events and festivals that provide people with a chance to meet and strengthen social connections. Council will implement community development initiatives that address the needs of the community. Council will also facilitate programs that use the contribution, strengths and skills of the community to build social networks, connections and cohesion. Council will provide ongoing support to the Kelso Community Hub, Bathurst Regional Youth Council and the Community Safety Committee.

5.4 Make our public places safe and welcoming

Council will continue to maintain all the public areas in the City – cleaning, collecting litter and maintaining lights, seating, bins and other public infrastructure. We have set ourselves high standards and we will work to meet them, and improve where we can. When we design changes in our public areas, we will be aware of the needs of all members of our community, including those with different abilities or from different cultures.

Council will continue to review and implement the Community Safety Plan, undertake crime risk assessments in partnership with NSW Police and support the Community Safety Committee.

Council will help to enhance the appearance of the buildings within the Bathurst CBD through the CBD Main Street Improvement Fund. Council will seek to improve the place management of precincts and villages to create safe and functional spaces for all of our community.

5.5 Plan and respond to demographic changes in the community

Council will cultivate a welcoming, safe, cohesive and supportive community that takes pride in its cultural diversity. Council will support community organisations providing direct services or support to different demographic groups within our community, particularly the aged, vulnerable and newly arrived to the region. We will develop strategies that address social issues such as affordable housing, migrant support and ageing populations. Council will play an important advocacy role to ensure community and/or public transport is available to support an ageing population as well as the establishment of activities and programs for the aged and people with a disability throughout the region. Council will review demographic trends to ensure its plans and policies remain relevant to a changing demographic environment. Council will also review its plans and policies to ensure that there are no barriers to the implementation of programs.

Gaps in community facilities

Measure 1 - The % of residents identifying a gap in community or cultural services and facilities

The 2021 Community Survey measured community attitudes to a series of statements, using a scale from 1-5, with 1 being little agreement and 5 being strong agreement.

There is a need for more cultural and artistic activities and expression: 3.42

There is a good range of opportunities for cultural and artistic activities and expression: 3.65

Public places

Measure 1 - % satisfaction of appearance of the Bathurst region

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

The appearance of the Bathurst region: 3.90

Measure 2 - % satisfaction of the Bathurst CBD appearance

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

The appearance of the Bathurst CBD: 3.60

Measure 3 - The % satisfaction of the recreation areas along the Macquarie River

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

Recreational areas along Macquarie River: 3.72

Recreation facilities

Measure 1 - The % satisfaction of sporting fields and amenities

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

Ovals and sportsgrounds: 4.17

Measure 2 - The % satisfaction of local footpaths and cycleways

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

Provision of bikes paths & footpaths: 3.14

Objective 6: Community leadership and collaboration

No.	Strategies
6.1	Communicate and engage with the community, government and business groups on important matters affecting the Bathurst region
6.2	Work with our partners and neighbouring councils to share skills, knowledge and resources and find ways to deliver services more efficiently
6.3	Advocate for our community
6.4	Meet legislative and compliance requirements
6.5	Be open and fair in our decisions and our dealings with people
6.6	Manage our money and our assets to be sustainable now and into the future
6.7	Invest in our people
6.8	Implement opportunities for organisational improvement

What is Council going to do?

6.1 Communicate and engage with the community, government and business groups on important matters affecting the Bathurst region

Different people in our community look for information in different ways. We will focus on making sure there are different ways for people to find out what they want to know, either by themselves or by contacting us, and making sure it is accessible for our community. We will provide a variety of ways for people to have input into decisions around the future of community assets and developments that may impact on them.

Council will balance the use of appropriate new technologies for engagement with our communities and promotion of Council's activities, including on-line engagement and social networking with traditional engagement methods. Council will enable information to be available to different sections of our community, whilst meeting its legislative obligations.

Council will build a new, more effective website and transition its digital content to meet Web Content Accessibility Guidelines 2.0.

Council will prepare a new community participation plan to guide engagement about planning matters.

6.2 Work with our partners and neighbouring councils to share skills, knowledge and resources and find ways to deliver services more efficiently

We will look for opportunities to share skills, knowledge and resources between alliance partners, focusing on finding ways to deliver services more efficiently. We will continue regional collaboration to enhance cross border co-operation, recognise growth opportunities and to foster consistency and better use of resources. We will encourage regional connections, collaborations and strategic partnerships including contributing to, and actively participating in, relevant regional joint organisations.

We will also foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Bathurst region.

6.3 Advocate for our community

Council will advocate on behalf of our communities to achieve the objectives and strategies of this Plan in those areas not directly resourced by or under the control of Council. Council will support its community, where appropriate in their applications for new and enhanced services from both Government and private organisations. Council will also initiate applications for the provision of essential support services for our community such as community health initiatives. Council will actively participate in State Government policy reforms and make submissions on behalf of our region. Council will also advocate for the improvement of mobile phone reception and access to appropriate National Broadband Network technologies, especially for rural communities.

6.4 Meet legislative and compliance requirements

When Council is performing activities as part of its operations, Council will comply with its legislative requirements and seek the input from specialist government departments or professionals to ensure that the activity is being managed in an appropriate way.

Council will continue to undertake regular inspections of food shops, tattooists, and beauty therapists to be sure they're taking the right steps to protect the health of their customers. Council will continue to inspect septic systems within the rural areas to ensure they are working efficiently. Council will respond to community requests to undertake enforcement activities with respect to companion animals, parking and new developments because the community expects people to follow Council's rules, regulations and the laws of the land.

Council will also ensure its governance procedures met all legislative requirements.

6.5 Be open and fair in our decisions and our dealings with people

We will follow all the rules and standards that apply and make all decisions openly and fair. We will treat our customers with respect and keep our processes simple. Council will strive to meet and exceed its customer service charter. Council's leadership will be provided with a strong governance and management framework that promotes transparent and informed decision making. We will consider any impact of our actions.

6.6 Manage our money and our assets to be sustainable now and into the future

We will consider the long term impact of our actions, particularly when we plan to maintain, build or upgrade assets or undertake significant investment. We will look for ways to be less dependent on rates, building financial strength that is not a burden on the community. We will explore opportunities to obtain alternative income streams, supplementing Council rates and user fees and charges. Council will continue investing in renewable energy options to reduce the ongoing running costs of essential infrastructure.

We will continue to look for ways to improve the way we work, through technology, process improvements, skilled staff and fair cost recovery.

Council will have regard to best value during the procurement process. Council will attempt to obtain the best possible value for the supply of goods and services.

6.7 Invest in our people

We will prioritise staff health and well-being, treat our staff fairly and with respect, providing equal opportunities to everyone for training and promotion. We will foster safe, productive and professional workspaces, enabling Council staff to source, manage and maintain services to the community. We will give our staff the tools they need to do their jobs well, and stay safe while they're at work. We will value our staff and the contribution they make to delivering services to our communities, building a culture that encourages everyone to give their best at work each day. Council will adapt its workforce as required to support the changing needs of the organisation and the delivery of services and facilities to our community. We will also plan and prepare for future contemporary local government workforce structures.

Council needs to ensure that it has the right workforce skills and size to deliver services and facilities to our community.

6.8 Implement opportunities for organisational improvement

Council will identify and implement opportunities to achieve best practice in the delivery and operation of Council services and programs. Council will have ongoing conversations with its communities about their changing needs in the way we deliver services to them. Council will partner with other tiers of Government and other stakeholders to deliver services to our community identified in the NSW Digital Government Strategy.

Engaged and informed community

Measure 1 - The number of followers on Council's social media platforms

In this term of Council, the number of followers on Council's two key corporate social media accounts – the BRC Facebook and BRC Twitter accounts has grown substantially. Facebook is a key communication channel for Council to engage with members of the community and beyond. It supplements our other communication channels. Council also operates a number of other social media accounts for its facilities and museums and these platforms have also show good growth in followers in this timeframe.

Council continues to increase its use of social media channels to reach a broad section of the community and provides links to media announcements, Council activities, events and projects. This increasing use of social media to connect with the community alongside traditional media activity is in response to community feedback from the 2016 Community Survey which found that it was a preferred mechanism for hearing from Council.

Measure 2 - Number of users on Council's other digital platforms

Council's websites provides the community with access to Council information 24/7. Council has a target of 40,000 visits per month to its top 10 websites, which provides an indication of the number of community members accessing information across a range of Council facilities and events. Our aim is to provide information to the community in a range of formats, the websites being one of them.

Council reports monthly on visits to its top 10 websites – these include the BRC corporate page, Mount Panorama, BMEC, BRAG, BVIC, Museums Bathurst (which replaces individual pages for the AFMM, NMRM, Chifley Home, and also includes the new Rail Museum) and events pages including the Bathurst Winter Festival, Bathurst NRL, Bathurst Cycling Classic . Other pages to make the top 10 at different times of year include Children's Services, the Hill End Artists in Residence Program and the Cobb & Co page.

Year end	Facebook	Twitter	Total
June 2018	5,738	1,465	7,203
June 2019	7,666	1,574	9,240
June 2020	9,843	1,632	11,475
June 2021	13,076	1,709	14,785
Year end		Top 10 websites Yearly total visits	Top 10 websites Average monthly visits
June 2018		646,447	53,871
June 2019		564,889	53,871
June 2020		716,420	56,540
June 2021		738,174	61,515

Among the measures Council asks residents if Council provides opportunities for residents to participate in planning and to have a say about the region's future. This aligns with Council's objective to communicate and engage with the community on important matters

Measure 3 - The % of residents who feel Council provides opportunities for residents to participate in planning and to have a say about the region's future

The 2021 Community Survey measured mean satisfaction with Council's facilities as: (NB Scores are measured out of 5 and a mean score of 3 or above suggests satisfaction outweighs dissatisfaction).

Opportunity to participate in Council decision making: 2.5

Council utilises the YourSay Bathurst platform to provide information and seek feedback from the community. The online platform works in conjunction with Council's other feedback mechanisms such as contact with Councillors and written submissions lodged directly with Council.

Since the platform was introduced in July 2016 there has been more than 96,000 visitors to the site.

YourSay participation	2017-18	2018-19	2019-20	2020-21
Engaged	1,708	1,355	899	712
Informed	5,092	5,700	5,075	5,332
Aware	9,185	14,167	12,697	13,994

Engaged participants have submitted responses via a survey or feedback form, asked questions or contributed ideas.

Informed participants have watched videos, downloaded documents.

Aware visitors have visited at least one page of a project.

Measure 4 - The % of residents who feel Council understands the community's needs and expectations

The 2021 Community survey asks residents about their overall quality of life in the Bathurst Region, a reflection of Council meeting their needs and expectations.

The survey found that 78% of respondents said their quality of life was excellent or very good. Mean quality of life was 5.08 (on a 1 – 6 scale).

The 2021 Community Survey measured community attitudes to a series of statements, using a scale from 1 -5, with 1 being little agreement and 5 being strong agreement.

Living in the Bathurst region gives you a sense of living in a community: 4.04.

Council performs well and delivers value for money

Measure 1 - The % of residents who feel Council delivers value for money when delivering services to the community

The 2021 Community Survey measured overall community satisfaction with Council which found that 75% of the community were somewhat satisfied or higher (this captured the responses of somewhat satisfied, satisfied and very satisfied).

Measure 2 - The % of residents who are satisfied with the overall performance of Council as a professional organisation

The 2021 Community Survey measured Community Satisfaction with Council with attitudinal statements, where 1 is the worst score and 5 is the best.

Council's performance as a professional organisation: 3.20.



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