



OUR *Region* OUR *Future*

Bathurst Community Strategic
Plan 2022

Version history		
No.	Date	Detail
1	16 March 2022	Council resolution for Public Exhibition
2	15 June 2022	Council resolution to adopt CSP



ACKNOWLEDGEMENT OF COUNTRY

Bathurst Regional Council acknowledges the Wiradjuri people who are the traditional custodians of the land and pays respect to Elders both past and present.

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Mayoral MESSAGE

The Bathurst region is a great place to live, work and visit. It has unique characteristics based on historical importance, local economy, scenic vistas, and rural landscapes.

Our Region Our Future is our community's plan that balances a vibrant local economy, social well-being, population growth, environmental management, and local leadership. Striking the right mix is a key focus of Council. We will continue to:

- provide a wide range of services to our diverse community,
- plan and build parks, sports and recreational facilities,
- maintain our heritage and identity,
- deliver a wide range of infrastructure,
- facilitate appropriate change and growth.

Although the Community Strategic Plan is adopted by Council, it should be recognised that the objectives and strategies identified belong to the community, and that Council, in partnership with the community, is just one stakeholder in the delivery process.

Council is prudent in its financial management adopting balanced budget positions whilst still delivering high quality services and facilities to the community. Additional funding through a Special Rate Variation will enable Council to progressively address its current infrastructure backlog and to provide new facilities and services for our community.

As Mayor of the Bathurst Regional LGA, I am proud of Council's role in facilitating the development of this Community Strategic Plan, Our Region Our Future.

On behalf of Council and my fellow Councillors, we look forward to working with you and encourage you to be a part of this journey, to deliver an exciting future for our beautiful and thriving Bathurst region.

Cr Robert Taylor
Mayor of Bathurst



General Manager's MESSAGE

I am proud to present Our Region Our Future, the updated 2022 Bathurst Regional Community Strategic Plan to our community.

Council plays an important role in setting the future direction for our community. Our Region Our Future aims to capture what our community and stakeholders, at all levels of government, see as important for Bathurst and our region, both now and in the next 20 years. Our Region Our Future is the community's plan and it represents a partnership between Council, Federal and State Government agencies, local businesses, local community organisations and residents. Council's commitment to delivering these objectives is set out in the Delivery Program.

Council plays a key role in delivering on these aspirations for our community. Our investment in major capital works programs including upgrading the Hereford Street corridor, improving water security and striving to enhance the vibrancy of our CBD will help set the foundations for future growth and development in our city. Council is also committed to sustainable long-term financial management including the identification of organisational efficiencies and alternative sources of revenue, such as disposal of assets or applying for a Special Rate Variation.

Working towards these goals is a collaborative approach by government, community organisations and our residents. It is not easy to take opposing views of preservation of past and planning for future growth, but these challenging, and sometimes conflicting views, are at the heart of what we are striving to do. We are attempting to make them work together for the benefit of all in the community.

David Sherley
General Manager

EXECUTIVE summary

Our Region Our Future, the Bathurst region's Community Strategic Plan (CSP), is a Plan for our community that describes how we can achieve our region's vision.

The NSW Government requires all councils to have a CSP. Our Region Our Future is the highest level forward planning document of Bathurst Regional Council. It identifies the community's priorities and guides the direction for the Bathurst region over the next 20 years.

The CSP is based on the aspirations, knowledge and values expressed by our residents who provide feedback about Council's many community engagement projects.

The CSP is supported by a range of other Strategies and Plans to help Council achieve the vision of the community. These include a Resourcing Strategy and Workforce Plan to make sure the Council has properly skilled people and can access the necessary funds to do its work. Asset Management Plans account for the renewal of Council's infrastructure and a Long term Financial Plan ensures Council can properly plan its income and expenditure over the long term to remain financially sustainable.

Our Region Our Future is the community's plan for the Bathurst Region. Responsibility for achieving our long-term goals rests with everyone. When the Plan refers to 'we' and 'our', it refers to the collective

Bathurst Region community, including our residents, businesses, community groups and organisations, Council and other levels of Government.

Our Region Our Future reflects the priorities of our residents including the following Objectives:

- We value our sense of place and identity.
- We aspire to have a smart and vibrant economy.
- We strengthen environmental stewardship.
- We encourage sustainable and balanced growth.
- We foster community health, safety and well being.
- We advocate for community leadership and collaboration.

These objectives are supported by more specific strategies, with the Plan describing what will be done to achieve them and how success is going to be measured.

Our Region Our Future provides a clear strategy for Council to take the lead on behalf of the community to plan for and to deliver the infrastructure and services needed to ensure that the Bathurst region continues to grow and prosper into the future.

The ongoing conversations that the community has with Council all contribute to developing the Our Region Our Future Community Strategic Plan. The CSP is the blueprint to create a vibrant and innovative region that values our heritage, environment, culture, diversity and strong economy.

Supporting the Plan

Supporting the implementation of the CSP, Council is required demonstrate how it will deliver aspects of the CSP through a detailed four year Delivery Program and annual Operational Plan.

Reviewed annually, these documents show the activities Council will undertake during its term of office to help achieve the long-term objectives set out in Our Region Our Future.

To support this plan effectively, Council is required to develop a 10-year Resourcing Strategy. The strategy ensures Council has the right people, budget, technology and infrastructure in place to deliver against its commitments. There are four components:

- Workforce planning
- A long-term financial plan
- Assets management
- Information and communications technology

Resourcing the Plan

The long term vision for the Bathurst Region will not be achieved without formal identification and allocation of resources. The Resource Strategy outlines Council's capacity to manage assets and deliver services over the next ten years. It determines Council's capacity to manage its finances effectively, to sustain its workforce and manage the overall costs of community assets. It includes three key elements – a Workforce Plan, Asset Management Plans and a Long Term Financial Plan.

Reporting on the Plan

It is important to track progress and the effectiveness of strategies in moving forward towards a long term vision for the Bathurst Region. The CSP identifies measures for determining whether the objectives of the CSP are being achieved. These will also be reported in the Annual Report. The Annual Report focuses on Council's implementation of the Delivery Program and Operational Plan as these are wholly Council responsibilities.

The CSP refers to a number of different plans and strategies. Wherever possible, there is a link to the document.

How have conversations shaped the Plan?

The first CSP, Bathurst 2036, was developed by Council in conjunction with the community in 2011, and was reviewed and updated again in 2012 and 2016. In preparing this latest version of the CSP, the focus has been to once again review its content and ensure its key directions reflect the community's aspirations for the Bathurst Region into the future.

Council engages with the Bathurst community on a range of different projects throughout the year using a variety of engagement methods based on the IAP2 Community Participation spectrum. Many of the projects are hosted on Council's online engagement portal www.yoursay.bathurst.nsw.gov.au with over 18,000 people aware of the projects on the site during 2021. Ongoing conversations with community reference groups, covering areas such as tourism, heritage and natural resources, identified a number of priorities for each of those groups which have informed the development of the CSP.

Engagement on other major projects such as the Town Centre Master Plan, the Village Plans, Positive Ageing Strategy, as well as direct feedback to Council have all contributed to shape the Plan.

Council sought feedback from over 600 individuals and community groups with the Bathurst Region to understand areas where improvements could be made to the CSP. This feedback shaped the CSP into its current form. During the exhibition of the Draft Our Region Our Future CSP a number of consultation activities will be undertaken, all

aimed to reach the broadest possible audience. Engagement activities include:

- the production of a short video clip explaining the concept of the CSP,
- public forums,
- yoursay consultation, and
- a direct email merge.

Who are the key partners?

Council recognises and values the wealth of skills, knowledge and expertise in the community and aims to use these to improve and inform its decision making. Council also recognises that others in the community play an important role in delivering the outcomes of this plan. Effective stakeholder participation is critical to the success of the CSP.

Key stakeholders include:

- Commonwealth Government
- NSW State Government
- Bathurst Regional Council
- Non Government Organisations
- Private Sector
- Individuals
- Community groups

The whole of the Bathurst community play a part in the delivery of this Plan. Successful delivery of the CSP relies on the development of partnerships between different parties to implement the strategies. These partners include: State and Federal Government agencies, community groups, peak associations, education providers, non-government organisations, private sector companies, ratepayers, residents and Council staff.

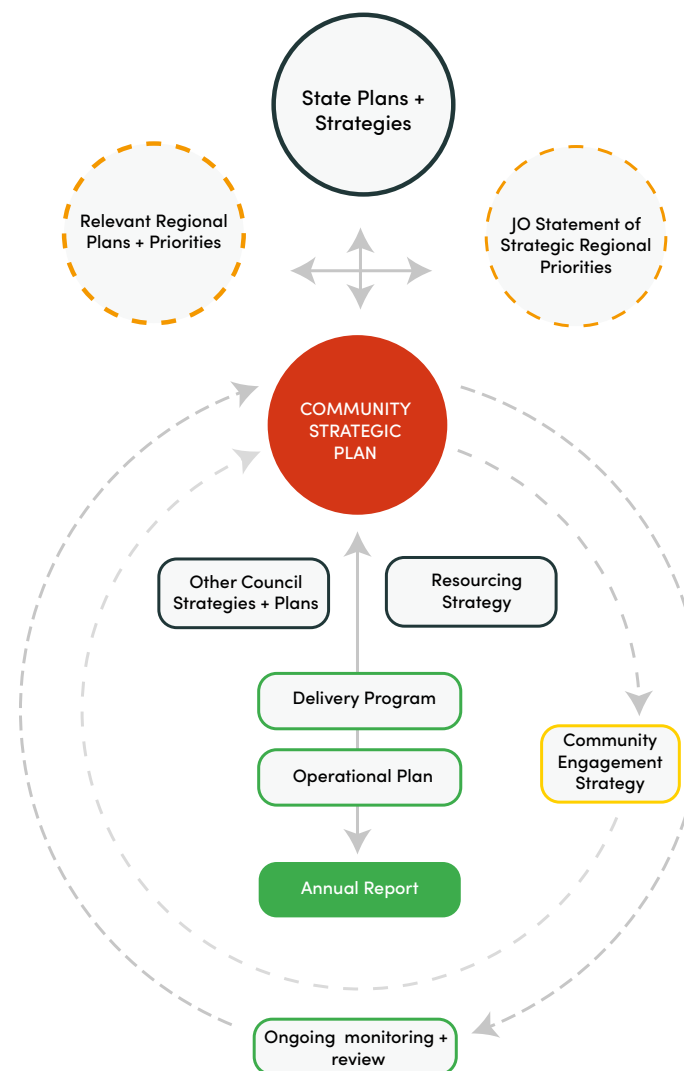
Council's role ...

The CSP is the overarching strategy to guide the long-term direction of Council. All other strategies,

plans and policies developed by Council seek to support the implementation of this Plan. These are aligned to this Plan to ensure that what Council does within its area of control is always moving towards the aspirations the community has articulated.

Council has a variety of roles in supporting and delivering this Plan, including to:

- Provide services and infrastructure to the community.
- Advocate and collaborate with other levels of government, agencies and community groups on projects and issues.
- Support other Community organisations and groups to achieve outcomes by providing resources or bringing stakeholders together.
- Advocate on behalf of our community to other decision makers to raise issues and opportunities and inform other levels of government of local and regional priorities.



COUNCIL'S *position on*

Climate Change

The global climate is changing because of increased concentrations of greenhouse gases in the atmosphere and Council accepts that this is largely the result of human activity. Climate change is already having an impact on human and natural systems and further changes will occur due to past and future emissions.

Climate change poses significant ecological, economic, and social risks to our region such as increased or prolonged drought, more severe bushfire and storms, human health impacts and an increased reliance on public assets as areas of refuge during hot weather. Responding to climate change requires swift and far-reaching changes to many aspects of society.

Australia and all States and territories have now committed to net zero emissions by 2050, with the NSW Government adopting an aggressive interim target of 50% reduction in emissions by 2030. Council is committed to contributing to climate change mitigation by reducing its own emissions. It is therefore necessary that the Bathurst community also assist in managing climate change by making conscious changes to their habits and lifestyle.

Council's position on CLIMATE CHANGE is to respond to the challenges of climate change by implementing

the actions outlined in its Climate Change Response Framework. Council will:

- Adopt a Climate Change Position Statement
- Prepare and adopt an Emissions Reduction Plan for Council operations
- Prepare and adopt a Climate Change Risk Assessment and Adaptation Plan.

Water Security

A sustainable and equitable supply of water is needed to meet the increasing demand from environmental, urban and industry uses, and to respond to pressures from a changing climate. Land use planning helps secure water supplies by appropriately locating, monitoring and managing development. Coordinating and managing water requirements across business, industry, communities and the environment requires a better understanding of local water use.

Protecting water catchments and sustaining high quality and dependable water supplies is essential for the well-being of both the community and the environment. Growing demands, uncertain climate impacts and shifting community expectations means Council needs to plan and invest in improved long-term regional water security. Water security is at the heart of thriving regional communities.

Council's position on WATER SECURITY is to ensure that the community has access to a reliable water supply even in times of drought.

Local Economy

The region will continue to have a strong, diverse economy that offers a wide variety and choice of quality goods and services, local businesses and supported industries. It is important that existing

core businesses and industries are enabled and encouraged to grow and prosper and that new businesses are attracted to the region.

Further economic development can be achieved by seeking out opportunities to increase tourism, large scale events and innovative practices, which will in turn provide more employment opportunities, urban renewal and economic growth.

Council's position on the LOCAL ECONOMY is supported through new initiatives, innovation, skills attraction and support resources targeted to assist sustainable growth of existing and new business and industry.

Long-Term Financial Planning

Key priorities of Council are to maintain financial sustainability through effective short and long-term financial management, including the integration of Council's IP&R documents in a way that delivers community outcomes, while effectively managing budgets, assets and workforce planning.

Exploring sustainable long-term financial management including the identification of alternative sources of revenue, such as disposal of assets or applying for a Special Rate Variation.

Council's position on LONG TERM FINANCIAL PLANNING is Council will meet community expectations whilst managing its budget and operations.

Community

A vibrant, healthy and inclusive community is a strong community. Council aims to provide services, collaborate, support and advocate in all areas to ensure our community members are considered. The

Bathurst community is culturally diverse, ageing and well represented by all demographics. Council will continue to provide opportunities for our community to be involved, be healthy and be active.

Council will continue to support our next generation through quality childcare services, education and care facilities for our youngest community members.

A desire to feel safe in our community continues to be considered with a range of programs and projects to ensure this occurs. An ageing population presents a range of opportunities and challenges. Council aims to work towards creating the best possible community for all ages. Council will continue to support and advocate for inclusion and accessibility.

Council aspires to improve community awareness and understanding of people living with disability as well as improve access to Council facilities, assets and services and advocate for all to ensure the Bathurst Region is an accessible and inclusive place. Council strives for an inclusive community through collaborations with key stakeholders and people living with disability.

Council will continue to deliver quality community development strategies, projects and programs across all groups within our community.

Council's position on COMMUNITY is to provide opportunities for our community to be inclusive, involved, be healthy and be active.

Balanced Population Growth

The NSW Department of Planning, Industry and Environment in 2019 projected the Bathurst Region to have a population of 50,050 by 2041, lower than Council's consultants, .id Consulting, of 58,622.

Whilst the forecasts for the population vary, they predict strong growth within the Bathurst region. Population forecasts have been impacted due to COVID-19, largely driven by changes in migration. This is likely to have an impact on future population projections for the Bathurst Region.

Council's adopted Local Strategic Planning Statement aims to manage land use change in the region and the associated infrastructure provision as population changes. Whilst the Local Strategic Planning Statement (LSPS) acknowledges the official population projections, its priorities and actions and the associated structure plan maps are not limited by those projections and plan for longer term growth. As part of each subsequent review of the LSPS, the population projections will be reviewed and the LSPS actions and priorities adjusted as required as the region develops.

Council's position on GROWTH is to continue the long-term planning of the region to accommodate growth, ensuring the region's unique climate, heritage, local economy, landscapes, transport networks and employment lands are protected and enhanced for the benefit of the Bathurst Region.



Population:
42,398

Population by 2036:
53,361

Area:
3,818km²

4 MUSE
Council
m s

30 public
carparks

120 PLAYGROUNDS AND PARKS

\$2.43
billion
GROSS REGIONAL
PRODUCT

799km SEALED ROAD PAVEMENT
376km UNSEALED ROAD


2 Council
run childcare
facilities

9
Councillors

84
suburbs

23 FACILITIES
SPORTING

16%
of dwellings are
medium or high
density

 
31,037 dogs | 9,746 cats
MICROCHIPPED

512
Council owned
BUILDINGS and
STRUCTURES


17,471
dwellings

APPROX.
138 km
CYCLEWAY AND
FOOTPATH

 **28%**
couples
with
children

84%
of workforce
are local residents

MANUFACTURING
sector the largest economic contributor

19,000 ha
of LAND ZONED nature
reserves, NATIONAL PARKS
and recreation

5.4%
of our population
identify as Aboriginal
or Torres Strait Islander

13
cemeteries

Education
sector the
largest

EMPLOYER


**Centre
of
Education**

Charles Sturt University
TAFE
5 high schools
18 primary schools
2 special support schools

299 children
enrolled in childcare
in Council run services

1815
Australia's first
European Inland
Settlement

MEDIAN
resident age is 37

657Kw
Total capacity
of Council's
solar

27%
RESIDENTS
aged under 20

15 
Public
e-vehicle
chargers

1,028,000
ANNUAL VISITORS

5 top languages spoken
1. English
2. Filipino
3. Mandarin
4. Arabic
5. Cantonese

3,521
local businesses

245 km of
DRAINAGE PIPELINE

Census Data will be updated once available post adoption of the CSP

COMMUNITY SENTIMENT *Surveys*

Council undertakes regular community surveys to gather feedback from the community, providing a snapshot of what the community's attitude towards a range of issues at that time. The surveys are conducted on average every two years and provide valuable insights into key priorities which can be taken into consideration in the development of the Community Strategic Plan. For each survey, 9 statistically valid ($\pm 5\%$ at the 95% confidence level), representative sample of a minimum of 400 people aged 18+ years are interviewed across the Bathurst region.

The surveys also allow for a comparison of results and how attitudes may have changed between surveys. Across the last three surveys there were consistent themes around key infrastructure priorities and similar sentiment about the quality of life in the region – which provides information on what the community sees as important, and valuable to preserve in future years.

2021 results

When respondents were asked “What should be the highest priorities over the next ten years?”, a substantial proportion of residents defaulted to roads, parking and other transport-related issues (mentioned unprompted by 23% of respondents). Business and jobs growth was also a popular theme (14%) as was water security and planning (13%), improving health services (10%) and improved entertainment and recreational options (also 10%).

2018 results

The highest priority issues for residents in the Bathurst Regional LGA include: “upgrading roads/additional roads” (24%), “adequate healthcare facilities” (13%) and “improvements to infrastructure” (12%). “Water supply/access to water” (12%) was also identified as a priority area for Council, stemming from the region’s experience with drought in 2018.

2016 results

In relation to overall satisfaction with local infrastructure, respondents varied greatly in their views. For instance, 85.3% were satisfied or very satisfied with parks and gardens in the Bathurst region while 17.6% of respondents are satisfied or very satisfied with the condition of rural road surfaces. The majority of respondents were satisfied or very satisfied with the community cultural facilities in the LGA.

What people value about living in the Bathurst region

Each survey included a word cloud relating to responses being asked unprompted what residents valued most about living in the Bathurst region. Responses have been formed into a Word Cloud, with the size of each word equating to the number of times it was used.

Quality of life in the Bathurst Region

Quality of life findings were extremely similar in the 2021 survey, with 78% of respondents claiming their quality of life to be excellent or very good – against 79% in 2018. Likewise only 2% of residents said their quality of life was poor or very poor, against 1% in 2018. In 2016 the community were asked if they believe the quality of life in the Bathurst region was improving; with 67% of respondents answering yes.



2021



2018



2016

OUR *Vision*

Bathurst: A vibrant and innovative region that values our heritage, environment, culture, diversity and strong economy.

OUR *Values*

advocacy
engagement
resilience
assets fit for purpose
innovative
inclusion
cooperation
fit for the future
leadership
representation
supportive workplace
partnerships
good governance
improvement
best value
stewardship
collaboration
communication
social justice
capable
responsible
accountability

CSP *links* WITH OTHER PLANS

The tables on the following pages show how our CSP under each of its six themes has key linkages and relationships to:

- The NSW Government's State Plan – "NSW 2021 A Plan to make NSW Number one";
- Federal and State Agencies and their strategic plans;
- A wide range of other government and non-government agencies and groups.

A Sense of Place and Identity

Links to the State Plan "NSW 2021 A Plan to make NSW Number one"	Working with Federal and State Agencies	Working with Other Organisations
Premier's Priorities Creating jobs Faster housing approvals	Department of Planning and Environment Central West and Orana Regional Plan Environment and Heritage Corporate Plan NSW Aboriginal Affairs Aboriginal Cultural Heritage Reforms NSW Government Architect NSW State Design Review Panel Better Placed Policy Design and Place SEPP Greener Places Policy	Wiradjuri knowledge holders Development industry National Trust Heritage Matters Village Associations Cultural Groups

A smart and vibrant economy

Links to the State Plan "NSW 2021 A Plan to make NSW Number one"	Working with Federal and State Agencies	Working with Other Organisations
Premier's Priorities Creating jobs Faster housing approvals State Priorities Making it easier to start a business Encouraging business investment	Department of Planning and Environment Central West and Orana Regional Plan Department of Primary Industry Land Use Conflict Risk Assessment guide NSW Trade and Investment Visitor Economy Industry Action Plan – Destination NSW Australian Department of Prime Minister and Cabinet Smarter Cities Program	Bathurst Chamber of Commerce NSW Business Chamber Tourism providers Village Associations

Environmental stewardship

Links to the State Plan “NSW 2021 A Plan to make NSW Number one”	Working with Federal and State Agencies	Working with Other Organisations
Premier’s Priorities Keeping our environment clean	Department of Planning and Environment Strategic Plan NSW Biosecurity Strategy Emergency Management Strategic Plan NSW Invasive Species Plan Central Tablelands Local Land Services Local Strategic Plans Office of Environment and Heritage Energy Efficiency Action Plan NSW Environment Protection Authority NSW Waste Avoidance and Resource Recovery Strategy New South Wales National Parks and Wildlife Service Regional Pest Management Strategy Water NSW The Healthy Catchments Strategy	Central Tablelands Local Land Service National Parks NSW Public Works Water NSW Local RFS groups Local SES groups

Enabling sustainable growth

Links to the State Plan “NSW 2021 A Plan to make NSW Number one”	Working with Federal and State Agencies	Working with Other Organisations
Premier’s Priorities Creating jobs Faster housing approvals State Priorities Accelerating major project assessment Increasing housing supply	Office of Emergency Management NSW State Emergency Management Plan Infrastructure NSW State Infrastructure Strategy Transport for NSW Future Transport 2056 NSW Black Spots Program NSW Roads to Recovery Program NSW Traffic Route Lighting Subsidy Scheme Office of Sport NSW Sport and Recreation Grants Office of Environment and Heritage Heritage Grants Program Special Areas Strategic Plan of Management	Emergency Services: RFS, SES, Police, Ambulance, Fire Cultural Groups Section 355 Committees NSW Health Water NSW National Parks NSW Public Works

Community health, safety and well being

Links to the State Plan “NSW 2021 A Plan to make NSW Number one”	Working with Federal and State Agencies	Working with Other Organisations
Premier’s Priorities Improving Education Results Protecting our Kids Reducing Domestic Violence Tackling Childhood Obesity State Priorities Increasing Cultural Participation Reducing Violent Crime Transitioning to the National Disability Insurance Scheme	NSW Health State Health Plan Towards 2021 NSW Domestic and Family Violence Prevention and Early Intervention Strategy NSW Department of Education and Communities Strategic Plan Living well: a strategic plan for mental health in NSW NSW Department of Family and Community Services The NSW Ageing Strategy NSW Disability Inclusion Plan Future directions for Social Housing in NSW NSW Government emergency response agencies	Educational Facilities e.g. Primary Schools, High Schools, TAFE, Universities Bathurst Health Alliance Community Transport Local RFS groups Local SES groups

Community leadership and collaboration

Links to the State Plan “NSW 2021 A Plan to make NSW Number one”	Working with Federal and State Agencies	Working with Other Organisations
Premier’s Priorities Improving Government Services. State Priorities Delivering strong budgets. Better Government Digital Services.	Department of Infrastructure and Regional Development Local government financial assistance grants. Office of Local Government Fit for the Future Initiative; Comparative Information on NSW Local Government Councils Local Infrastructure Renewal Scheme (LIRS). The Department of Finance, Services and Innovation Digital+ 2016 – NSW Government ICT Strategy. ICAC Audit Office of NSW Local government reform agenda. NSW Electoral Commission Council go forward strategy. Australian Department of Prime Minister and Cabinet Smarter Cities Program. National Broadband Network NSW Ombudsman Reports and complainant data.	Audit and Risk Committee Central Joint Organisation NetWaste



Georges Plains

Location: 12km South of Bathurst
Population: 177 people



Hill End

Location: 45km North of Bathurst
Population: 68 people



Peel

Location: 13km North of Bathurst
Population: 147 people



Rockley

Location: 30km South of Bathurst
Population: 131 people



Sofala

Location: 39km North of Bathurst
Population: 67 people



Sunny Corner

Location: 29km East of Bathurst
Population: 40 people



Trunkey Creek

Location: 50km South of Bathurst
Population: 57 people



Wattle Flat

Location: 32km North of Bathurst
Population: 172 people



Yetholme

Location: 22km East of Bathurst
Population: 58 people

OUR *Rural* VILLAGES & SETTLEMENTS

Located within the Bathurst region are nine rural villages with surrounding rural settlements and farmland that provide opportunities for residents and visitors to enjoy the rural lifestyle of the region.

Each village and rural settlement area has a unique identity and history linked to the region's pastoral, grazing and mining history. Most of our villages are of local, state or national significance for their aesthetic, historic, scientific and social values to past, present and future generations.

The future review of the Village Plans and Council's Rural Settlement patterns (Rural Strategy) will be undertaken to support sustainable growth and vitality of each location. A high level of village and rural amenity is important for each location. Enhanced

community facilities, smart technology, viable business and tourism opportunities and adequate access to transport and community services will ensure strong and viable Communities.

Population figures will be updated once ABS Census data is available post adoption of the CSP.



THE *Plan*

The following sections outline how Council and the community might reach our desired future.

Our Region Our Future reflects the priorities of our residents including these Value Statement.

- We value our sense of place and identity.
- We aspire to have a smart and vibrant economy.
- We strengthen environmental stewardship.
- We encourage sustainable and balanced growth.
- We foster community health, safety and well being.
- We advocate for community leadership and collaboration.

These are supported by strategies aimed at identifying the importance of each objective, what we are going to do to achieve them and how we are going to measure our success.

1.

We value **OUR SENSE OF PLACE AND IDENTITY**

The Wiradjuri people are the people of the three rivers – the Wambuul (Macquarie), the Calare (Lachlan) and the Murrumbidgee. They have lived in these lands and along these rivers for more than 40,000 years. The Bathurst Wiradjuri are the most easterly grouping of the Wiradjuri nation. Their totem is the goanna.

Preceded by explorers and then road builders, Governor Lachlan Macquarie came unbidden to Wiradjuri country in May 1815. On high ground overlooking the Wambuul River, renamed in his honour, Macquarie founded Bathurst, the first European settlement in inland Australia.

Governor Macquarie intended an ambitious settling of the surrounding country served by a planned township to be built alongside the initial government settlement.

Primarily an agricultural settlement, a settler village at Kelso grew first with the City of Bathurst restricted

to government use until 1833. In that year Governor Bourke established a township beyond Durham Street, as Macquarie had originally intended.

The Bathurst area was important to the early pastoral settlement of the inland as it saw the transformation of society from convict settlement to a nation of free men and women. The settlement of Bathurst by the Europeans and all those who have followed has been integral to the development of Australia from a small coastal colony to a continental country.

The Bathurst region boasts abundant community facilities to meet the needs of our Community. Ongoing upgrades to ensure they are able to meet the future needs of the Region and to be used flexibly.

Bathurst City and the region's rural villages have significant historic claim with a history rich in early settlement, mining and pastoralism. Large manufacturing facilities, together with education, health, retail, government agencies and agriculture have all shaped and will continue to shape our people and the places of our region.

The community has told us that Bathurst is a great place to live, work and play. Objective 1 looks at how Council and the community can make it an even better place, a place of strong community spirit that celebrates our uniqueness, heritage and cultural diversity.

THE ROLE OF THE COMMUNITY

- Participate in local heritage and cultural events.
- Get involved and advocate for ideas and solutions about heritage that you are passionate about.
- Learn about and respect Wiradjuri country and culture.
- Keep our public open spaces clean.
- Be involved in decisions about how the region grows.

STRATEGIES

- 1.1 Respect, protect and promote the Region's Indigenous heritage assets and character
- 1.2 Protect, enhance and promote the region's Non-Indigenous heritage assets and character
- 1.3 Enhance the cultural vitality of the region
- 1.4 Protect and improve the region's landscapes, views, vistas and open space
- 1.5 Promote good design in the built environment



REGIONAL

Open Space

Council values its key regional open spaces such as Victoria Park, Centennial Park, Machattie Park, King's Parade, the River precinct and McPhillamy Park.

Special value is placed on McPhillamy Park following the Section 10 declaration. A Vision for McPhillamy Park has been collated to encapsulate this special place.

McPhillamy Park: The land at the summit of Mt Panorama Wahluu, generally referred to as McPhillamy Park, is significant to the community of the Bathurst Region. This is reflected not just by the historic gifting of some land to the people of Bathurst by the McPhillamy family in the 1930s, but by its proximity to the internationally renowned Mount Panorama motor racing circuit, its association with millennia of Aboriginal cultural heritage and its high environmental value.

Council's vision for this land is to recognise the area as an asset worthy of both protection and promotion that creates a place accessible to residents and visitors alike overlooking our region, and supports and celebrates a diverse mix of existing and future uses.

This vision will be achieved by confirming its status as public open space and protecting its essential existing functions and uses, with high regard for landscape-sensitive and culturally respectful improvements over time that create a place for our community to gather, reflect, enjoy and celebrate.

Strategy 1.1

Respect, protect and promote the region's Indigenous heritage assets and character

Strategic context

There are a number of natural features in the region that are important to the cultural heritage of Aboriginal communities because of traditions, customs, beliefs and history. They include pre-contact, habitation and usage sites, burial sites, battle sites, and camping, hunting and fishing sites. Aboriginal cultural heritage also relates to the connection and sense of belonging that people have with the landscape and with each other. Engagement with Aboriginal communities provides opportunities for information sharing and more effective management of cultural values and cultural heritage. The prevention of harm to Aboriginal objects and places, or areas of significance to Aboriginal people, should be considered as part of Council's strategic planning processes.

Remembering the 1824 Bathurst Wars through capturing stories and providing opportunities for the Wiradjuri Community to tell their stories, interpret and commemorate will be important as we lead up to the Bicentenary in 2024.

What is Council going to do?

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 will continue to identify opportunities to interpret and promote the region's rich Aboriginal Cultural heritage through the ongoing implementation of the Aboriginal Interpretation

Strategy and ongoing consultation with local Aboriginal groups.

The Bathurst Community and Council will continue to build and strengthen relationships with B.L.A.L.C. and other Aboriginal knowledge holders.

We will continue to learn about and respect Wiradjuri Country in Council's day to day operations.

The Development of the Aboriginal Commitment Strategy will provide a framework to guide Council in working effectively and collaboratively with the local Aboriginal Community.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Regional Aboriginal Heritage Study
- Aboriginal Heritage Interpretation Strategy
- Heritage Plan
- Planning Instruments
- Cultural Vision 2036
- Aboriginal Commitment Strategy

Council will:

- Support the dual naming of culturally significant places within the Bathurst Region like that occurred with Wahuu and the Wambuul.
- Continue the interpretation of Aboriginal sites and places within the Bathurst Region.
- Adopt and implement the Aboriginal Commitment Strategy.
- Plan for and protect Aboriginal Cultural heritage places and objects.
- Continue to work with contemporary Aboriginal artists and communities.

Strategy 1.2

Protect, enhance and promote the region's Non-Indigenous assets and character

Strategic Context

The settlement of Bathurst by Europeans and people from other nationalities has been integral to the development of Australia from a small coastal colony to a continental country. Bathurst is proud to be the first inland European settlement.

Areas of high growth can have a cumulative impact on cultural heritage values and historic places. Ongoing investment to protect and preserve heritage at the strategic planning stage will provide greater certainty for stakeholders.

Within the region our community can enjoy world-class museums. A combined patronage of over 131,000 visitors annually to the region's museums. The region's museums reflect our identity. To complement our museum offering, Council is constructing a Regional Collections facility to house and conserve artefacts and collections that tell the Bathurst story. As we write the next chapter of Bathurst's story, we must not lose sight of the parts of our story we have already written, as our history and heritage provides a sense of place, identity and belonging.

What is Council going to do?

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 region, capture and record places

and stories, and foster community reflection and engagement. Council will value the past as a social, tourism, cultural and economic asset. Council will continue to develop the knowledge and capacity of the community through the availability and participation in library, historical and museum services across the Region.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Heritage Plan
- Town Centre Master Plan
- Planning Instruments
- Destination Management Plan
- Cultural Vision 2036
- Asset Management Plans
- Bathurst Region Destination Brand
- TAFE Eol and CMP

Council will:

- Continue its Heritage Assistance funds and programs.
- Share its knowledge with the Bathurst community and visitors alike.
- Implement actions from its Heritage Strategy on an annual basis.
- Support the operations of Museums Bathurst.

Strategy 1.3

Enhance the cultural vitality of the region

Strategic Context

Culture and creativity are an important part of an overall rich life, whether it is learning about different places, enjoying music or art, writing, dancing or understanding our history. Our community has told us, through the Cultural Vision 2036 consultation, to capitalise on the strength of Bathurst's cultural institutions, including its library, entertainment centre, art gallery and museums. Cultural aspirations are central to the future mixed-use development of the Town Square precinct and the former TAFE building. The Cultural Vision will develop Bathurst's diverse range of cultural facilities, build on the wealth of the region's rich cultural stories and resource the talented and creative people needed to enhance the cultural vitality of the region. The cultural vitality of the region is attractive to the community and visitors alike and is part of how we live and celebrate our achievements.

Our community will celebrate culture and diversity, past, present and future by hosting local performances through to national and international scale productions. Public Art installations are an important cultural aspect of our community.

What is Council going to do?

Continue to support and resource a diverse range of cultural facilities to deliver vibrant, relevant and 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 Trades Trail and collaborate with Regional Arts NSW, Arts Outwest, Create NSW and Museums

& Galleries of NSW to provide enhanced cultural facilities and events for the region.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Cultural Vision 2036
- Aboriginal Commitment Strategy
- Destination Management Plan
- Bathurst Regional Economic Development Strategy
- Former Bathurst TAFE Site Conservation Management Plan and Eol
- Developer Contribution Plans
- Events Strategy
- Public Art installations
- Next Generation Performing Arts Review
- Heritage Plan

Council will:

- Implement actions from its Cultural Vision annually.
- Support Cultural facilities and events in the region.
- Engage with the community about the TAFE Eol outcomes.
- 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 vibrant CBD.
- Continue to improve its public art installations most recently installing 'Birrunnga Wiradyuri' which tells the first Nations creations story of the Blue Banded Bee.

Strategy 1.4

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

Strategic Context

Our communities have told us that they place a high value on the views and landscapes throughout the region. They are a distinctive feature of the City and the villages. Council prides itself on the provision of sporting facilities and open space for the enjoyment of its residents and visitors alike. Council and the community value our historic parks and unique assets like Mount Panorama (Wahluu) and the Macquarie River (Wambuul) floodplain. Protection and enhancement of the rural landscapes compliment the lifestyle that our community enjoys.

Our waterways provide unique opportunities to add to important wildlife and vegetation corridors within the urban environment. They provide spaces for recreation and enjoyment of green spaces.

Shaping our urban parks, reserves, fields, playgrounds, CBD and community land as sustainable, inviting and attractive places with wayfinding signage is important to active visitation and create a sense of place in the Bathurst region.

What is Council going to do?

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 space areas and improve riparian corridors and remnant vegetation.

Continue implementation and enhancement of the Urban Waterways Management Plan, as well as continue vegetation and revegetation activities to improve overall catchment health and connectivity of native vegetation.

Protect the region's floodplain from inappropriate

urban development and manage the important views to the Macquarie River (Wambuul) floodplain.

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

Design natural and built landscapes to incentivise population, agricultural and business growth through sustainably and equitably sited residential, rural and employment lands with appropriate infrastructure and environmental offsets.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Vision Bathurst 2040: Local Strategic Planning Statement
- Bathurst 2040 Open Space Study
- Recreation Asset Management Plan
- Urban Waterways Management Plan
- Vegetation Management Plan
- Bathurst Region Urban Strategy
- Bathurst Region Rural Strategy
- Planning instruments
- Roadside Vegetation Management Plan

Council will:

- Improve the connectivity between open space areas.
- Maintain and enhance its open space and public areas within the region for the enjoyment of all.

Strategy 1.5

Promote good design in the built environment

Strategic Context

Good design creates usable, user-friendly, enjoyable and attractive places and spaces, which continue to provide value and benefits to people, the place and the natural environment over time. Good design brings benefits socially, environmentally and economically by continually adding value. To create great places for Bathurst, we need to elevate the role, importance and value of good urban design, towards finding solutions to today's challenges that will benefit all our communities into the future.

We recognise the importance of good design in making our City and Villages even more appealing, liveable and successful for the communities that live there. We understand that well-designed places have the potential to link new and old, are more efficient, healthier, and support social cohesion. Most importantly well-designed places add value, attracting and retaining residents, jobs, tourists and further investment. Good urban design needs to be at the centre of all development processes from the project definition to concept design and through to construction and maintenance.

What is Council going to do?

Good urban design extends to subdivision design, including the provision of accessible footpaths. Council, upon the finalisation of the Active Transport Strategy, will implement the recommendations, including construction works as budgets allow.

Council will continue to update its urban design guidelines, in partnership with the NSW Department of Planning and Environment utilising our staff's skill set and experience and the NSW Government Architects, to provide clarity on what good design means for the Bathurst Region. The

guidelines will assist to guide 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.

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.

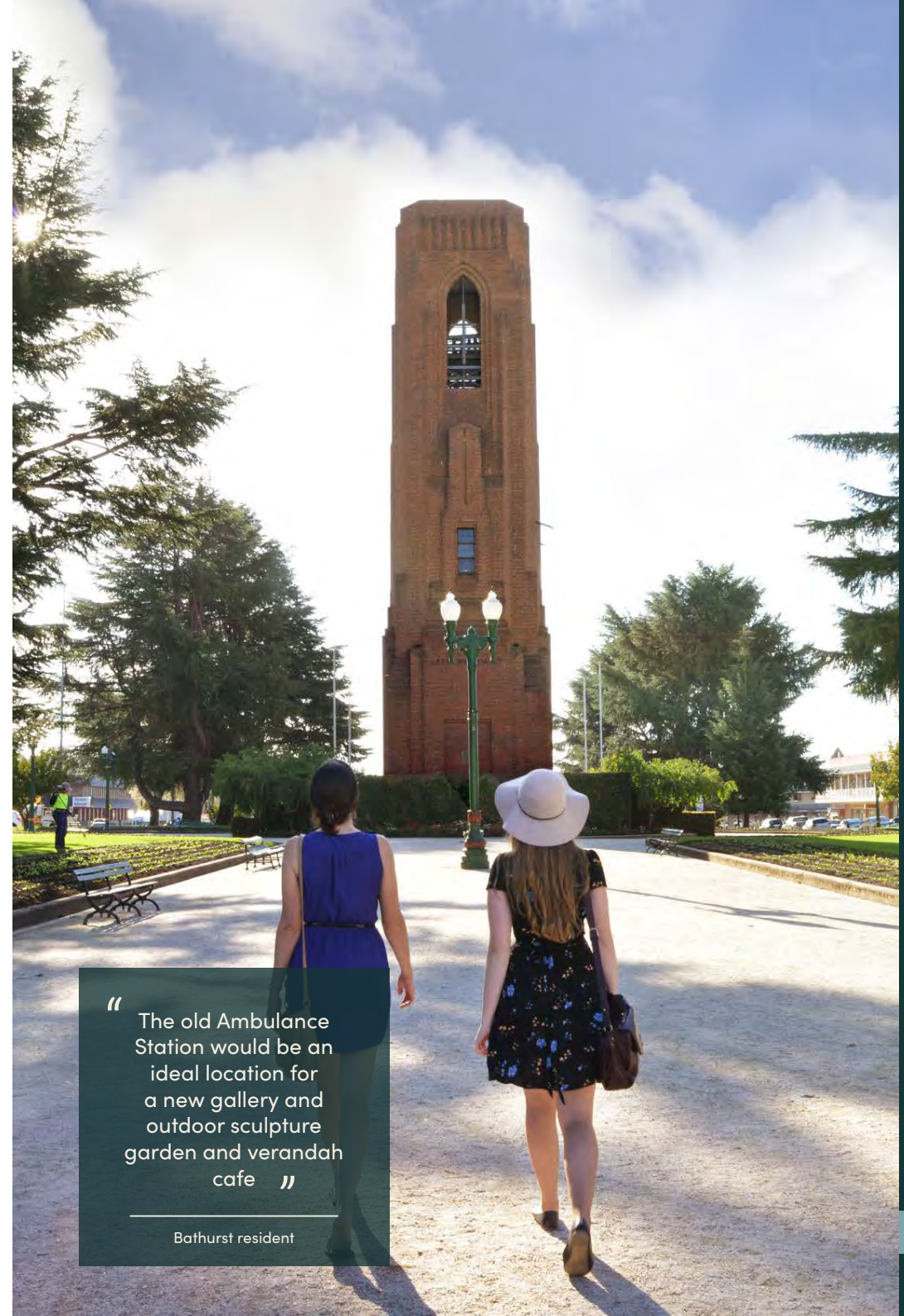
How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Central West and Orana Regional Plan
- Bathurst 2036 Housing Strategy
- Planning Instruments
- Better Placed Integrated Design Policy
- Bathurst Community Access & Cycle Plan (under review)
- Town Centre Master Plan
- Heritage Plan

Council will:

- Use good urban design to shape subdivisions and public areas.
- Provide advisory services to guide better urban design outcomes.



“ The old Ambulance Station would be an ideal location for a new gallery and outdoor sculpture garden and verandah cafe ”

Bathurst resident

Tracking our progress

The CSP identifies whether we are progressing towards the identified Objectives and Strategies of the CSP.

Within Objective 1, there are some strategies where measuring success is intangible or subjective, such as Strategy 1.5 to "Promote good design in the built environment".

Council recognises this limitation, however it does not diminish the Strategy's importance.

For objective 1, two key areas that will track our progress towards this Objective.

- Heritage conservation and education
- Cultural facility satisfaction

Heritage conservation and education

What are we going to measure?

The Heritage Implementation Plan will measure our success including:

- Number of local heritage items
- Number of Council's Heritage Advisor's site visits
- Value of works generated from Council's heritage incentive funds
- Visitors to Council's Museums

Where are we now?

Council records properties of heritage significance as a heritage item in its planning instruments. Currently there are 359 heritage items listed. Council's heritage advisory service provides advice to the community about heritage properties within our region. In 2020/21, Council made 125 site visits (impacted by COVID travel restrictions). Council operates three heritage incentive funding programs to encourage building maintenance and heritage promotion

and interpretation. Council currently operates four museums with a total visitation of 131,671 people in 2020/21.

Where do we want to be?

- Maintain or increase Heritage Items
- Maintain or increase Heritage Advisor visits
- Maintain or increase value of works from Heritage funds
- Maintain or increase visitors to Council's Museums

Cultural facility satisfaction

What are we going to measure?

% residents satisfied with Council's cultural facilities

Where are we now?

The 2021 Community Survey identified the community's satisfaction with a number of cultural facilities. The following facilities had satisfaction ratings of:

Venue	2021	Trend
Library	81.6%	↓
Art Gallery	79.6%	↑
BMEC	79.8%	↓
AFMM	83.4%	↑
NMRM	82.6%	↑
Chifley Home	76.6%	↑
Bathurst Rail Museum	85.4%	—

Where do we want to be?

- Maintain or improve satisfaction levels of Council's Cultural facilities

2.

We aspire to have A SMART AND VIBRANT ECONOMY

pillars of the local economy, ensuring that the Bathurst Region is attractive to people relocating. Ongoing participation in the Evocities program is important for promoting the Bathurst Region to prospective new residents.

Objective 2 looks at how Council, together with our partners and other levels of government, can attract investment, facilitate job diversity and growth, and encourage local workforce skills and training. This will allow for the development of an adaptable economy that responds to change, is buffered against major fluctuations in the economy and resists the impact of economic shocks.

Bathurst is renowned for the iconic Mount Panorama motor racing precinct. The implementation of Council's Destination Management Plan will assist in promoting the region for its many tourism activities including heritage, local events, arts and culture, food and drink and other emerging tourism sectors.

Objective 2 has strong linkages to the vision of the Central West and Orana Regional Plan, that is, for the region to become "The most diverse regional economy in NSW with a vibrant network of centres leveraging the opportunities of being at the heart of NSW".

Other important factors such as water security, balanced population growth and connectivity are also discussed in other parts of the CSP.

A strong and resilient economy underpins our community. The region's diverse economy covers multiple industry sectors. Over 3,500 businesses call the region home. The region is a leader in the education sector with nearly 50 institutions including Charles Sturt University. The region is a dominant player in the continued development and growth of the Central West, with a growing population, high socioeconomic ranking and a major contributor to the Central West's Gross Regional Product.

The community has told us that continued jobs growth, skills development and diversity are areas that Council should focus on. Council needs to lead the development of an economy of the future, which will embrace changes to the way we work, welcome emerging and innovative industries and provide the skills for tomorrow's workforce. We need to make our region attractive for investment and visitation, and build on the opportunities that already exist. Skills attraction and the Region's liveability are important

STRATEGIES

- 2.1 Support local business and industry
- 2.2 Grow local employment, investment and attract new businesses and skills by nurturing and supporting entrepreneurs, partnerships and local skills development
- 2.3 Develop Bathurst as a Smart City
- 2.4 Promote our City and Villages as an attractive place to live
- 2.5 Support Mount Panorama - Wahluu as a premier motor sport and event precinct
- 2.6 Promote our City and Villages as a tourist destination

THE ROLE OF THE COMMUNITY

- Drop into a farmers market to support your local farmers and producers.
- Reduce 'escape' expenditure by supporting local businesses, employ local tradespeople and shop locally whenever possible.
- Learn a new skill or achieve a qualification.
- Encourage friends and family to experience the region

Strategy 2.1

Support local business and industry

Strategic Context

Business is the fuel that drives a vibrant local economy. The overall health of local businesses and broader industries will influence the success of the region more than any other community feature. The growth and stability of our local industries will result in sustained high levels of employment, job creation and the availability of products and services.

In the September 2021 quarter, the Bathurst Region had an unemployment rate of 2.2%, well below the Regional NSW average (4.9%) and NSW State average (5.5%).

The Region has a unique identity with a growing, strong economy and a thriving tourism and events sector building upon the natural and competitive advantages of the Region.

Creative arts and cultural activities play a significant role in the community's health, wellbeing, resilience and adaptability. The emerging creative arts sector in the region is important to supporting the local economy.

What is Council going to do?

Council will support the growth of local businesses by 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 an informed business community through the continued provision of economic resources, and grow the comprehensive suite of our business development

programs inclusive of workshops, the Careers Expo and Buy Local initiatives.

Tourism and event programs promote and enhance the Bathurst Region's economy as a destination of choice contributing to the economic vibrancy of the Region.

Supporting local creative and cultural activities through BRAG and BMEC and Public art to increase our communities access to local creative arts and cultural activities.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Region Economic Development Strategy
- Abercrombie Regional Economic Development Strategy
- Central West and Orana Regional Plan

Council will:

- Explore opportunities to further develop the Buy Local campaign.
- Promote Council grants to property owners and businesses such as CBD Improvement Fund, Disability Access Grant and Club Grants.
- Foster relationships with the Bathurst Business Chamber, other industry groups and other tiers of Government.
- Create opportunities for the community to participate in arts and cultural activities.

Strategy 2.2

Grow local employment, investment and attract new businesses and skills by nurturing and supporting entrepreneurs, partnerships and local skills development

Strategic Context

A critical feature of the Bathurst economy is the ability to nurture the next generation of business owners. The Bathurst community believes there is a skills gap in IT, engineering, professional services and healthcare services. Supporting the emergence of entrepreneurs, developing strategic partnerships and investing in skill development will fill service gaps, create new businesses and generate new jobs. As the region grows, the range of products and services offered locally will change. Council will actively seek out new businesses to relocate to the region and positively promote the region's assets including water security, access to markets, land affordability and a willing workforce.

Skills attraction to the region is also an important focus of Council. As the workforce changes, it is important that the Bathurst Region is attractive for people and families relocating.

What is Council going to do?

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 Town Centre, Bathurst aerodrome and employment lands. Council will attract new businesses by developing a structured, targeted and resourced business attraction program that fills existing product and service gaps, and we will use our key assets, such as the aerodrome, employment lands, Mount Panorama-Wahluu, educational establishments and tourism, to create employment. We will promote local employment through the Careers Expo and the Evojobs portal. We will engage with our youth and our disability sector to reduce

the youth and disability unemployment rate and increase their workforce participation.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Region Economic Development Strategy
- Abercrombie Regional Economic Development Strategy
- Central West and Orana Regional Plan
- Destination Management Plan
- Disability Inclusion Action Plan
- Cultural Vision 2036

Council will:

- Develop and promote relocation material for residents and businesses.
- Support the implementation of the Bathurst Region and Abercrombie Economic Development Strategy.
- Support local employment opportunities and the Careers Expo to increase local workforce participation.
- Update relocation material and make it available digitally

Strategy 2.3

Develop Bathurst as a Smart City

Strategic Context

A Smart City integrates the latest information and communication technologies (ICT) to become a more productive, attractive and liveable community. Being a Smart City will allow Bathurst to attract talent, encourage innovation, create jobs and utilise real-time analytics to make informed decisions. Smart City technologies will also produce cost saving energy efficiencies and will encourage the development of new skills and businesses.

A consequence of the COVID pandemic was our community's reliance on technology and internet networks to work remotely, which was unprecedented. Access to state of the art technology and connectivity for all residents and businesses across the Region is important.

What is Council going to do?

Council will review 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.

Council will continue to provide businesses with information and access to technology, as well as advocating for improved access to the high speed internet network.

A greater emphasis will be placed on the attraction of Technology businesses on the back of the attraction of IBM, NSW Cybersecurity Centre and Leading Edge Data Centre. Technology businesses attraction complements Council's Smart City Plan.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Smart City Plan
- Bathurst Regional Economic Development Strategy
- Abercrombie Regional Economic Development Strategy
- Village Plans

Council will:

- Implement its Smart City Plan.
- Promote the Bathurst region's strength as a Smart City and technology hub.
- Advocate for an improved NBN footprint to our region's Villages, industrial and business precincts.

Strategy 2.4

Promote our City and Villages as an attractive place to live

Strategic Context

New residents to the Bathurst Region are an important contributor to economic growth. Our new residents help fill local skill shortages, grow our education, construction and real estate sectors and provide a boost to our retail and local businesses community. Just one new family to Bathurst adds around \$40,000 to our retail sector each year. New residents are also an important contributor to the tourism sector, with visiting family and friends one of the top reasons people visit Bathurst.

Bathurst attracts around 400-600 new residents every year, including a mix of families, retirees, and students. This population growth adds around 1.1% to our Gross Regional Product (GRP) per annum. Many of these new residents bring new skills and new business investment to the region, further boosting our GRP.

Council is committed to promoting Bathurst as an attractive place to live and providing potential residents with the information and inspiration they need to make the move to our region.

What is Council going to do?

Council will collaborate with EvoCities, Regional Australia Institute, Regional Development New South Wales and Regional Development Australia to market relocating to the Bathurst region across a variety of platforms. Council will continue to invest in a range of Resident Attraction collateral, including but not limited to a New Resident Guide, Live Bathurst online material, and media campaigns. Council will engage with the local business community to understand any skill shortages in order to provide targeted Resident Attraction to help fill these gaps.

Council will continue to assess the supply of undeveloped residential land and rezone new

residential areas as needed. Council will work with other Government agencies, land holders and builders to ensure new product is delivered in line with population growth.

Council will continue to welcome new residents with a Welcome to Bathurst event, providing an opportunity for new residents to meet others new to our community, as well as local business and community groups.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Regional Economic Development Strategy
- Destination Management Plan
- Regional Economic Development Strategy
- Central West and Orana Regional Plan
- Village Plans
- Cultural Vision 2036

Council will:

- Promote the Bathurst region as an attractive place to live and providing potential residents with the information and inspiration they need to make the move to our region.
- Council will work with other Government agencies, land holders and builders to ensure new product is delivered in line with population growth.
- Council will engage with the local business community to understand any skill shortages in order to provide targeted Resident Attraction to help fill these gaps.

Strategy 2.5

Support Mount Panorama-Wahluu as a premier motor sport and event precinct

Strategic Context

Mount Panorama is home to five major motor sport events annually, all of which stimulate considerable economic benefit for Bathurst, the region and New South Wales. For example, the annual Bathurst 1000 in October injects \$21 million into the Bathurst economy, \$25 million into the Central West and \$55 million into New South Wales.*

The Mount Panorama precinct has the facilities and services to meet the sophisticated needs of a growing motor sport competitor and spectator market. The vision for the motor sport precinct, complete with a second world-class circuit and associated business park, inclusive of research and development industries, will ensure Bathurst is able to host the best motor sport events the world has to offer.

Other events hosted at Mount Panorama such as Mount Panorama Punish, Bathurst Light Car Club events contribute to supporting Mount Panorama as an event precinct.

*NOTE: These figures reflect the economic benefit at the date of the studies and have not been updated recently as the event has been impacted by COVID since 2019.

What is Council going to do?

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 in to 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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Destination Management Plan
- Bathurst Regional Economic Development Strategy
- Mount Panorama Precinct Regional Recreation & Tourism Strategy
- Aboriginal Interpretation Strategy
- Aboriginal Heritage Study
- Central West and Orana Regional Plan
- Events Strategy

Council will:

- Continue to pursue the development of a second motor racing circuit.
- Continue to maintain and promote Mount Panorama as a motor sport destination.
- Interpret the Wahluu story and its relationship to motor racing.
- Promote and support the activities of the National Motor Racing Museum.

Strategy 2.6

Promote our City and Villages as a tourist destination

Strategic Context

Tourism and the region's visitor economy are important economic drivers for the local economy. Council's Destination Management Plan aims to prioritise increased tourism investment and increased visitor numbers to the Bathurst region. The promotion of Bathurst, the region and its villages will drive investment, visitor expenditure and job creation in the region. Tourism within the Bathurst region contributes significantly to the local economy with 1.03 million visitors and 1.32 million visitor nights annually. Council is committed to improving the region's tourism profile within the domestic and international markets to increase the economic contribution of tourism to the local economy.

What is Council going to do?

Council will collaborate with its tourism partners 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. Council will implement 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 and support events in our Villages. 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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Region Destination Management Plan
- Bathurst Region Brand Strategy
- NSW Visitor Economy Industry Action Plan
- Events Strategy
- Bathurst Region - a Cultural Vision 2036
- Bathurst Visitor Information Centre Strategic Plan
- Central NSW Tourism Destination Management Plan
- Village Plans

Council will:

- Collaborate with the region's Tourism Partners to strengthen Bathurst as a Tourist destination.
- Continue the successful events and build on their contribution to the Visitor economy.
- Support to attract regional sporting competitions to the Bathurst region.

Tracking our progress

The CSP identifies whether we are progressing towards the identified Objectives and Strategies of the CSP.

Within Objective 2, there are some strategies where measuring success is intangible or subjective. Council recognises this limitation, however it does not diminish the Strategy's importance.

There are three key areas that will track our progress towards this Objective.

- Unemployment rate
- Gross Regional Product
- Visitation numbers

Employment in the Region

What are we going to measure?

% unemployment for the Bathurst region.

% of people that live and work within the Bathurst region.

Net change in number of businesses

Where are we now?

Currently 2.2% of the workforce is unemployed, which is lower than the Regional NSW average of 4.9% and the NSW average of 5.5%.

Where do we want to be?

- Unemployment rate below State Average.
- Maintain and increase proportion of residents who live in the Bathurst region.
- Increased involvement to grow and attract businesses and residents to the region.

Gross Regional Product

What are we going to measure?

Growth of Gross Regional Product.

Where are we now?

Gross Regional Product (GRP) is the primary indicator of the growth or decline of the local economy. Growth represents the overall profitability, stability and health of the economy. In 2021, the GRP for the LGA grew by 2.1%, which was higher than the Regional NSW average of 0.3%.

Where do we want to be?

- GDP for the Bathurst region to be higher than Regional NSW average.

Visitation numbers

What are we going to measure?

Total visitors to the Bathurst region

Total number of visitor nights

% satisfaction with the Visitor Information Centre

Where are we now?

Tourism Research Australia calculates the visitor numbers and visitor nights for the Bathurst region. In 2019 there were 1,028,000 visitors to the Bathurst region and a total of 1,316,000 visitor nights. The 2021 Community Survey also measures resident satisfaction with the Bathurst Visitor Information Centre. In 2021 the satisfaction rating was 74%.

Where do we want to be?

- Maintain or increasing visitor nights.
- Maintain or increasing visitor numbers.
- Maintain or increasing satisfaction rating with BVIC.
- Maintain or increasing annual visitors to Council's Museums and Art Gallery.

New Residents to the Region

What are we going to measure?

% of population growth

Number of new dwelling approvals

Where are we now?

Population growth has averaged 1.1% over the 2015-2020 period, which is slightly below New South Wales of 1.5%. New dwellings approvals have averaged 300 new dwellings per annum over the same period.

Where do we want to be?

- Maintain the 5 year population growth rate.
- Increase the number of new dwellings approvals to accommodate this growth.

3.

Strengthen ENVIRONMENTAL STEWARDSHIP

THE ROLE OF THE COMMUNITY

- Live and work more sustainably and reduce greenhouse impacts by using renewable energy and recycling more waste.
- Volunteer at a community environmental project event.
- Get involved and advocate for ideas and solutions that you are passionate about.
- Be aware of our community's environmental responsibilities and duties.

Water security for the Bathurst region is one of Council's highest priorities, with a number of projects underway to diversify catchments to supply our region's water users. Our community has also told us that protecting our rivers, creeks and bushland areas for present and future generations is important. They also want to be encouraged to use resources and manage their household waste more efficiently. Recognising that our world's resources are finite, it is important that we are able to manage them efficiently for our future generations and improve our resilience to climate change.

Council is the steward of approximately 690ha of open space with an estimated 19,000ha of natural areas within the Bathurst region. Council recognises the need to balance population growth with the need to respect our environment, support agriculture and build on our local fresh food production and other rural activities.

A proportion of the region has the potential to be affected by bush fire, particularly in the rural areas. Parts of our region are affected by

flooding from the Macquarie River – Wambuil and its tributaries as well as the Abercrombie and Turon Rivers.

Council continues to increase opportunities to reduce waste generation and energy and water use.

We also deliver education and awareness programs to help our communities to live more sustainably, as part of our efforts to achieve a healthier, better protected and well managed environment that responds to a changing climate.

Our region also contains an array of sites and places of Cultural Significance to the Wiradjuri people and environments that were important to the development of modern Australia.

Encouraging the community to adopt sustainable and waterwise practices such as minimising waste and lowering resource consumption (like energy and water) is a key advocacy and leadership role of Council.

As our population grows the interaction between the community and our natural environment needs careful management in order to minimise risks to the environment and also risks to human health, safety and property. Issues such as bushfire hazard reduction, floodplain management, waste water (such as septic tanks) and catchment management, waste management, illegal clearing, dumping and littering, regulating development and land use, control of weeds and pest animals are all critical matters for the region.

STRATEGIES

- 3.1 Protect and improve natural areas and ecosystems, including the Macquarie River – Wambuil and other waterways
- 3.2 Improve water security
- 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 and climate change

Strategy 3.1

Protect and improve our natural areas and ecosystems, including the Macquarie River - Wambuul and other waterways

Strategic Context

Our community has told us that the Macquarie/ Wambuul, Abercrombie and Turon Rivers and their tributaries are valuable environmental assets. Caring for our environment is not only important for the health and well-being of today's community, but also for future generations. The riparian and natural ecosystems within the region require proactive management to prevent further degradation over the long term.

Waterways and riparian zones provide fresh water, habitat and support biodiversity and form a critical part of the natural cycle. We need healthy river systems to support our agricultural and commercial industries. Many of our recreation and cultural activities incorporate our rivers.

What is Council going to do?

Council maintains a complex system of stormwater drains which carry stormwater from our streets to the Macquarie River - Wambuul, Raglan Creek, Hawthornden Creek, Sawpit Creek and Jordan Creek. Managing the impacts from stormwater on natural systems is important.

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. We will also maintain our stormwater assets, to ensure they function effectively in the long term.

Council will implement rehabilitation projects which enhance the water quality and habitat value of our rivers and creeks.

Planning new release areas to provide adequate protection and access opportunities along natural creeks and waterways is important, particularly

to restrict development or associated impacts in areas of identified environmental significance.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Urban Waterways Management Plan
- Bathurst Biodiversity Management Plan
- Bathurst Hydrological and Salinity Study
- Stormwater Management Plan
- Erosion and Sediment Control Guidelines
- Stormwater Developer Contribution Plans
- Bathurst Region Engineering Guidelines
- Vegetation Management Plan
- SEPP (Vegetation)

Council will:

- Manage its stormwater Infrastructure to ensure they function efficiently.
- Improve the condition of riparian corridors within the region.
- Ensure Planning controls minimise vegetation clearing.

Strategy 3.2

Improve water security

Strategic Context

Water security is a high priority of Council. Council has adopted a multi-faceted approach for securing the water supply for the Bathurst region's water users.

A sustainable and equitable supply of water is needed to meet the increasing demand from urban, environmental and industry uses and to respond to pressures from a changing climate and population growth. Land use planning helps secure water supplies by appropriately locating, monitoring and managing development. Coordinating and managing water requirements across business, industry, communities and the environment requires a better understanding of local water use. Protecting water catchments and sustaining high quality and dependable water supplies is essential for the well-being of both the community and the environment. This has to be managed so water is available for agriculture and can meet the increasing demands of communities and industry. Septic systems that are properly sited, working properly and that have been maintained regularly will effectively and efficiently remove disease-causing bacteria. Inadequately treated sewage from failing septic systems poses a significant threat to drinking water and human health.

What is Council going to do?

Council will adopt an integrated and responsible approach to water 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 together with future investigations on raising the Ben Chifley Dam wall and piping water from Ben Chifley Dam 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 and manage and implement water restrictions as required. 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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Integrated Water Cycle Management Plan
- Drinking Water Management System
- Strategic Business Plan for Water Supply and Sewerage Services
- Climate Change and Water Supply Security Plan
- Water and Sewer Asset Management Plans
- On-site Sewerage Management Plan
- Bathurst Region Urban Strategy
- Bathurst Region Rural Strategy
- Local Strategic Planning Statement
- Urban Waterways Management Plan

Council will:

- Adopt and implement a range of projects that consider climate change and population growth to improve water security for the region's water users.

Strategy 3.3

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

Strategic Context

Using our resources more wisely has both economic and environmental benefits. Supporting our communities to use fewer disposable products, divert more waste from landfill, be less reliant on their cars, adopt water efficient habits and use energy more efficiently all contribute to reducing the region's energy and environmental footprint.

Helping our community to 'tread more lightly' on the earth by adopting more sustainable practices will help preserve the earth's limited resources. It will also allow us to better share our resources with other members of our generation and with future generations.

The NSW Government have released the Net Zero Plan which outlines how the State will reduce emissions over the coming decade. In 2020 Council adopted its Climate Change Response Framework. Council is committed to contributing to climate change mitigation by reducing its own emissions.

What is Council going to do?

Council's three bin system has significantly reduced the amount of waste being received at the City's landfill. In 2020/21, 22.7% of waste collected or delivered to the Waste Management Centre is diverted through recycling (8.3%) and composting (14.4%) activities. Council will also investigate other opportunities to increase the amount of waste diverted away from landfill such as collection frequency or alternative bin sizing. 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 lobby for increased access to intra and inter city public transport, and work with partners to install electric vehicle charge stations. Council will implement the recommendations of its Housing Strategy which aims to manage population growth and the impacts of urban sprawl. A review of the Active Transport Strategy has commenced. The Strategy will support the continued development of the active transport network for the region to support alternative means of transport and reduce our reliance on private motor vehicles.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Cities Power Partnership Agreement
- Solid Waste Asset Management Plan
- Bathurst Demand Management Plan
- Drought Management Plan
- Bathurst Community Access & Cycling Plan (under review)
- Vegetation Management Plan
- Planning Instruments
- Development Servicing Plan
- Bathurst 2036 Housing Strategy
- State of the Environment Report
- Climate Change Response Framework

Council will:

- Implement its Climate Change Response Framework to actively reduce its emissions.
- Promote waste diversion away from landfill.
- Support renewable energy projects to reduce emissions.

Strategy 3.4

Protect and improve the region's biodiversity

Strategic Context

Important and unique biodiversity assets of the Bathurst region include Box Gum woodlands, natural wetlands, Bathurst Purple Copper butterfly habitat and koala habitat. Humans, domesticated animals as well as the built environment impact on the region's biodiversity. Actions such as firewood collection, altering natural flows of creeks and vegetation removal have a negative impact on biodiversity. Our community has told us that they value the natural environment, street trees and open spaces.

Biodiversity is also valued by our community for the economic benefits such as raw materials that it provides. Our sense of cultural identity is closely linked to our unique biodiversity.

What is Council going to do?

The implementation of the Biodiversity Management Plan, Urban Waterways Management Plan, Vegetation Management Plan, and Roadside Vegetation Management Plan will continue. 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, improve vegetation linkages 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, such as revegetation projects and woody and herbaceous weed control.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Mount Panorama Fauna Management Plan
- Biodiversity Management Plan
- Urban Waterways Management Plan
- Vegetation Management Plan
- Bathurst Region Rural Strategy
- Roadside Vegetation Management Plan
- Pest Bird Management Plan
- State of the Environment Report
- Tree Preservation and Management Policy
- Planning Instruments
- Local Strategic Planning Statement

Council will:

- Support opportunities to enhance biodiversity in the Bathurst region.
- Advocate for improved vegetation clearing controls.

Strategy 3.5

Increase resilience to natural hazards and climate change

Strategic Context

The region's rural communities are located near bushland or rivers and the appeal of these locations is obvious. However, living in these places may also come with risks from natural hazards. Councils are responsible for managing flood risks and mapping bushfire hazards and floodplain risks. Mapping areas of the region affected by natural hazards will give government, developers and landowners a level of clarity about the risks for particular sites.

Climate change will result in lower rainfall, higher temperatures and prolonged dry periods over the long term. This may cause more frequent and more intense weather events, which will impact ecosystems, agricultural productivity and the health and well-being of rural communities. A systematic and coordinated approach to managing climate change risk will give communities the skills and knowledge to deal with the changes, provide a better understanding of the nature and location of hazards and increase our resilience to natural hazards.

What is Council going to do?

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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Floodplain Risk Management Plan
- Planning Instruments
- Planning for Bushfire Protection Guidelines
- Australian Standard 3959: Construction of buildings in bush fire prone areas
- Bathurst Region Urban Strategy
- Bathurst Region Rural Strategy
- Urban Waterways Management Plan
- Climate Change and Water Supply Security Plan
- Climate Change and Adaptation Plan

Council will:

- Map areas of bushfire and flood hazard risk and minimise risk to residents living in those areas.
- Have plans and processes ready to prepare or recover from natural hazards.

“ Walking tracks especially footpaths within and joining parts of Suburbs ”

Infrastructure Survey
Respondent



Tracking our progress

The CSP identifies whether we are progressing towards the identified Objectives and Strategies of the CSP.

Within Objective 3, there are some strategies where measuring success is intangible or subjective. Council recognises this limitation, however it does not diminish the Strategy's importance.

There are five key areas that will track our progress towards this Objective.

- Household water consumption
- Council greenhouse gas emissions
- Diversion of waste from landfill
- Alternative energy sources
- Protecting our waterways

Household water consumption

What are we going to measure?

Annual household water consumption.

Where are we now?

This measurement is highly dependent on climatic conditions, particularly rainfall and temperature. In 2020/21 our community used 182.8kL/household.

Where do we want to be?

- Decreasing trend for water usage.
- Below the State average.

Greenhouse gas emissions

What are we going to measure?

The amount of CO₂ emissions from Council facilities per resident.

Where are we now?

Efforts to reduce Council's greenhouse gas emissions through installation of renewable energy and the methane flare all contribute to reducing our environmental footprint. In 2020/21, the total Council greenhouse gas emissions were 49,313 tonnes (CO₂e).

Where do we want to be?

Council's facilities have a decreasing trend in total greenhouse emissions.

Diversion of waste from landfill

What are we going to measure?

Total tonnes of green waste, recycling and general waste collected.

Total items collected via Container Deposit Scheme (CDS).

Where are we now?

In 2020/21 the Bathurst landfill received 50,042 tonnes of general waste with 7,191 tonnes of green waste and 4,206 tonnes of recycling diverted to composting and recycling facilities (22.7%). Since the CDS implementation, 71.2 million containers have been returned.

Where do we want to be?

Council invests a large amount of resources into community education around waste issues. There are also a number of other initiatives and options such as the NSW Return and Earn scheme and concrete recycling facilities locally. Council is aiming for a declining trend for total volume of waste being received at landfill.

- There is an increasing trend of greenwaste and recycling diverted from landfill.
- Declining trend in general waste from households.
- Increasing trend for volume of recycled material per person.

Alternative energy sources

What are we going to measure?

Total electricity consumption at Council facilities per resident.

% of Council electricity derived from renewable sources.

Where are we now?

This measure is highly dependent on seasonal climatic conditions with electricity used to filter and pump water and household air conditioning big drivers of variation in energy use. The Bathurst Regional State of the Environment Report showed that Council used a total of 11,874 MWh to run its facilities in 2020/21, of which 6.6% was derived from renewable sources.

Where do we want to be?

Council is continuing its efforts to increase its reliance on renewable energy sources and increase energy efficiency gains. Council is working towards reducing its total electricity consumption, per resident.

- Declining trend total energy consumption/resident.
- Increasing trend in energy derived from renewable energy.

Protecting our Waterways

What are we going to measure?

Catchment area covered by gross pollutant traps (GPT)

Riparian Condition in urban catchments.

Where are we now?

In 2020/21, 863 ha of catchment is filtered by 7 gross pollutant traps.

As of the latest assessment in 2014, 10 creek reaches were rated as being in good condition or better.

Where do we want to be?

Council will work towards increasing the area of catchment covered by gross pollutant traps. Council will continue to implement actions from the Urban Waterways Management Plan and will work towards best practice storm water management to achieve more reaches rated in good condition or better.

Increasing area of stormwater converted by a GPT.

Increase or maintain area of land in riparian vegetation recovery.

4.

We encourage **SUSTAINABLE AND BALANCED GROWTH**

THE ROLE OF THE COMMUNITY

- Understand the challenges and resource limitations Council faces in relation to infrastructure maintenance.
- Utilise public transport more.
- Have a say when Council asks about planning and growth issues.
- Talk to Council before you build.

The population of the Bathurst region is expected to grow, but our community wants to make sure the things that make the Bathurst region special are not lost, and that services, infrastructure and facilities exist to support the growing population. Importantly, our community has told us they value the rural feel, heritage character, sense of community and environmental qualities of the region. They seek quality housing choice and affordability supported by quality infrastructure.

Given Bathurst's proximity to metropolitan Sydney, Bathurst is predicted to experience increasing population growth and will remain one of the fastest growing regional centres in NSW. It is predicted that the Bathurst region's population could reach 58,622 by 2041, and could head beyond 80,000 people in 20–30 years time.

Objective 4 recognises the desire to ensure our City's future urban growth protects our rural and natural lands, respects our heritage and provides housing that meets community needs balancing the character and amenity of our neighbourhoods.

It recognises Council's role in encouraging and regulating high quality development, and ensuring the necessary investment is made in infrastructure and services, and the role the region's Villages play.

Council will continue to work with its partners to implement strategies from the Central West & Orana Regional Plan.

Integral to the growth of the region, water security, skills attraction and liveability, are discussed in other sections of the CSP

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

Strategy 4.1

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

Strategic Context

The planning for the future of the region provides for and enhances the sustainable management of our natural and built environment.

The Bathurst region's proximity to Sydney makes it an attractive opportunity for people to invest and relocate to the region. It is predicted that the region will grow to a population of 58,622 people by 2041, sustaining an annual growth rate of approximately 1.3%. To support this growth, it is important that Council's long-term strategies, including the Local Strategic Planning Statement are reviewed regularly in line with the Integrated Planning and Reporting cycle, and plan for the anticipated growth in an orderly and sustainable way. The recommendations of these long-term strategies will influence Council's future and current planning instruments.

Council's planning rules need to be flexible enough to facilitate appropriate and sustainable development, delivering affordable choice and diversity within public and private spaces.

The growth of Bathurst as a regional city will encourage future investment, increase housing choices, diversify industry and create new job opportunities, all of which will benefit the immediate and broader regional community.

What is Council going to do?

Council will update its long-term strategies and infrastructure plans to ensure that they remain contemporary and ensure 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, which may include higher density living.

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, such as the future Macquarie River crossing, future Southern distributor route and the Hereford Street Corridor upgrade.

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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Regional Local Strategic Planning Statement
- Central West and Orana Regional Plan
- Bathurst 2036 Housing Strategy
- Bathurst Region Urban and Rural Strategies
- CBD & Bulky Goods Business Development Strategy
- Planning Instruments
- Development Servicing Plan
- Asset Management Plans
- Cultural Vision 2036
- Bathurst 2040 Open Space Strategy
- Kelso Traffic Study
- Southern Ring Road Study
- Bathurst Airport Masterplan
- National Airports Safeguarding Framework

Council will:

- Increase urban design of land subdivision and the resulting development to contribute to an improved liveable community.
- continue its land development activities to support residential, industrial and business development in our region.
- Invest in planning for major road infrastructure projects such as the Southern distributor route.

Strategy 4.2

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

Strategic Context

Our community has told us they want quality roads, public transport and pathways to reduce traffic congestion, enhance liveability and provide safe and efficient access to all areas of our City and region. An integrated active transport network throughout our City, linked to public open space, schools, shops, community facilities and public transport, is vital to create connections and encourage people to walk, cycle and reduce car use. Council will keep adding to and improving our pathways and working with developers to deliver shared pathways for new neighbourhoods. Most of our journeys (over 75%) rely on the road network. Bathurst's strong economy is underpinned by a compact and thriving central business district, resulting in a large number of people travelling to the CBD for work. Using public transport options to complete these journeys is not always possible.

Subdivisions that are pedestrian friendly is an important liveability quality sought by many residents. The development of a new Active Transport Strategy will foster the Active Transport Network and make specific recommendations in relation to the footpath cycleway networks.

What is Council going to do?

Council will continue actions to provide for 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 transport and access infrastructure. Council will continue working with the State Government in relation to the implementation of the NSW Future Transport 2056 Plan. We will also work with road users to keep our local road network safe for everyone.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Disability Inclusion Action Plan
- Bathurst Community Access & Cycling Plan (under review)
- Urban Roads Asset Management Plan
- Rural Roads Asset Management Plan
- Major Bridges and Culverts Asset Management Plan
- Developer Contribution Plans (Hereford St, New Roadworks, Rural Roads and Traffic Generating)
- Future Transport 2056 Plan
- Kelso Traffic Study
- Durham/Stewart Intersection Treatment Options Study

Council will:

- Develop, adopt and implement the Bathurst Region Active Transport Strategy.
- Progress the upgrades to the Hereford Street Corridor to reduce traffic congestion.
- Ensuring our road networks are able to cater for future growth scenarios is an important desire for the Bathurst region.
- Finalise and commence the implementation of the Bathurst Regional Active Transport Strategy.
- Support investigation and planning for a City Bypass and/or Southern distributor route.

Strategy 4.3

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

Strategic Context

Growth within the region can put pressure on many of the things that are important to the everyday lives of people who live and work in the Bathurst region. Traffic congestion, inadequate parks and playgrounds, poor public transport or a long wait for a doctor can all have an effect on general wellbeing. Our community has told us that they know Bathurst has to grow, but they have also told us that as Bathurst grows they expect Council to advocate to protect their access to the things they need. Part of our role in managing growth and development is to ensure that services, facilities and infrastructure provided by Council and other providers grow with our Region.

Ensuring our road networks are able to cater for future growth scenarios is an important desire for the Bathurst region.

What is Council going to do?

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.

Council has completed preliminary design works for the Hereford Street Corridor. Council will continue to refine the design in consultation with affected stakeholders, as well as investigating external co-funding for the project.

Ensuring that playground design follows 'universal design' guidelines can make our play spaces more suitable to children of different age groups, abilities and cultures.

We will also continue to implement planned water security projects to create security of water supply as the region grows.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst 2036 Housing Strategy
- Bathurst 2040 Open Space Strategy
- Planning Instruments
- Development Servicing Plan
- Developer Contribution Plans
- Cultural Vision 2036
- Drought Management Plan
- Asset Management Plans
- Bathurst Regional Economic Development Strategy
- Local Strategic Planning Statement

Council will:

- Forward plan for upgrades to key infrastructure as the region grows.
- Prioritise water security projects.
- Support investigation and planning for a City Bypass and/or Southern distributor route.

Strategy 4.4

Provide parking to meet the needs of the City

Strategic Context

Our community has told us that they want access to on and off street carparking, including all day parking. The business community has told us that they have a desire for the available parking to turn over, allowing customers to visit their stores.

Accessible parking is also important for a large section of the community who need ease of access to shops and services. Ensuring that spaces are suitable for all users, including transfer zones for on-street parking.

The construction of a multilevel carpark needs to be designed, flexible enough to be capable of being adapted to another use, if the asset is no longer required. Consideration should also be given to alternatives to a multi-level carpark such as a park and ride service as well as making the region pedestrian and cycle friendly.

What is Council going to do?

Council will, as part of its integrated transport planning, 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 and turnover changes over time.

Through Council's Traffic Committee, alterations to on street car parking will be considered on a city-wide 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 for car parking.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst CBD Car Parking Strategy
- Bathurst CBD Car Parking Strategy supplementary report
- Planning instruments
- Bathurst CBD Car Parking Developer Contribution Plan
- Bathurst Regional Community Facilities Developer Contribution Plan

Council will:

- Council will continue to work with developers to ensure they are making a fair contribution towards the future provisions of car parking.
- Council will continue to investigate opportunities to provide additional off street car parking as identified in the Town Centre Master Plan.

Strategy 4.5

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

Strategic Context

People do not just travel within Bathurst, many of the vehicles on our roads are either travelling to, through or out of the Bathurst region. Good transport connections for passengers and freight, by air, road and rail, will reduce the impact that through transport has on local congestion and are also important to improving tourism and business opportunities within the region.

The Bathurst region is an important area for outbound containerised freight from the Central West.

Good public transport (bus, taxi and community transport services) is critical to reducing road congestion and providing access for everyone in our community.

This strategy also targets the delivery of effective transport options for passengers and freight in the City and the region by Council and other levels of government.

What is Council going to do?

Council will work with the Government to implement the NSW Future Transport 2056 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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- NSW Future Transport 2056 Plan
- Central West and Orana Regional Plan
- Southern Ring Road Study
- Airport Masterplan
- Bathurst Regional Economic Development Strategy
- 16 Cities Partnership (TfNSW)

Council will:

- Investigate barriers to agricultural and livestock movements in and through the region
- As part of Council's Disability Inclusion Action Plan, Council will advocate for public transport services to be accessible
- Support investigation and planning for a City Bypass and/or Southern distributor route.

Strategy 4.6

Plan for, assess and regulate development activity

Strategic Context

Great places and cities don't happen by chance: they are planned, and continue to be planned as we manage the transformation of our region. NSW is rapidly growing and changing, and our built environment must remain liveable, productive, healthy and sustainable. The rate of demographic, economic, environmental and social change is creating challenges for our built environment. The planning of our region affects how spaces and places function, how they integrate, what they contribute to the broader environment, and the users, inhabitants and audiences they support or attract. The decisions we make about our built environment today will define the heritage of our future – our legacy. The complexity of contemporary social, economic and environmental challenges calls for new modes of thinking, analysis and problem solving.

What is Council going to do?

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 active transport networks. It will be important to reflect local built form, heritage and character in new housing developments including increased density in a planned way.

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 qualities and sustainability of all new developments.

Council's Community Participation Plan identifies how the community can participate in development and planning decisions.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst 2036 Housing Strategy
- Planning Instruments
- Bathurst Community Access & Cycling Plan (under review)
- Central West and Orana Regional Plan
- Bathurst Regional Community Participation Plan
- Local Strategic Planning Statement.

Tracking our progress

The CSP identifies whether we are progressing towards the identified Objectives and Strategies of the CSP.

Within Objective 4, there are some strategies where measuring success is intangible or subjective. Council recognises this limitation, however it does not diminish the Strategy's importance.

There are two key areas that will track our progress towards this Objective.

- Development Application determination timeframe
- Resident satisfaction

Development Application determination timeframe

What are we going to measure?

Development Application net determination time
Complying Development gross determination time

% Development Applications determined < 40 days.

Where are we now?

Annually, Council provides data about its processing times of development applications and complying development certificates. In 2018/19 we determined 468 development applications with an average net determination time of 40 days. The State average for the same period was 51 days. We determined a further 132 complying development certificates with an average gross determination time of nine days. The State average was 39 days.

Where do we want to be?

Council is aiming to achieve:

- 75% of Development Applications determined < 40 days.
- 90% of Complying Development Certificates determined < 10 days.

Resident satisfaction

What are we going to measure?

% of residents agree that Council plans for the future

% of residents that are satisfied with the provision of parking

Where are we now?

The 2021 Community Survey identified that 83.7% of the respondents feel that Council plans well for the region's future. Respondents were also satisfied with the availability of timed parking (71%) and all day parking (45%).

Where do we want to be?

Council's next community survey is due to be completed in 2023. Council is striving to improve the opinion of the community about Council's future planning.

Council is aiming to achieve:

- Maintain or increase satisfaction with all day parking provisions
- Maintain or increase satisfaction with timed parking provisions.
- Maintain or increase satisfaction that Council plans for the future.

Bathurst Region Local Strategic Planning Statement (LSPS)

What are we going to measure?

The LSPS Implementation Plan will measure our success including:

- No. of strategic planning and urban design studies/plans completed.
- No. of amendments to Council's planning controls

Where are we now?

Council adopted the Bathurst Region LSPS in July 2020. The plan outlines the range of actions required to support the management and change in landuse as the City and Region grows over the next 20 years.

Where do we want to be?

Council's next community survey is due to be completed in 2023. Council is striving to improve the opinion of the community about Council's future planning.

Council is aiming to achieve:

- Maintain or increase the amount of residential and employment lands available to support urban growth
- Maintain up-to-date planning controls

“ I think some focus on indigenous history would also be good, a museum detailing aboriginal life before settlement and less biased documentation of the frontier wars ”

Infrastructure Survey
Respondent

5.

We foster

COMMUNITY HEALTH, SAFETY AND WELL BEING

THE ROLE OF THE COMMUNITY

- Be tolerant and respectful, inclusive and embrace diversity and change.
- Do some volunteer work.
- Participate in local events like the Winter Festival, Peel Jam, Rockley Rodeo and the Autumn Colours Program.
- Look out for your neighbours
- Take your family to the playground often.

Our community has told us that they want to feel safe in our neighbourhoods and have clean, accessible, welcoming and vibrant public places. This covers physical aspects – lighting, paving, somewhere to sit that is shady in summer and protected in winter – as well as social aspects such as meeting places, cultural assets, eating options and community events. The appeal of our region has been characterised by a great lifestyle, close-knit community and family-friendly environment. Our region offers a range of community services, retail, commercial, educational, child care, entertainment and cultural activities.

This objective also focuses on messages from our community about the importance of encouraging health and well-being, as well as community pride, a sense of belonging and inclusiveness. This was identified as the main reason why residents choose to live in the Bathurst region. Council seeks to build social inclusion and foster creativity and life long learning, encourage the participation and contribution of all people in the region and plan and respond to demographic change.

Council provides cultural and community facilities

and programs and events, to bring people together, make social connections and encourage community well-being. We work with and support many community organisations to achieve shared outcomes. Equitable access to health, education, aged care and childcare all contribute towards making the Bathurst Region an inclusive and liveable community.

The Bathurst library provides a community hub for access to information and life-long learning. Bathurst is a centre for education supported by public and private primary and secondary schools, the TAFE, Charles Sturt University and other opportunities for adult education. We have a number of museum, art, entertainment and recreational facilities ranging from the Bathurst Regional Art Gallery and BMEC to the Bathurst Region Aquatic Centre that contribute to the region's liveability.

Council provides quality sports fields, parks and playgrounds which offer a range of recreational and social opportunities for our community. Bathurst has a strong and proud sporting tradition. Council provides venues for sports such as athletics, cricket, rugby league, soccer, rugby union, AFL, netball, tennis, swimming and touch football. Council's facilities provide opportunities for residents and visitors to the Region to be physically active and improve their health.

Bathurst Regional Council acknowledges the significant and lasting impact that abuse can have on children and young people.

Council is committed to embedding child-safe practices on the journey to becoming a child safe organisation and doing our part to mitigate risk to our region's youngest citizens that utilise Council's various services and facilities.

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

Strategy 5.1

Provide opportunities for our community to be healthy and active

Strategic Context

Physical and mental health are growing issues right across Australia, lockdowns and isolation during COVID has highlighted this issue. Obesity, chronic disease, depression and anxiety are all increasing across all age groups, and while the biggest impact is on individual health, including significant loss of quality of life and overall shortened life expectancy, there are also big implications for the cost to our health care system. Preventing these diseases and lessening their impact on society, requires a coordinated approach, with all levels of government and other organisations having a role to play.

Providing opportunities for our community to be active, including active transport routes, footpaths and public open space, are all important for a liveable region.

The proposed Integrated Medical Centre is an important centrepiece in medical services within the region into the future.

What is Council going to do?

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 and mental health and connect with the region. 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 ongoing 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 advocate for health care services required by our community and monitor the social wellbeing of our community.

Council will advocate for a balanced approach to development of the new Integrated Medical Centre, balancing the need for medical facilities and impacts on the CBD and heritage.

Provision of sport specific facilities such as a pump track, Bathurst Cycle Park and Go-Kart track **are** important to our community.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Community Access and Cycling Plan (under review)
- Vegetation Management Plan
- Bathurst 2040 Open Space Strategy
- Developer Contribution Plans
- Asset Management Plans
- Cultural Vision 2036
- Park Master Plans
- Disability Inclusion Action Plan (DIAP)
- Ageing Strategy
- Community Safety Plan

Council will:

- Facilitate ongoing access to recreational and sporting facilities for the community.
- Advocate for a balanced approach to the proposed Integrated Medical Centre.
- Advocate for health services within the Bathurst region.

Strategy 5.2

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

Strategic Context

Local issues, the condition of local parks, knowing your neighbours, feeling welcome at your local shops, are often the things that have the biggest impact on people's day to day lives. Being aware of these issues, by providing better facilities, changing or improving services or simply helping people connect, can make a big difference to our residents' quality of life. The region's villages contribute to the wider story and provide opportunities for different lifestyles and increased tourism.

Activating the CBD to develop into a vibrant, family friendly environment will contribute to the strength of the Bathurst CBD.

Exciting night time and event spaces in the CBD and Villages strengthen their attraction to our residents and tourist alike.

What is Council going to do?

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 to improve.

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 is underway and will ensure each Village and surrounding rural settlement areas are supported by appropriate infrastructure and services.

Council will continue to develop the Bathurst Region as an important event destination for a

variety of genres including motorsport, heritage, sporting and cultural events.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst CBD Main Street Review
- CBD Main Street Improvement Fund
- Heritage Advisory Service
- Village Plans (under review)
- Destination Management Plan
- Cultural Vision 2036
- Planning Instruments
- Bathurst Regional Economic Development Strategy
- Park Master Plans
- Community Engagement Strategy
- Draft Town Centre Master Plan (TCMP)
- Streets as Shared Spaces (SaSS)
- Bathurst Community Cycling & Access Strategy (under review)

Council will:

- Council has prepared a draft Town Centre Master Plan and will identify opportunities, such as the Streets as Shared Spaces project, continue to activate the CBD and support local business growth.

Strategy 5.3

Help build resilient, inclusive communities

Strategic Context

The community has experienced changes in attitudes around accessibility, gender, sexual orientation, race, multiculturalism, refugees, homelessness, affordable housing and other key social issues. These societal changes have led to many people feeling out of touch with their own community on a number of issues. This can lead to isolation, intolerance and potentially conflict. Building resilient, inclusive communities can help make sure everyone who lives in the region feels connected to and included by others, a key part of individual and societal health.

As a centre for education, supporting life long learning is also critical to individual and societal health.

Our community recognises the importance of supporting individuals with a disability to be more independent, engaging and participating in our region.

Initiatives such as NDIS and Council's Access Improvement grant are important to improve equitable access throughout the region.

Volunteers play an integral role in the Bathurst region each day. They help enhance our community connections and provide valuable services and support to people in need across our region. Volunteering has many benefits including boosting physical and mental health as well as the positive feeling we all get from giving.

What is Council going to do?

Council will support and advocate for 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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Disability Inclusion Action Plan
- Bathurst Community Access & Cycling Plan (under review)
- Aboriginal Commitment Strategy
- Bathurst Community Safety Plan
- Event Strategy
- Cultural Vision 2036
- NSW Premier's Priorities
- NSW State Plan
- Vision Bathurst 2040 | Local Strategic Planning Statement

Council will:

- Council will provide ongoing support to the Kelso Community Hub, Bathurst Regional Youth Council and the Community Safety Committee.
- Council will support opportunities for volunteering in the Bathurst region.

Strategy 5.4

Make our public places safe and welcoming

Strategic Context

Getting out and about, whether it is to shop, socialise or simply travel from one place to another is an essential part of everyday life, and can also play a big role in helping people feel part of their community. People use shopping centres, streets and other public areas as places to meet and connect with friends and family. It is important that people feel safe, and that our public places are pleasant places to be, to help encourage people to get out and enjoy our region. We witnessed through the COVID pandemic just how much our Community valued the open spaces as refuges from lockdowns and opportunities to socialise in a safe way. It is also important that these are safe places to be, and that they have the right type of facilities so they can be enjoyed by everyone who wants to spend time there.

What is Council going to do?

Council will continue to maintain 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 review the effectiveness of the Streets as Shared Spaces grant program as a result of

the trial elements that have been installed in the Bathurst CBD.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst Community Safety Plan
- CBD Beautification Scheme
- Bathurst CBD Main Street Review
- Bathurst CBD Main Street Improvement Fund
- Village Plans
- Disability Inclusion Action Plan
- Streets as Shared Spaces
- Asset Management Plans
- Ageing Strategy

Council will:

- Council will seek to improve the place management of precincts and villages to create safe, functional and accessible spaces for all of our community.
- Council will consider the implementation of opportunities identified in the draft Town Centre Master Plan to improve public spaces in the CBD and Villages.

Strategy 5.5

Plan and respond to demographic changes in the community

Strategic Context

It is important to recognise and plan for the needs of sections of the community that may have quite different characteristics to the rest of the population. For example, migrants may have difficulties settling into and contributing to our community, people with a disability are sometimes often in need of specific services as are those on low incomes which may have different living arrangements.

Older people are accounting for an increasing share of the population, as is the trend for Australia generally. Some of the challenges that are faced by direct service providers include changing health profiles, increased demand for health service use and rising health costs to the community. The Bathurst region is experiencing a shift to an older population. The share of the population aged 65 and older is predicted to significantly increase from 14% of the population in 2011 to 18% in 2041. These statistics highlight the importance of improving housing choice and diversity as household size reduces and the population ages.

What is Council going to do?

Council will cultivate a welcoming, safe, cohesive and supportive community that takes pride in its cultural diversity. Council will support and advocate for community organisations providing direct services or support to different demographic groups within our community, particularly the aged, people with disability, 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 identified by the census, NSW Demographers and .id Consulting 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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Bathurst 2036 Housing Strategy
- Planning Instruments
- Disability Inclusion Action Plan
- Cultural Vision 2036
- NSW Ageing Strategy
- Integrated Age-Friendly Planning Toolkit for Local Government in NSW
- Bathurst Ageing Strategy
- Local Strategic Planning Statement

Council will:

- Develop strategies that address social issues that affect our residents.
- Advocate for improved accessibility to buildings and transport.

“ There are so many restaurants and buildings around town, wouldn't it be awesome if they were up to a standard where they were accessible. So doorways are wide enough for a wheelchair (and) ramp access ”

Active transport workshop participant



Tracking our progress

The CSP identifies whether we are progressing towards the identified Objectives and Strategies of the CSP.

Within Objective 5, there are some strategies where measuring success is intangible or subjective. Council recognises this limitation, however it does not diminish the Strategy's importance.

There are three key areas that will track our progress towards this Objective.

- Gaps in Community facilities
- Public places
- Recreation facilities

Gaps in Community facilities

What are we going to measure?

% of residents identifying a gap in artistic or cultural services and facilities.

Where are we now?

The 2021 Community Survey identified that 32% of respondents identified a gap in the provision of artistic or cultural services and facilities. These included areas such as Aboriginal history and culture, diversity, increased access to facilities and more activities and places for children and youth.

Where do we want to be?

Council is listening to our community and is working to fill the identified gaps in community and cultural facilities or services. Council will work to reduce the identified gaps in community or cultural facility provision as identified in the biennial community survey.

Public places

What are we going to measure?

% satisfaction of appearance of the Bathurst region.
% satisfaction of Bathurst CBD appearance.
% satisfaction of recreation areas along Macquarie River.
% community feeling safe during the day.
% community feeling safe during the night.

Where are we now?

The 2021 Community Survey asked residents about the appearance of a number of public places.

Results showed that 78% of respondents were satisfied with the appearance of the Bathurst region generally. 72% were satisfied with the appearance of the Bathurst CBD and 74% were satisfied with the appearance of the parks along the Macquarie River.

Community safety also rated high with 88% feeling safe during the day and 72% during the night.

Where do we want to be?

Council invests a large amount of time and resources into the maintenance of these areas of the Bathurst Region. Council aims to maintain or improve the current satisfaction levels of these key areas.

Recreation facilities

What are we going to measure?

% satisfaction of sporting fields and amenities.
% satisfaction of local footpaths and cycleways.

Where are we now?

The 2021 Community Survey asked residents about their satisfaction with recreation facilities. 80% of respondents were satisfied with Council's sports fields and amenities and 62.8% were satisfied with local footpaths and cycleways.

Where do we want to be?

Council prides itself on providing a large range of sporting fields and amenities. Council is continually rolling out new cycleways and footpaths, as well as repairing the ones we have.

By Council investing in these assets, it is hoped that satisfaction levels can be improved or maintained.

Health indicators

What are we going to measure?

% of residents who in Western NSW LHD identify as smokers.
Hospitalisations for the Bathurst Regional LGA.
Average length of stay for overnight hospitalisations
Full time equivalent GP's in the Bathurst region per 1,000 residents.

Where are we now?

In 2019/20, 18,052 people were hospitalised for any reason, with an average stay of 5 days (Bureau Health Information 2021). 12.5% of the population in the Western NSW LHD identify as a smoker.

Where do we want to be?

Declining hospitalisation rates.
Increasing number of GPs (FTE) per 1000 residents.

Access improvement grants

What are we going to measure?

% fund allocated.
% projects completed

Where are we now?

The reporting period for 2020/21 is yet to close. This data will be updated prior to adoption.

Where do we want to be?

Grant funds 100% allocated.
Greater than 80% of projects completed.



6.

We advocate for

COMMUNITY LEADERSHIP AND COLLABORATION

THE ROLE OF THE COMMUNITY

- Work with Council as a partner to achieve our collective goals.
- Be reasonable and respectful in your dealings with Council.
- Participate and provide feedback to Council during consultation periods.
- Attend a Council meeting and talk to your Councillors.

As the level of government closest to the community, Council plays an important role in making decisions which guide our future and development. The decision-making processes of Council are expected to be reflective of our community's interests and aspirations today, and into the future. Anyone affected by or interested in a decision should have the opportunity to participate in, and understand, the process for making that decision. Council and the community will need to work together to determine the most appropriate and efficient way to "have the conversation" so that we are inclusive and equitable, transparent and responsive, yet remain operationally effective, sustainable in the long term and compliant with legislative requirements. It is important that Council manages its finances in a sound and

sustainable way and gets the basic services right. As an organisation Council will base its decisions on the principles of sustainability and social justice, and deliver our services according to agreed priorities, value for money, legislative requirements and our available resources.

Council has an important role in building strategic partnerships and advocating to other levels of government to ensure our community's needs are met. Council is committed to providing a fair, productive and safe workplace.

Council will focus on improving the customer experience for everyone who interacts with Council, whether in person, online, on the phone or in writing.

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
- 6.9 Progressive local leadership

Strategy 6.1

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

Strategic Context

Council's decisions have the potential to affect people's day to day lives in many ways. It is important that we provide consistent information about what we are doing and how we are working to maintain and improve our services and facilities. Our community deserves to be able to tell Council what they think about those decisions that will affect them. Traditional communication methods may no longer fit with the lifestyle of our community and transitioning to modern communication methods is ongoing. Council needs to be mindful that although digital approaches can increase inclusion and involvement for many, they need to be balanced with traditional media so that other sections of our community are not excluded. Council will also ensure that the distribution of information is widespread, using methods that are readily accessible and in language that can be clearly understood by all.

What is Council going to do?

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, strategies 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 online 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.

The challenge for Council will be to grow awareness, understanding and engagement in projects, activities and decisions that affect the region.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Community Engagement Strategy
- Social media platforms
- Web Content Accessibility Guidelines 2.0
- Community Participation Plan
- Central West and Orana Regional Plan
- NSW Transport Plan 2056
- NSW State Plan
- Central NSW Tourism
- Destination Management Plan
- Abercrombie Regional Economic Development Plan

Council will:

- Council will follow its community participation plan to guide engagement about planning matters.
- Increase the opportunity for its residents and customers to do business with Council using a digital platform.

Strategy 6.2

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

Strategic Context

Although local government has boundaries, many of the issues we face are shared by others, particularly neighbouring councils. It is important that Council partner with neighbouring councils to advocate for improvements to the region as a whole. Regional collaboration initiatives including resource sharing opportunities and joint organisation arrangements benefit the wider region and should be prioritised by Council. These initiatives provide a forum for councils and State agencies to collaborate, plan, set priorities and deliver important projects in regional NSW.

What is Council going to do?

We will look for opportunities to share skills, knowledge and resources between alliance partners, focussing 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.

How can we achieve this objective?

Council will, through membership with the following organisations (but not limited to) help deliver this Strategy.

- Central NSW Joint Organisation
- NetWaste

- Upper Macquarie County Council
- Regional Cities NSW
- Central West and Orana Regional Plan
- NSW Transport Plan 2056
- NSW State Plan
- Central NSW Tourism
- Destination Management Plan
- Abercrombie Regional Economic Development Plan

Council will:

- Collaborate with local Council's about challenges we are all facing.
- Participate in regional collaboration activities to leverage purchasing power.

Strategy 6.3

Advocate for our community

Strategic Context

Council is not directly responsible for delivering every goal and strategy of this Plan. Instead it has an important advocacy or facilitation role to play. Other levels of Government or private industry are directly responsible for delivering different services to our community. Council has an important role in advocating on behalf of our community and local businesses and lobbying the Government and industry about the needs of its community and source external funding.

Council will partner with the Bathurst Community to advocate to the Federal and State Governments to raise awareness and seek funding for the Bathurst region and issues affecting local businesses, industry or community sectors.

What is Council going to do?

Council and our Community leaders 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.

Our leaders will represent the best interests of our region. They will be engaged, open, transparent

and accountable.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Mobile Blackspot Program
- Village Plans
- Central West Joint Organisation agreement
- Central West and Orana Regional Plan
- Bathurst Regional Economic Development Strategy
- Central NSW Joint Organisation membership

Council will:

- Advocate on behalf of its residents to achieve the outcomes of the Community Strategic Plan.
- Participation in State Government reforms.
- Ensure its leaders represent the best interests for our region.

Strategy 6.4

Meet legislative and compliance requirements

Strategic Context

Council plays both an approval and compliance role within our community. While conducting its normal operations Council is also required to comply with legislative requirements and achieve best practice expectations from our community and government. Council needs to be supported to meet legislative requirements.

Council also plays an important role in keeping our community safe through inspections of septic systems, food premises, trade waste systems and skin penetration premises, as well as overseeing the responsibilities of companion animals. Council has an important role in managing the effects of developments on our community and various other enforcement and community education activities. In supporting a vibrant business community, Council also regularly monitors both on and off street parking to ensure an appropriate level of parking turnover.

Effective and transparent governance of Council is important, particularly relating to Access to Information. Adopting good governance and ethical behaviours will build the community's trust.

What is Council going to do?

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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Workforce Plan
- Code of Meeting Practice
- Code of Conduct
- Enforcement Policy
- Dangerous and Menacing Dog Policy
- Compliance and enforcement: Food Safety
- Contaminated Land Policy
- Swimming Pool Inspection Program
- Relevant audit standards and best practice procedures.

Council will:

- Ensure its operational or new infrastructure provision meets best practice and relevant Australian Standards.
- Council will also ensure its governance procedures and access to information meet all legislative requirements.

Strategy 6.5

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

Strategic Context

A range of people contact Council every day about a variety of issues. Every person Council deals with deserves to be treated with respect and in a professional way. We want people to have confidence that we will make the best decisions we can on behalf of our community. We will continue to be ethical, inclusive and transparent in our communication and decision-making.

Council's Community Engagement Strategy and Community Participation Plan outline Council's minimum levels of engagement with the community for projects and development.

Through the Community Engagement Strategy, Council will take a proportionate approach to engagement, with the level of engagement required dependant on the scale and size of the plan, policy or program being proposed. For example, engagement to support development of a major Council Strategy document, like the CSP, will include activities to engage the whole community, whereas engagement about a local park upgrade would likely be limited to the local neighbourhood.

What is Council going to do?

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.

Anyone affected by or interested in a decision

should have the opportunity to participate in, and understand, the process for making that decision. The challenge for Council is to ensure that we are able to engage our community, include the community in the decisions we make, and provide sufficient detail to the community to explain those decisions and their implications at a time when there is increasing scrutiny of processes and procedures.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Code of Meeting Practice
- Customer Service Charter
- Community Engagement Strategy
- Code of Conduct
- Code of Meeting Practice
- GIPA Act
- Community Participation Plan

Council will:

- Implement and follow a strong governance and management framework and that promotes transparent and informed decision making.

Strategy 6.6

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

Strategic Context

Council has limited income and resources available and there are always areas where, with additional funds, or reallocation of resources, we know we could deliver better services. Council needs to be sure that our decisions always have a view for the longer term, so that we look after not just the current community but future generations as well. Ensuring that we provide value for money shows our community we value their contribution and provides the potential for better services in the future. Council needs to ensure that appropriate funds are allocated to deliver the level of services to meet the requirements of our community. Council, at times, needs to rely on specialist services or advice to perform different activities. Council endeavours to receive the best value for those services. Identifying alternative funding sources will assist Council to complete a wider range of projects using the same income.

What is Council going to do?

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.

Council will undertake a rolling program of expenditure reductions, operational efficiencies and revenue measures to operate the additional investment to progressively address its asset renewal shortfall and infrastructure backlog. Council will also give consideration to making an

application to iPART for a special rate variation.

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.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Revolving energy fund
- Delivery Plans
- Operational Plan
- Revenue Policy
- Asset Management Plans
- Long Term Financial Plan
- Purchasing Policy
- Code of Conduct
- iPART Guidelines for preparation of an application for a special variation to a general income.

Council will:

- Keep its Developer Contributions Plans up to date to ensure new development is contributing equitable.

Strategy 6.7

Invest in our people

Strategic Context

We have over 492 people (FTE) who work for Council, including 19 (FTE) who are trainees, apprentices or cadets, relying on us to treat them fairly at work and send them home safe. Without our workforce we cannot deliver our services, and if we build Council into a great place to work not only will our current staff feel valued and engaged, but we will attract and keep quality new staff as well.

Our workforces' ability to rise to the challenges and cope with a continually changing environment is crucial to success. We will need to examine our operational efficiency, delivery of customer services and the provision of organisational training. Having a resilient, safe and supported workforce is critical to ensuring that we are achieving the outcomes the community expects.

What is Council going to do?

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.

Council's workforce plan will enable our workforce to effectively respond to community growth, enhance our performance and also achieve the priorities our community desires.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Workforce Plan
- Equal employment opportunity management plan
- Asset Management Plans
- Code of Conduct
- Work Health and Safety Policy
- Local Government (NSW) Award
- Staff training plans

Council will:

- Ensure it employs the people with the right skills to deliver services to the community.

Strategy 6.8

Implement opportunities for organisational improvement

Strategic Context

The sphere and influence of Local Government is continually evolving as legislative and compliance requirements change. Our community is also evolving and placing increasing pressures on Council to deliver new or different facilities and services. To remain current and relevant, Council needs to identify opportunities to improve the way we do business and deliver services to our community within the region. To be good leaders, Council should ensure that it has an appropriate workforce and good governance procedures in place. Our organisation needs to be flexible enough to respond to community needs, digital trends, changes in the delivery of technological services and the future needs of our community.

What is Council going to do?

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.

Council will utilise research, evaluation and data effectively to inform decision making and respond to trends and changes. Fostering a culture of continuous improvement will contribute to the success of this strategy.

How can we achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- NSW Digital Government Strategy
- Workforce Plan
- Community Engagement Strategy
- Community Participation Plan

Council will:

- Identify opportunities to improve our processes and procedures to deliver our services.
- Increase the ability for the community to complete digital transactions with Council.

Strategy 6.9

Progressive Local Leadership

Strategic Context

Civic leadership is not limited to Council and refers to the community as leaders. It means building community capacity and enabling local democracy, as well as ensuring good governance. In order to deliver on the aspirations and objectives of the community, Council must first ensure it is a sustainable, well governed and managed organisation. This includes sound management of finances, assets and operations. It is also essential that Council has a suitably skilled workforce to implement the actions which will contribute to the accomplishment of the long term vision outlined in this Community Strategic Plan.

What is Council going to do?

Council will manage and support its Councillors to carry out their civic duties, allocate resources in a holistic manner, and manage its finances sustainably. It is also important to make responsible decisions to manage finite resources in the best interest of current and future communities. Our community had told us that Council must apply good governance by demonstrating professional and transparent decision making, good communication and engagement, strong financial management, and transparent and efficient service delivery.

How we can achieve this objective?

Council has identified the following plans as being key to achieving the strategy. These include, but not limited to:

- Community Strategic Plan
- Council Policies
- Delivery Plan & Annual Operational Plan
- Resourcing Strategy.

Council will:

- Ensure its leaders represent our community's best interest in a transparent and professional way.



“ Streetscaping and tree planting throughout the entirety of the LGA that is environmentally considerate e.g. to assist in reducing urban heat ”

Infrastructure Survey
Respondent

Tracking our progress

The CSP identifies whether we are progressing towards the identified Objectives and Strategies of the CSP.

Within Objective 6, there are some strategies where measuring success is intangible or subjective. Council recognises this limitation, however it does not diminish the Strategy's importance.

There are two key areas that will track our progress towards this Objective.

- Engaged and informed community
- Council performs well and delivers value for money

Engaged and informed community

What are we going to measure?

- Number of followers on Council's social media platforms.
- Number of users on Council's other digital platforms.
- % of residents who feel Council provides opportunities for residents to participate in planning and to have a say about the region's future.
- % of residents who feel Council responds to community concerns.
- Number of aware and engaged visitors to YourSay.

Where are we now?

Council currently uses Facebook and Twitter as primary social media platforms. Facebook is primarily focussed on our community, whilst Twitter is primarily used by local media outlets. Council is committed to informing our community about issues that affect them. In December 2021 Council had 14357 Facebook followers, 3235 Instagram followers and 1763 Twitter followers. Results from the 2021 Community Survey showed that 50% of residents were satisfied with the opportunity to participate in Council decision making. The Community Survey also showed that 57.2% of residents considered Council responded to community concern.

Council subscribes to the Readspeakr platform which converts text to audio, assisting Council meet its obligation to provide material in an accessible format. 18,100 requests were made through Readspeakr, resulting in approximately 454 hours of audio downloaded from Council's websites.

Council's engagement portal, yoursay.bathurst.nsw.gov.au, had 1849 registered users (December 2021). YourSay also resulted in 14302 people aware of a project and 1400 people who were engaged with a project during 2021.

Where do we want to be?

Our community needs to be able to access information, provide feedback and contribute to planning for the future. Our new website will improve access to information for residents. We will continue to look for new ways to meet the varied expectations of our community, and present information in a way that is easy to access and understand. Council is committed to meet its obligation to provide information in an accessible format.

Council aims to have an increased number of people accessing Council's websites and social media platforms and an increasing trend on all measures outlined above.

Council performs well and delivers value for money

What are we going to measure?

- % of residents who feel that Council manages financial matters well.
- % of residents who are satisfied with the overall performance of Council as a professional organisation.
- % of residents who feel that Council responds well to community concerns.

Where are we now?

Council measures these using the Community Survey. Results from the 2021 Community Survey showed that 64% of residents thought Council was a professional organisation and 57% of residents felt that Council responded to the community's concerns. The Community Survey also showed that 62.4% of the community was satisfied with Council's management of financial matters.

Where do we want to be?

Our community needs to feel that Council performs well as an organisation as well as value for money with respect to delivering services. We will continue to look for opportunities to improve how we perform as an organisation, deliver services to our community and respond to our community's concerns. Council aims to have an increasing trend on both of the measures.



INFRASTRUCTURE *Priorities*

Council builds new infrastructure and assets each year to benefit the wider community and to attract visitors to the region. As part of the development of Our Region Our Future, Council sought the opinion of the community about the future infrastructure needs. Below is a summary of the 88 survey responses received.

Our community has identified the following infrastructure projects as their top 15:

1. Water security
2. Roads maintenance or upgrade
3. Footpaths in subdivisions
4. Renewable energy projects
5. Basketball stadium/Multipurpose centre
6. Public amenities (e.g. public toilets, BBQ's, seating)
7. Parking (including multi level)
8. Hereford St upgrade
9. Tree planting activities
10. Bathurst museum (The shared history of Bathurst story)
11. More parks & open spaces
12. Street trees
13. Free sporting facilities (e.g basketball courts, pump track)
14. Security of air services / upgrades
15. Open space maintenance

When asked about the standard infrastructure should be built to, the majority of respondents (75%) stated that infrastructure "should ensure that they are constructed to reflect best practice, be innovative and ensure Bathurst is not left behind other towns of a similar size." and there was little differentiation for the standard of construction between asset types.

There was general support (greater than 50%) of increased fees for user pay services, seeking additional grant funding and selling off non-essential assets to pay for new infrastructure. The respondents did not support an overall decrease in Council's service levels (88%). The majority also did not support an increase to rate income (63%) or increased loan borrowings (60%), however there was some support for those options which may be explored further.



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**BATHURST
REGIONAL
COUNCIL**