

ANNUAL REPORT 2023-2024



Wiradjuri

COUNTRY

The Bathurst Regional Council Local Government Area encompasses part of the Traditional Lands of the Wiradjuri people.

The Wiradjuri people are the people of the three rivers – the Wambuul (Macquarie), the Calare/Kalari (Lachlan) and the Murrumbidgee.

Bathurst Regional Council would like to acknowledge and pay their respects to the Traditional Custodians of these lands, past, present and future.

In acknowledging the Aboriginal Community's deep and enduring connection to Country, it is also recognised that this Community is integral to the future of the special places and landscapes of the Bathurst region.

Pictured is Wiradjuri Elder Yanhadarrambal Uncle Jade Flynn and his son River performing a sacred smoking ceremony at the Bathurst Winter Festival.

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PREFACE

Purpose of the Annual Report

The Annual Report presents Council's performance during the 2023-2024 financial year in relation to the principle activities detailed in the Delivery Program 2024–2028 and Operational Plan 2023-2024 and highlights the progress in implementing the Bathurst Regional Council Community Strategic Plan 2022, Our Region Our Future.

The Annual Report is made up of four parts:

Part 1

Is an introduction and overview of Council

Part 2

Provides details of Council's Achievements and Highlights against the Delivery Program (2024-2028)

Part 3

Provides additional reporting information required by legislation

Part 4

Contains Council's audited financial statements

The first three parts are published in one volume. Part four is published separately.

This report is prepared in accordance with Section 428 of the *Local Government Act 1993* and the Office of Local Government Integrated Planning and Reporting Guidelines for Local Government in NSW.

BATHURST REGIONAL COUNCIL OVERVIEW



AREA
3,818km²

84 SUBURBS

POPULATION
44,612

57,060 POPULATION BY 2041
(DPHI PROJECTION)

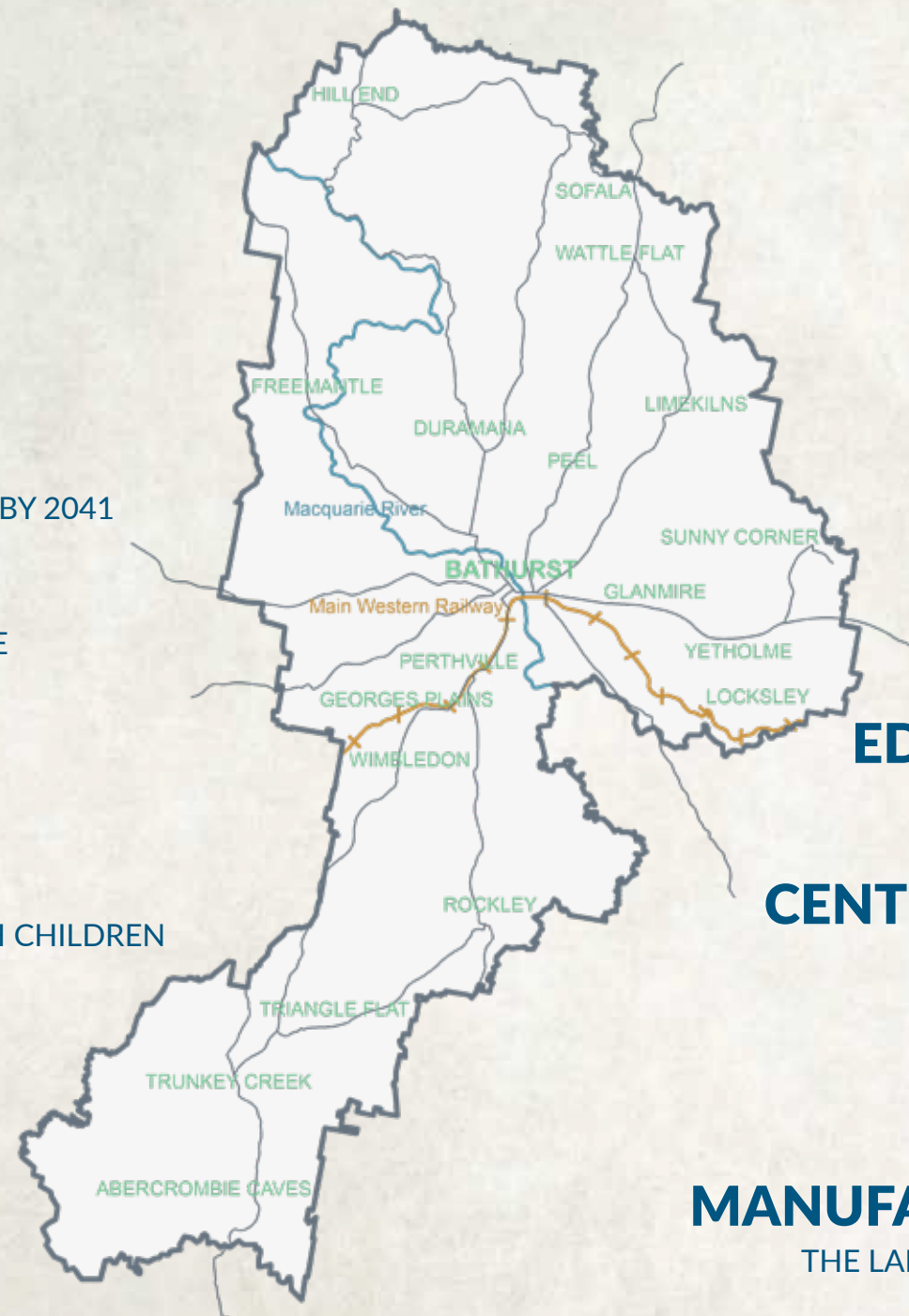
38 MEDIAN RESIDENT AGE

25.4%
RESIDENTS AGED UNDER 20

26.3% COUPLES WITH CHILDREN

3,861
LOCAL BUSINESSES

\$3bn
GROSS REGIONAL PRODUCT



1815
AUSTRALIA'S FIRST EUROPEAN
INLAND SETTLEMENT

1,243,914
ANNUAL VISITORS

86.2%
OF WORKFORCE ARE
LOCAL RESIDENTS 2024

LARGEST EMPLOYER
EDUCATION SECTOR

CENTRE OF EDUCATION
CHARLES STURT UNIVERSITY
TAFE
5 HIGH SCHOOLS
18 PRIMARY SCHOOLS
2 SPECIAL SUPPORT SCHOOLS

MANUFACTURING SECTOR
THE LARGEST ECONOMIC CONTRIBUTOR

18,463

DWELLINGS

23

SPORTING FACILITIES

30

PUBLIC CARPARKS

APPROX. **147km**

CYCLEWAY & FOOTPATH

9

COUNCILLORS

16%

OF DWELLINGS ARE
MEDIUM OR HIGH DENSITY

10

FITNESS STATIONS

28

PUBLIC E-VEHICLE
CHARGERS

548

COUNCIL OWNED BUILDINGS & STRUCTURES

4

COUNCIL MUSEUMS

109

PLAYGROUNDS
& PARKS

845kW

TOTAL CAPACITY OF COUNCIL'S SOLAR GENERATION

7.2%

OF OUR POPULATION IDENTIFY AS
ABORIGINAL OR TORRES STRAIT ISLANDER

13

CEMETERIES

2

COUNCIL RUN
CHILDCARE SERVICES

20

COUNCIL OWNED BUILDINGS
WITH SOLAR POWER

280km

OF DRAINAGE PIPELINE

226

CHILDREN ENROLLED IN
COUNCIL'S CHILDCARE SERVICES

102

GENERAL COMMUNITY PARKS

5 TOP LANGUAGES SPOKEN

ENGLISH | NEPALI | PUNJABI | TAGALOG | ARABIC

829km

SEALED ROAD PAVEMENT

358km

UNSEALED ROAD

19,074ha

OF LAND ZONED NATURE RESERVES,
NATIONAL PARKS AND RECREATION

35,673

DOGS

11,474

CATS
MICROCHIPPED

OUR RURAL VILLAGES AND 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 services 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.





SUNNY CORNER

Location: 29km East of Bathurst
Population: 94 people



TRUNKEY CREEK

Location: 50km South of Bathurst
Population: 118 people



WATTLE FLAT

Location: 32km North of Bathurst
Population: 270 people



GEORGES PLAINS

Location: 12km South of Bathurst
Population: 218 people



ROCKLEY

Location: 30km South of Bathurst
Population: 180 people



SOFALA

Location: 39km North of Bathurst
Population: 111 people



YETHOLME

Location: 22km East of Bathurst
Population: 241 people



HILL END

Location: 45km North of Bathurst
Population: 111 people



PEEL

Location: 13km North of Bathurst
Population: 255 people



GENERAL MANAGER'S MESSAGE



The 2023-2024 financial year has been a time of reflection and planning as we work towards achieving the goals of our current Community Strategic Plan (CSP), Our Region Our Future. Endorsed in June 2022, this plan was shaped by what our community and stakeholders, across all levels of government, identified as priorities for Bathurst and the region, both now and for the next 20 years. It has guided us in delivering services and programs that align with these shared values.

One of the key issues we tackled in the past year was to secure Council's long-term financial sustainability, commencing consultation about a Special Rate Variation (SRV) in August 2023. In September 2023, after careful consideration, we decided not to proceed with a Special Rate Variation, which sharpened our focus on improving operational efficiencies and exploring alternative revenue sources, such as the sale of non-essential assets. Our Pathway to Sustainability initiative has already delivered approximately \$1.23 million in savings for the 2023-2024 financial year. This initiative is not just about reducing costs but about adopting smarter, more collaborative, and innovative ways to ensure we continue to deliver services that meet the needs of the community in a responsible and sustainable manner.

Looking forward, we remain committed to continuous improvement, exploring new ways to deliver services, and working closely with our community and stakeholders. We understand the challenges are real and we are confident that, by working together, we can meet the challenges ahead and continue building a bright future for the Bathurst region.

I invite you to explore this Annual Report, which outlines our achievements and ongoing efforts to secure a prosperous future for Bathurst. We look forward to engaging with you as we develop the new CSP to reflect our shared vision and prepare for the opportunities and challenges to come.

Thank you for your continued support. Together, we will ensure Bathurst continues to grow and prosper, now and for future generations.

THE ELECTED COUNCILLORS

From December 2021 until September 2024, the community elected the following Councillors to represent them.



CR WARREN AUBIN



CR KIRRALEE BURKE



CR BEN FRY
DEPUTY MAYOR



CR GRAEME HANGER



CR MARGARET HOGAN



CR JESS JENNINGS
MAYOR 2023-2024



CR IAN NORTH



CR ANDREW SMITH



CR ROBERT TAYLOR
MAYOR 2021-2023

ADVISORY COMMITTEES

Council convenes and supports many council and community advisory committees.

These tackle broad local issues and provide a forum for discussion among Council representatives, local agencies and community members.

These Committees include:

- Bathurst Agricultural, Horticultural & Pastoral Association Inc
- Bathurst And District Bicycle User Group (Bugs)
- Bathurst City & RSL Concert Band
- Bathurst Community Interagency Group
- Bathurst Community Safety Committee
- Bathurst Domestic Violence Liaison Committee
- Bathurst Education Advancement Group (BEAG)
- Bathurst Family History Group
- Bathurst Health Council
- Bathurst Meals on Wheels Service Inc
- Bathurst Refugee Support Group
- Bathurst Regional Access Committee (BRAC)
- Bathurst Regional Art Gallery Society (BRAGs)
- Bathurst Senior Citizens Management Committee
- Bathurst Seymour Centre Inc
- Boundary Road Nature Reserve Landcare Group
- Central West Women's Health Centre
- Combined Pensioners & Superannuants Association
- Evans Art Council
- Great Western Walk Implementation Committee
- Hill End & District Volunteers Bush Fire Brigade (Formerly Hill End & Tambaroora Progress Association)
- National Trust of Australia – Bathurst & District Branch (& Cox's Road Project Committee)
- NSW State Emergency Service – Bathurst Unit
- The Australian Milling Museum (Bathurst)
- Wattle Flat Heritage Lands Trust
- Wattle Flat (Bronze Thong) Racecourse Committee
- Western Sydney University Advisory Group
- White Rock Progress Association

Project Advisory Committee

- Bathurst Public Art Program Committee
- Bathurst Region Heritage Reference Group
- Bathurst Region Natural Resource Advisory Group
- Bicycle Facilities Working Party
- Councillors Meetings With Community Groups/Representatives
- Living Legends Working Party
- Senior's Festival Organising Committee
- Youth Network

Statutory Committees (S355 Management Committees)

- Audit And Risk Management Committee (ARMC)
- Australia Day Working Party
- Bathurst Community Health Committee
- Bathurst Regional Youth Council
- Bathurst Floodplain Risk Management Committee (FMRC)
- Georges Plains Floodplain Management Sunset Committee
- Policy Committee
- Bathurst Regional Positive Ageing Strategy Committee
- Rockley Mill Museum Management Committee
- SBS For Bathurst Committee
- Sister Cities Working Party
- Sofala Floodplain Management Sunset Committee

Statutory Committee – Other Legislation

- Consultative Committee (Staff) - (Local Government (State) Award)
- Health & Safety Committee (Staff)
(Work Health & Safety Act 2011 and Work Health & Safety Regulations 2017)
- Motor Racing Advisory Committee
(Motor Sports Events Act 2022)
- Traffic Committee *(Road Transport (Safety & Traffic Management) Act 1999)*
- The Somerville Collection Board

Consortia

- Bathurst 1000 (October)
- Bathurst 12 Hour (February)
- Bathurst 6 Hour (Easter)
- Challenge Bathurst (November)
- Bathurst International (November/December)

ABOUT US

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. It 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.

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 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 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 wellbeing
- 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.

The CSP was endorsed by Council on 15 June 2022. Council has progressively implemented the strategies of the CSP resulting in a range of key achievements including:

1. Awards such as the following, but not limited to:

- Keep Australia Beautiful Awards 2023
Tidy Towns overall winner for NSW
- Bathurst Visitor and Information Centre (BVIC)
2024 WOTIF Aussie Town of the year award
- Bathurst Visitor and Information Centre (BVIC)
National Trust (NSW) Heritage Award 2024 – Bathurst Heritage Trades Trail
- Tidy Towns Awards
Communication and Engagement Category 2023 Winner 'Water – Let's Make It Last'
- Australian Fossil and Mineral Museum
Destination NSW – voted Top 5 Favourite Museums in NSW to visit
- Local Government Professionals Australia Award
Special Project Initiative – Central Tablelands Collections Facility (CTCF)
- Tidy Towns and Cities Sustainability Award
Banishing Bathurst Butts 2024 Winner – Litter Prevention

2. Bathurst Animal Rehoming Centre (BARC) completion.

5. Commencement of the water security project – Water harvesting will capture a percentage of water flow in the Macquarie Wambuul River downstream of the Water Filtration Plant.

6. Completion of strengthening the wall of Windurndale Dam (\$16 million project).

In 2021 our community helped build our Mission and Vision for the Bathurst Region.

OUR VISION

A vibrant regional centre that enjoys a rural lifestyle. The Bathurst Region achieves health and wellbeing through strengthening economic opportunities, planning for sustainable growth, protecting and enhancing our assets and encouraging a supportive and inclusive community.

A region full of community spirit and shared prosperity.



OUR MISSION

The equitable development and maintenance of service for the general health and wellbeing of the citizens of the Bathurst Region and the adjustment of these services to meet the changing needs.



LINKS TO OTHER PLANS

[Community Strategic Plan \(CSP\) 2022](#)

[Community Engagement Strategy \(CES\) 2023](#)

[Delivery Program \(DP\) 2024-2028
and Operational Plan \(OP\) 2024-2025](#)

[Annual Report \(AR\) 2022-2023](#)

[Financial Statements 2023-2024](#)

[Long Term Financial Plan \(LTFP\) 2024-2034](#)

[Workforce Management Plan \(WMP\) 2022-2026](#)

[Asset Management Strategy and Plans \(AMSP\)](#)

[Various reports available under 'Asset Management' tab.](#)

[Land Use Plan](#)

[Heritage Plan \(HP\) 2021-2025](#)

[Tourism Strategy Plan \(TSP\)](#)

[Cultural Plan \(CP\) Bathurst Regional – A Cultural Vision 2036](#)

[Economic Development Strategy \(EDS\) 2018-2022](#)

[Community Survey 2023](#)

[State of Our Region Report 2022-2024](#)

WHAT LOCAL GOVERNMENT IS

In New South Wales (NSW), local government is responsible for providing a range of essential services and functions that address the needs of their communities. Each local government area is managed by a council, which is elected by residents and operates with a degree of autonomy under the *Local Government Act 1993*.

The primary functions of NSW local government include urban planning and development control, ensuring that land use and building projects align with community needs and environmental standards. Councils are tasked with maintaining and upgrading public infrastructure, such as roads, bridges, and public spaces. They also manage local parks, recreational facilities, and community centres, providing spaces for leisure and social activities.

Local councils oversee waste management, including collection and recycling services, to ensure effective and sustainable waste disposal. Additionally, they play a critical role in environmental management by promoting sustainability initiatives and addressing issues like water conservation and local biodiversity.

Public health and safety are also within the scope of responsibility of local government. Councils enforce health regulations, manage public health programs, and ensure compliance with safety standards. They provide essential services such as childcare and contribute to emergency planning and response efforts.

Community engagement and local representation are fundamental to local government functions. Councils facilitate community participation in decision-making processes and work to address local concerns and priorities. This includes managing local libraries, organising community events, and supporting cultural and economic development.

Overall, NSW local governments are integral to enhancing the quality of life of residents and businesses in their communities through comprehensive service delivery and responsive governance.

Organisational Structure

At a glance

GENERAL MANAGER

Administration

- Mayor and General Manager's Unit

Corporate Communications

- Media Relations
- Digital and Social Media Management

CORPORATE SERVICES & FINANCE

Information Services

- Information Technology
- Geographical Information Systems
- Infrastructure and Network Management and Maintenance (Information Technology)

Corporate Governance

- Audit, Risk Management and Compliance
- Insurance and Claims Management
- Council Meetings and Agendas
- Records Management
- Store
- Property (Sales and Leasing)

Financial Services

- Rates and Fines
- Accounts Receivable
- Debt Recovery
- Accounts Payable
- Investments
- Taxation
- Budgets and Reporting
- Payroll

Human Resources

- Talent Acquisition
- Training
- Employee and Workplace Relations
- Return to Work Management
- Workplace Health and Safety

Events

- Event Planning, Management and Delivery (Corporate and Community)
- Grants and Sponsorships
- Marketing and Promotions

CULTURAL & COMMUNITY SERVICES

Museums

- National Motor Racing Museum
- Chifley Home and Education Centre
- Bathurst Railway Museum
- Australian Fossil and Mineral Museum
- Central Tablelands Collections Facility

Library Services

- Collections and Technology
- Programs
- Information Services

Bathurst Regional Art Gallery

- Exhibitions
- Audience Engagement Programs
- Marketing and Promotions

Bathurst Memorial Entertainment Centre

- Technical Services
- Creative Production
- Marketing and Promotions

Tourism and Visitor Services

- Bathurst Visitor Information Centre
- Marketing and Promotions

Community Services

- Children's Services
 - Scallywags Long Care Centre and Preschool
 - Bathurst Family Day Care
- Aboriginal Community Development
- Youth Development and Events

ENVIRONMENTAL, PLANNING & BUILDING SERVICES

Strategic Planning

- Land Use Planning
- Urban Design
- Heritage Planning
- Development Contribution Planning
- Customer Service

Development Assessment

- Development Applications
- Building Services

Environment

- Environmental Health
- Energy Strategy
- Regulatory Services
- Bathurst Animal Rehoming Centre
- Environment Projects and Compliance

Economic Development

- New Business Attraction
- Support to Local Business
- Business Concierge
- Economic Data Analysis

ENGINEERING SERVICES

Works

- Urban Works
- Rural Works
- Workshop (Mechanical)
- Asset Management and Maintenance (Infrastructure)

Water and Waste

- Wastewater Treatment Works
- Water Filtration Plant
- Chifley and Winburndale Dams
- Water Utility Operations and Maintenance
- Waste Management Services
- Asset Management and Maintenance (Water, Sewerage and Waste)

Recreation

- Parks, Gardens and Cemetery Management and Maintenance
- Sports Fields Management and Maintenance
- Asset Management and Maintenance (Recreation)
- Horticulture and Arboriculture

Technical Services

- Civil Design
- Road Safety and Traffic Design
- Subdivisions and Land Development
- Crown Lands and Compulsory Land Acquisitions
- Building Maintenance and Project Management
- Bathurst Airport

Mount Panorama Motor Racing Circuit

INTEGRATED PLANNING & REPORTING (IP&R)

WHAT IS IP&R?

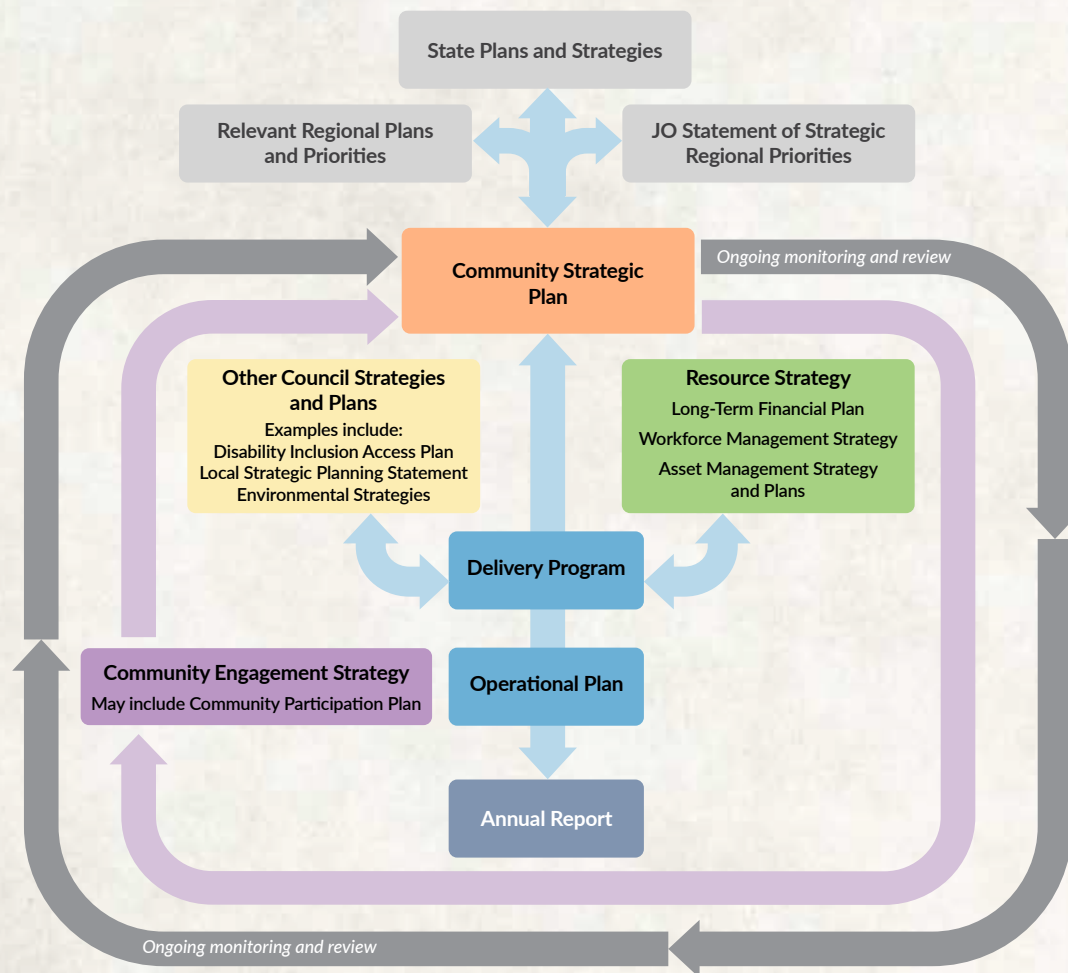
Integrated Planning & Reporting was introduced in 2009 by the NSW Government and stems from the principle that all council planning should originate from a sound understanding of the community's expectations around priorities and service levels.

It comprises a series of interrelated documents that together provide a rigorous, consistent approach to community planning across all NSW local councils, while also ensuring alignment with regional and state priorities.

WHY IS IP&R IMPORTANT?

Local councils operate in an increasingly complex environment, with responsibilities under more than 50 different pieces of legislation and direct relationships with over 20 NSW and Commonwealth Government agencies. The IP&R framework assists council to navigate these complexities in a meaningful and purposeful way and to integrate community priorities into council strategies and plans, support community and stakeholders to play an active role in shaping the future of their community, articulate the community's vision and priorities, assign resourcing to support delivery of the vision and priorities, while also balancing aspirations with affordability, maintaining accountability and transparency by regular monitoring and reporting.

Integrated Planning and Reporting Framework



OLG, 2021

BATHURST REGIONAL COMMUNITY STRATEGIC PLAN

HOW IS IP&R DELIVERED?

IP&R is aligned with the NSW local government election cycle. Each newly elected council considers the information from the previous council's State of Our Region Report and engages with the community as part of the IP&R review process.

COMPONENT DOCUMENTS

The key components of the IP&R framework are outlined below and should be read and understood by everyone with responsibility for developing, delivering, endorsing and reporting on IP&R plans.

Community Strategic Plan (CSP)	Community Engagement Strategy (CES)	Resourcing Strategy (RS)	Delivery Program (DP)	Operational Plan (OP)	Annual Report (AR)	State of Our Region Report (SORR)
<ul style="list-style-type: none"> Highest level of strategic planning undertaken by a council – all other plans must support achievement of CSP objectives. Articulates community vision and reflects aspirations. Considers state and regional plans as they apply to the council. Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress. Based on social justice principles. <p>.....</p> <p>Duration: 20+ years</p> <p>Review: In line with election cycle, generally every 4 years.</p>	<ul style="list-style-type: none"> To support the development of all plans, policies, programs and key activities. Must demonstrate a commitment to genuine and inclusive engagement. Based on social justice principles. <p>.....</p> <p>Duration: As required</p> <p>Review: Within 3 months of the local government elections.</p>	<ul style="list-style-type: none"> Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through: <ul style="list-style-type: none"> Long-Term Financial Plan Workforce Management Planning Asset Management Planning <p>.....</p> <p>Duration: 4-20 years, in line with Delivery Program and Operational Plan</p> <p>Review: Continual monitoring to measure effectiveness and respond to change; the Long-Term Financial Plan, Asset Management Strategy and Plans need to be reviewed and updated annually to cover a minimum 10 year period/forecast. The Workforce Management Strategy is to be reviewed and updated every 4 years along with the Delivery Program.</p>	<ul style="list-style-type: none"> Describes elected council's commitment to deliver against the CSP over 4-year term. Describes what can be delivered with the available resources as outlined in RS (below). Aligned with strategic directions and outcomes of the CSP. <p>.....</p> <p>Duration: 4 years</p> <p>Review: Annual review with 6-monthly reporting.</p>	<ul style="list-style-type: none"> Identifies annual projects and activities to deliver against DP outcomes. Includes council's annual budget and Statement of Revenue Policy. <p>.....</p> <p>Duration: 12 months</p> <p>Review: One plan each year for the 4 years of the council term, in line with DP.</p>	<ul style="list-style-type: none"> Reports back to the community on the work undertaken by a council each year to deliver on the commitments of the DP through that year's OP. AR must contain a copy of the audited financial statements. <p>.....</p> <p>Duration: 12 months</p> <p>Review: Annually.</p>	<ul style="list-style-type: none"> Prepared by each outgoing council and noted by incoming council. Reports to the community on effectiveness of implementation of the CSP. <p>.....</p> <p>Duration: 4-yearly</p> <p>Review: In line with election cycle, generally every 4 years.</p>

Note: Council is a Water and Sewer Authority hence we have 20 year plans.



COMMUNITY SURVEY 2023

The Bathurst Community Survey has been regularly conducted since 2001, providing valuable insights into the community's views on a variety of topics such as infrastructure, lifestyle, Council facilities and services, regional priorities, Council staff, communications, and current local issues.

For the 2023 survey, Council engaged Mircromex to carry out the research, which involved a statistically valid phone survey of approximately 400 residents over several days. A statistically valid survey means that data is gathered from a carefully selected sample, ensuring that the results accurately reflect the larger population. This is achieved through proper random sampling techniques that minimise bias and include a sufficient number of respondents to produce accurate and reliable results.

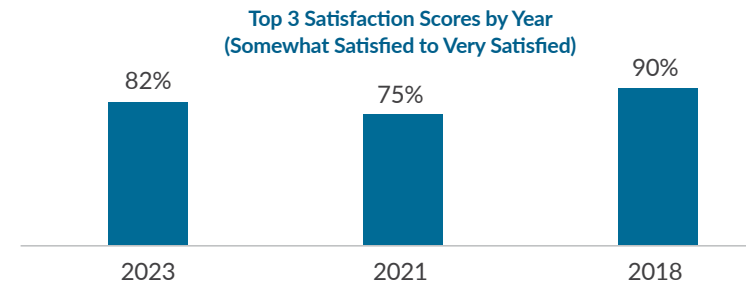
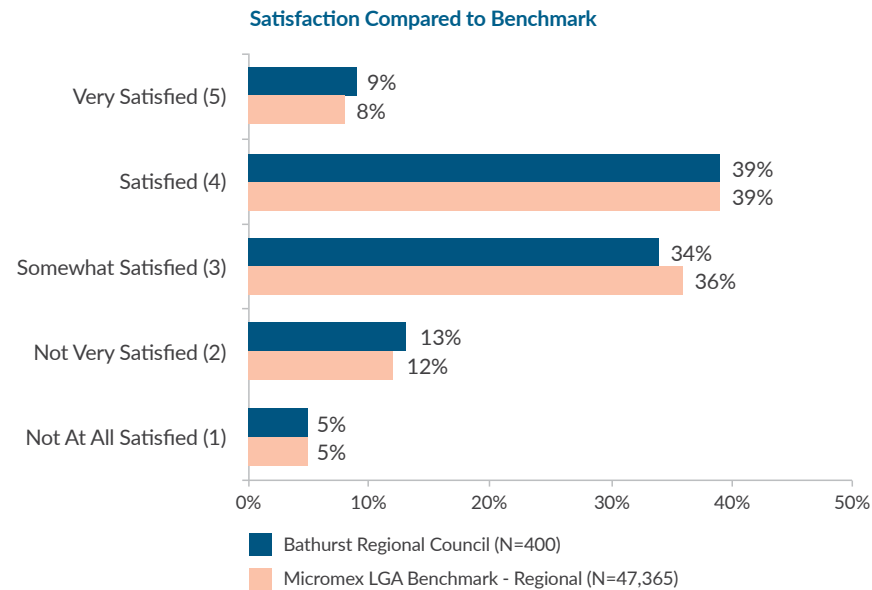
The aim is to gather trustworthy data that can help draw conclusions or make predictions about the broader population, with a known margin of error and confidence level. According to the Australian Bureau of Statistics' online calculator, a sample size of 400 people offers a 95% confidence level. This means that, if the survey was repeated, 19 out of 20 times the results would be within 5% of the original findings.

The 2023 survey results indicate a positive shift in community sentiment since 2021. The feedback reflects growing community expectations around service delivery, highlighting the need for long-term planning by the Council to meet these expectations. The next Community Survey is scheduled for late 2024.

Note: The full Community Survey is located on Council's website.

Overall Satisfaction

The overall community satisfaction with Council's performance was 82% in 2023, an increase by seven percentage points from 2021. Although results have significantly improved, they have not yet returned to the level seen in 2018. We are on par with Micromex's Regional Benchmark.



LINKAGES AND RELATIONSHIPS

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, Housing and Infrastructure Central West and Orana Regional Plan Environment and Heritage Corporate Plan NSW Aboriginal Affairs Aboriginal Cultural Heritage Reform NSW Government Architect NSW State Design Review Panel Better Placed Policy Design and Place SEPP/Greener Places Policy	Bathurst Local Aboriginal Lands Council Wiradyuri Traditional Owners Central West Aboriginal Corporation (WTOCWAC) 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 NSW Department of Transport Smart & Local Feedback Forum NSW Department of Customer Services – Spatial Services Bathurst Spatial Digital Twin	Bathurst Chamber of Commerce NSW Business Chamber Tourism providers Village Associations Regional Development Australia Central West Charles Sturt University Destination Network Central West

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, Housing and Infrastructure 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 Net Zero 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 Central NSW Joint Organisation

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 Spot 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 Wellbeing

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 NSW Office of the Children's Guardian	Educational Facilities e.g. Primary Schools, High Schools, TAFE, Universities Bathurst Health Alliance Community Transport Local RFS Groups Local SES Groups Bathurst Regional Access Committee

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 Other NSW Ombudsman Reports and Complainant Data Australian Museum Art Gallery of New South Wales	Audit and Risk Committee Central NSW Joint Organisation NetWaste Charles Sturt University

THE PLAN

The following themes, which were central to the Community Strategic Plan (CSP) 2022-2024, outline how Council and the community might reach our desired future.

Our Region Our Future reflects the priorities of our residents including these Value Statements that guide our collective actions and feed into our 20-year Blueprint:

- 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 wellbeing.
- 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.

Now is a time we can look back on the achievements made towards the vision in our Community Strategic Plan, Our Region Our Future. The plan was shaped by our community's core values, set the direction for the future, one that embraces Bathurst's unique identity, fostering smart and economic vibrancy, being a steward for the environment, encouraging sustainable growth, promoting health and well-being, and championing strong, collaborative leadership.

To bring this vision to life, Council has executed a series of well-defined strategies, each tailored to address specific community priorities. These strategies have guided Council's efforts in meeting the goals set by our residents in 2021. The State of Our Region Report serves as a detailed review of these initiatives, evaluating the effectiveness of our actions and measuring our progress toward the community's long-term aspirations.

The Delivery Program and Operational Plan are built upon the above themes. Under each theme, strategies were established to ensure we continue moving in the desired direction.

This Annual Report provides a comprehensive review of the milestones reached over the past twelve months, allowing us to celebrate the many achievements and highlights across the region that have brought us closer to realizing the vision of Our Region Our Future.

DELIVERY PROGRAM ACHIEVEMENTS AND HIGHLIGHTS



INTRODUCTION

The following Delivery Program Achievements and Highlights showcase the incredible progress Council and the community have made together toward realising the vision set out in the Community Strategic Plan, Our Region Our Future. These accomplishments reflect the dedication and collaboration of our four key divisions - Cultural and Community Services, Corporate Services and Finance, Environmental, Planning and Building Services and Engineering Services, all working together to bring the plan's themes to life.

For the purposes of this report, we will highlight the achievements of each division over the past twelve months, celebrating the milestones reached and the collective efforts driving our region forward.

HIGHLIGHTS OF THE 2023-2024 FINANCIAL YEAR

Council has been recognised as an industry leader in local government, as can be seen by the awards received during this period. The awards cover Tourism/Destination Marketing, Cultural Services & Facilities, Environmental Acknowledgement and Sustainability amongst others.

Below is a snapshot of some of the achievements for the past financial year.

Awards Won by Council

2023

- Bathurst Visitor Information Centre, NSW Tourism Awards 2023 – Bathurst Heritage Trades Trail – Silver Award
- Bathurst Visitor Information Centre, NSW Tourism Awards 2023 – Visitor Information Services – Gold Award
- Bathurst Winter Festival 2023 – NSW Tourism Awards – Bronze Award (Events)
- Keep Australia Beautiful Awards 2023 – Tidy Towns overall winner for NSW
- Tidy Towns Awards – Biodiversity conservation award 2023
- Tidy Towns Awards – Communication and engagement category 2023 winner 'Water – Let's Make It Last'
- AFMM – Destination NSW – voted Top 5 Favourite Museums in NSW to visit
- Central Tablelands Collections Facility (CTCF) National and State Awards
 - Highly Commended – NSW National Trust Heritage Award (conservation – interior and objects)
 - Winner – Australian Museums and Galleries Association MAGNA Award (Sustainability)
 - Winner – Local Government Professionals Australia Award (Special Project Initiative)
 - Winner – Leo Kelly OAM Arts and Culture Award (Project Division B – population 30,000-70,000)
 - Winner - Museums & Galleries NSW IMAGinE Award 2023 (Innovation and Resilience)
- NSW Local Government Excellence in the Environment Awards – River Connections
- NSW Local Government Excellence in the Environment Awards – Banishing Bathurst Butts
- Tidy Towns Sustainability Awards – Heritage and Culture Award Pop Cat E – Winner – River Connections

2024

- BVIC – National Trust (NSW) Heritage Award 2024 – Bathurst Heritage Trades Trail
- BVIC – 2024 WOTIF Aussie Town of the year award
- Tidy Towns and Cities Sustainability Award – National Finalist 2024
- Tidy Towns and Cities National Sustainability Awards – Banishing Bathurst Butts 2024 Winner – Litter Prevention

INFRASTRUCTURE INVESTMENT

Over the past twelve months significant Works have been completed as follows:

New and Reconstructed Footpaths - 9.446km

We constructed 506m at a cost of \$116,733. The rest were gifted to Council through developer contributions and the highway upgrade through Raglan. Windy 1100 made up a large proportion of the new footpaths.

Rural Roads Widened and Improved - 12.81km

12.81km of rural road widening and improvements were completed in 2023-2024 at a cost of \$4,095,947.

Rural Roads Previously Gravel Now Sealed - 3.280km

Caloola Road was upgraded and sealed and is included in the costs above.

Urban Roads Upgraded with Asphaltic Concrete - 1.256km

- Howick Street (Bentinck to Rankin)
- Hampden Park Road (Littlebourne Street to Wembley Place)
- Lee Street (Hampden Park Road intersection)
- Zagreb Street (Various)
- William/Keppel St roundabout
- Russell Street (William to George Street)

Urban Roads Reconstructed and Spray Sealed - 2.661km

Cherry Lane (200m), Windemere Road (930m), Ecrates Place (600m), Swanbrooke Street (660m), Leena Street (270m). Total cost \$2,121,244.

Timber Bridges Replaced with Concrete

Stony Creek Bridge (\$1,046,850), Eusdale Creek Bridge (\$1,271,942).

Drainage Pipes Installed - 19.4 km

Council installed 750m drainage for Leena Street the remaining 18.65 km were gifted to Council through developments.

Water Pipes - 7.214 km

All the water pipes installed in 2023-2024 were gifted to Council from developments.

Sewer Pipes - 9.405 km

222.8m of sewer were installed by Council for the construction of Leena Street with the remaining 9.183km were installed by new developments.

Urban Roads Resealed

103,167m² or approximately 10.21km. Reseals cost \$482,765.

Rural Roads Resealed

379,553m² or approximately 24.9km. Reseals cost \$939,118.

MAJOR PROJECTS COMPLETED

Winburndale Dam Safety Upgrade

A \$16 million project, with \$2.2 million funded by the State Government, and completed by local company EODO. The dam wall has been strengthened to meet modern safety standards, ensuring the long-term security of the water supply. This essential upgrade enhances the dam's resilience and safeguards the community. Work was completed in July 2023, marking a major milestone for the region.

Central Tablelands Collections Facility (CTCF)

This \$4.6 million construction project was funded through a \$2.3 million grant from the State Government with matching funding by Council.

Council has collections worth more than \$23 million dollars. The facility also provides storage, collection management services and learning spaces for larger institutions and local collection groups on a user pays arrangement that offsets the costs of operation. The Central Tablelands Collections Facility allows all these collection items to be stored in a clean, secure, pest-free, accessible, and climate-controlled repository. This multi award winning facility opened in September 2022.

Bathurst Animal Rehoming Centre (BARC)

This inspiring state-of-the-art facility is dedicated to caring for stray, lost, and unwanted animals. This impressive \$3.9 million project received \$925,000 from the Federal Government's Building Better Regions Fund and an additional \$166,519 from the State Government's Stronger Country Communities Fund for the adoption pavilion.

The facility includes 42 spacious dog kennels, a modern cattery with 30 cat condos, veterinary treatment rooms, administrative offices, and the welcoming adoption pavilion. Completed in late 2023, this incredible project officially opened its doors in June 2024, providing a vital service to the community and offering a safe haven for animals in need.



Bridge Replacement Program

Exciting progress has been made with the Bridge Replacement Program. Key bridges have been replaced to ensure safer, smoother travel for the community. These include:

- Stony Creek Bridge on Tarana Road – completed March 2024
- Eusdale Creek Bridge on Tarana Road – completed June 2024

These upgrades will improve connectivity and enhance infrastructure reliability for the region, making travel easier and more efficient for everyone.

Windy 1100 Subdivision

This is an exciting new development at the western gateway to Bathurst, a 205-lot subdivision featuring a diverse range of lot sizes, from 1150m² to 550m², including 43 dual-service lots. Designed with the environment in mind, this project incorporates innovative water-sensitive urban design, including a bioswale to collect and treat stormwater runoff, and three pollutant traps to protect our waterways. The subdivision also offers 2.5 kilometres of cycleway and three kilometres of footpath for enhanced connectivity.

With a \$25 million contract awarded to Devcon Civil, construction began in October 2021, and the project was completed by 2024, with lots officially on the market. Stage 1 was registered in May 2024, marking a key milestone in this forward-thinking community development.

Centennial Park Landscape Upgrade – Stages 1 and 2

Stage 1 was completed in 2023 and involved a \$1.1 million investment by BRC, delivering a formal concrete cross path network, park lighting, seating and avenue tree planting.

Stage 2 was completed in May 2024 and funded by an \$887,580 State Government Stronger Country Community Fund grant and a further \$300,000 investment from Council. This enabled Council to build a new playground utilising 'Everyone Can Play' guidelines, picnic shelters, seating, barbecue, lighting, tree planting, lawns and irrigation.



Gormans Hill Park Landscape Upgrade

This upgrade incorporated 'Everyone Can Play' guidelines for new play equipment, natural landscape structures, seating, all weather access path, garden bed installations, tree planting, lawn areas and irrigation system. Funded with a \$200,000 State Government grant and a \$41,000 investment from Council, this was completed in 2023.



Image: Western Advocate

Ralph Cameron Oval Playspace Upgrade

Stage 1 was completed in April 2023, with a \$25,000 State Government grant matched by Council. Works included the construction of a multi-purpose sports court.

Stage 2 was completed by August 2024 with a \$447,851 injection from the State Government Stronger Communities Fund. This funding provided a new inclusive playing equipment, shade structure, picnic shelter, seating, scooter and BMX track and an accessible footpath from the Raglan Hall carpark.



Sawpit Creek Landscaping Project

This \$1.27 million initiative, funded by the State Government's Regional Housing Program, has transformed the area adjacent to Windy 1100. As part of this project, over 30,000 native grasses, acacias, wattles, and more have been planted, along with more than 3,500 beautiful eucalyptus, including Apple Box and Ribbon Gum. This vibrant new landscape is set to thrive, enhancing the natural beauty of the region for years to come.



Bathurst Sportsground Sportsfield Reconstruction

The sportsground was completely reconstructed and included the removal of the grass surface, reshaping the ground, installation of a sports sand base, irrigation system, infield drainage, renovation of the centre turf wicket, increased sportsground perimeter (including removing the old bike track) and new fencing.

This project was completed in 2023 costing \$1.5 million. This was made up of \$1.385 million from Council, a \$75,000 grant from the ICC T20 World Cup 2020 cricket legacy fund and \$40,000 from the Australian Cricket Infrastructure fund.





DELIVERY OF THE KEY PRIORITIES

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

Aboriginal Commitment Strategy

We continued to undertake Aboriginal Cultural Heritage Assessments for the development of lands within the Bathurst Region as required.

Our Aboriginal Commitment Strategy (Ngumbaay - Version one) was adopted on 17 August 2022. The strategy guides Council in working effectively and collaboratively with the local Aboriginal community.

The following activities have been undertaken since the adoption of the Strategy:

Reconciliation

Action	Progress
Aboriginal Commitment Strategy to be reviewed 12 months after implementation	Our Aboriginal Commitment Strategy Working Group reviewed current Aboriginal Commitment Strategy and have agreed on changes to be made for 'Bula - Version 2'.
Acknowledge/celebrate significant Aboriginal events that support reconciliation, such as National Reconciliation Week	During this reporting period, we have acknowledged and celebrated all significant Aboriginal events, including commemoration of Martial Law declaration, NAIDOC Week, National Reconciliation Week, National Sorry Day, National Aboriginal and Torres Strait Islander Children's Day and Indigenous Literacy Day.
Support other services and organisations to acknowledge/celebrate reconciliation	We have worked collaboratively with Wiradyuri Traditional Owners Central West Aboriginal Corporation and Bathurst Local Aboriginal Land Council to acknowledge/celebrate Dhuluny and NAIDOC initiatives.
Recognition of positive contributions that local Aboriginal people make, and the important role Aboriginal people play in our community	<p>The Bathurst Writers' & Readers' Festival events celebrated Unstoppable Stories: Wiradyuri Resistance and Aboriginal Political Activism.</p> <p>Local Aboriginal Elders acknowledged during Seniors Festival and through 2023 NAIDOC initiatives: Today's Yarns, Tomorrow's Stories publication and NAIDOC bus campaign.</p> <p>BRAG NAIDOC video projection: "What do your Elders mean to you?" in collaboration with Bathurst Local Aboriginal Land Council and Denison College.</p> <p>Aboriginal community members collaborated with Council to feature in the production of Miil Bulal (both eyes - Wiradjuri) NAIDOC film.</p>
Continuation and review of cultural awareness training delivered to Council staff	<p>BRAG staff and volunteers completed the 'First Nations Cultural Awareness Journey' in May 2024, in preparation for Dhuluny.</p> <p>Human Resources and selected staff have trialled a new online cultural awareness module that is mandatory for all Council staff.</p>

Protection

Action	Progress
Consultation with Recognised Aboriginal Parties regarding restoration of Wiradjuri language and cultural traditions	Ongoing consultation with Wiradyuri Traditional Owners Central West Aboriginal Corporation and Bathurst Local Aboriginal Land Council for Dhuluny project, Windradyne suburb signage and interpretation for Wambuul Memorial Garden.
Incorporation of Wiradjuri language into Council events, program, facilities, services and infrastructure	<p>Significant incorporation includes:</p> <ul style="list-style-type: none"> • Dhuluny events at BMEC & BRAG • River Connections Teacher Professional Development Workshop • River Connections Program. <p>Language conventions such as Macquarie River/Wambuul and Mount Panorama/Wahluu are acknowledged and used to describe landmarks within Council's materials.</p>
Continuation of cultural traditions such as Welcome to Country's and smoking ceremonies, where appropriate	Welcome to Country's conducted at all major Council events, including Bathurst NRL, Council controlled motor racing events and the Bathurst Winter Festival.
Inclusion of Acknowledgement of Country, where appropriate	<p>Acknowledgement of Country provided at all Council meetings, internal meetings across all departments and Council events.</p> <p>Prominent Acknowledgement of Country on Council's new website and new staff intranet, launched October 2023, featuring Indigenous artwork by William 'Bubba' Kennedy.</p> <p>Acknowledgement of Country plaques supplied by Indigenous business and installed across 15 Council facilities.</p>
Ensure Council's planning controls remain up to date with respect to the management of Aboriginal Cultural Heritage	<p>All site cards are purchased and up to date. Data base for site cards checked frequently.</p> <p>Council adopted updated Aboriginal Heritage Provisions in Chapter 10 of Bathurst Regional DCP 2014.</p>
Continue to implement the Aboriginal Heritage Interpretation Strategy	<p>Windradyne and Wambuul Memorial Garden Interpretation Plan prepared to support consultation for new interpretative opportunities relating to Wiradjuri resistance in 1822-1824.</p> <p>Windradyne suburb signage manufactured and awaiting installation.</p>

Community and Stakeholder Relationships

Action	Progress
Ongoing consultation and communication with Recognised Aboriginal Parties and Aboriginal Community Members	<p>Consultation was ongoing and frequent with Recognised Aboriginal Parties, including:</p> <ul style="list-style-type: none"> • Wiradyuri Traditional Owners Central West Aboriginal Corporation • Bathurst Local Aboriginal Land Council • Wiradjuri Cultural Care • Wahluu Health Aboriginal Corporation • Bathurst Young Mob.
Acknowledging Aboriginal significant dates	<p>Council has greatly supported and promoted events and activities for the Dhuluny Project and the commemoration of the bicentenary of the declaration of Martial Law by delivering:</p> <ul style="list-style-type: none"> • NAIDOC 2023 • National Close the Gap Day 2024 • National Sorry Day 2024 • National Reconciliation Week 2024 • Indigenous Literacy Day.
Inclusion and consideration of Aboriginal community in Council events, programs, initiatives and services	<ul style="list-style-type: none"> • Engagement with Aboriginal facilitators to facilitate Marang Connections Program • Engagement with Wiradyuri Traditional Owners Central West Aboriginal Corporation to facilitate River Connections Program • Artwork developed by local Wiradjuri community, coordinated by BLALC and WTOCWAC to form Winter Festival Illuminations.
Advocate for community needs to relevant stakeholders	<p>Through consultation processes with Aboriginal stakeholders, the Wambuul Memorial Garden concept was developed.</p> <p>We provided support for the Dhuluny Project, advocating for the following events and initiatives:</p> <ul style="list-style-type: none"> • Dhuluny: the war that never ended exhibition • Interpretation signage • Education packages • Mapping project • Marramarra Creation Workshops • Dirraywadha Book Launch • Dhuluny Conference • Research project – Cirencester (Lord Bathurst archives) • The Visitors play • Book publication by Ian McArtney. <p>We also undertook a review of the history of the possum skin cloak given to Governor Macquarie.</p>

Community and Stakeholder Relationships *continued*

Action	Progress
Plan, deliver and evaluate community development initiatives that meet community needs	<ul style="list-style-type: none"> • National Close the Gap Day health checks at Kelso Community Hub. • Produced local film, Miil Bulal for premiere at Council's 2024 NAIDOC event. • Marang Connections delivery concluded in September 2024 and was a finalist in the 2024 Local Government Excellence Awards (Community Development – Under 150,000). <p>River Connections Program was a finalist at the National Keep Australia Beautiful Tidy Town Awards 2024 (Heritage and Culture award category).</p>
Plan, deliver and evaluate community events that incorporate cultural awareness and cultural connections	<ul style="list-style-type: none"> • Library events and Indigenous author talks. • Various BRAG events and exhibitions, including 22 collaborations with Indigenous community members. • Bathurst Heritage Trades Trail. • Winter Festival illuminations. • Harmony Week 2024. • Youth Week 2024. • National Sorry Day Elders morning tea. • Marang Connections.
Collaborate with stakeholders to increase cultural awareness and cultural connections	<ul style="list-style-type: none"> • Planning of Dhuluny delivery. • Collaboration with BLALC on Blue Tree Project. Council installed the Blue Tree at Berry Park and supported the unveiling event. • Development of exhibition outcome for Amala Groom, Wiradjuri artist, in 2025. • Development of HOME Program, in collaboration with Art Gallery of NSW, Department of Education and Wiradjuri artist Josh Sly.
Support and promote cultural awareness and cultural connection initiatives, where appropriate	<ul style="list-style-type: none"> • Bathurst Writers' & Readers Festival events. • BRAG events. • BMEC events. • BVIC display windows promoting 'We Bleed the Same' exhibition. <p>Supported the delivery of a Community Corroboree facilitated by the Bathurst Local Aboriginal Land Council, at Kelso Community Hub.</p> <p>BRAG staff and volunteers completed the 'First Nations Cultural Awareness Journey' in May 2024.</p>



OTHER KEY DELIVERABLES:

Water Security

- Secure Yield Modelling completed for the Bathurst Town Water Supply and, inclusive of Climate Change impacts.
- Completion of Winburndale Dam Wall Strengthening Project.
- Construction of Water Harvesting Project Stage 1 underway.
- Preliminary design of Water Harvesting Project Stage 2 complete.
- Grant application for detailed design and construction lodged with the Commonwealth Government for Stage 2.

Bathurst Animal Rehoming Centre (BARC)

- Construction of the Bathurst Animal Rehoming Centre was completed in November 2023, and the facility was officially opened on 7 June 2024.
- BARC has 42 dog kennels, 30 cat condos, outdoor exercise areas, veterinary treatment rooms and an adoption pavilion.
- BARC has a welcoming reception area to meet and greet customers and spaces for meetings and training.
- The facility provides care for companion animals to a high level of animal welfare and maximises opportunities for animals find their forever home.



Review of the Macquarie River Flood Model

We have received grant funding to complete a Flood Study Update for the Macquarie River and key tributaries in the Bathurst area. Flood Studies form the initial component of the flood risk management process and are used to identify flood risk by modelling the flood behaviour in an area.

This document can then be used to inform floodplain management and development controls as well as form the basis for additional studies such as a Floodplain Risk Management study which can be used to develop mitigation options.

This flood study will build on the last major flood study that was adopted in 1995 with the last of the resulting flood mitigation works from this process completed with the Perthville Levee in 2022.

The updated Flood Study will build on previous studies by:

- Incorporating advancements in flood modelling techniques, including accounting for climate change
- Updating the model in line with current standards and guidelines
- Combining a number of smaller models into a single model
- Including flood risk for key urban tributaries
- Reviewing the performance of flood mitigation infrastructure.

Stantec Australia were engaged to undertake the flood study update mid-2023, with works progressing well to date. Stantec, through their subsidiaries, have been involved in the majority of previous studies completed in the Bathurst area and bring extensive prior knowledge to this project.

The data collection and initial community consultation have been completed with works approximately 50% complete on the development of the model itself. It is anticipated the draft study will be completed by early 2025 and once approved, made available for public exhibition. Feedback from the exhibition will then be incorporated into the final flood study update with a target completion date of mid-2025.

Once completed Council staff will look to build on the Flood Study update by undertaking a Floodplain Risk Management Plan, subject to successful grant funding.

Delivering Medical Services

We are not directly involved with the delivery of health services to the Bathurst community, however invested staff time and resources into progressing amendments to the planning instruments for the Bathurst Integrated Medical Centre. Due to the ongoing difficulties with the funding of a multi-story carpark associated with the Bathurst Integrated Medical Centre, Council resolved in July 2024 to immediately investigate other suitable sites for private hospital investment. Council also reestablished regular meetings with Western NSW Local Health District and the Bathurst Hospital CEO with respect to the hospital redevelopment and parking arrangements. The Kelso Community Hub is used by NSW Health for health service outreach programs and Council resolved for in-principle support to an Aboriginal Health Service to be the primary tenant at the Kelso Community Hub.

CULTURAL & COMMUNITY SERVICES



COMMUNITY SERVICES

Over the past year, we have made significant progress in rolling out community services initiatives as outlined in the Bathurst Community Safety Plan (2023-2026), Disability Inclusion Action Plan (DIAP), Positive Ageing Strategy, and Aboriginal Commitment Strategy. Notably Council supported the Bathurst Regional Youth Council, made up of 15 young people aged 12-24, ensuring their voices were represented and heard throughout the Bathurst Local Government Area. In addition, we hosted key events such as Harmony Week, International Women's Day, Youth Week, the Seniors Festival, and a variety of events for our First Nations community, all aimed at fostering inclusivity and strengthening community engagement.

Community Safety and Engagement Initiatives

Under the Bathurst Community Safety Plan, we successfully launched several initiatives to improve community safety and promote respectful relationships. Key initiatives included:

- A Christmas holiday safety campaign aimed at promoting safe homes and neighbourhoods
- The 16 Days of Activism campaign to raise awareness of respectful relationships.
- A Scams Awareness Week 2023 campaign, which included online resources and information sessions in collaboration with NSW Police
- Cybersecurity awareness sessions for local businesses
- Road safety and emergency services information sessions.

Overall, seven community safety initiatives or projects were successfully implemented during the 2023-2024 period, marking key progress in delivering the objectives of the Community Safety Plan.

Disability Inclusion and Positive Ageing Initiatives

We continued to focus on making the community more inclusive and accessible in line with the DIAP. Key initiatives included:

- Ensuring the Bathurst Winter Festival was inclusive, with sensory zones, accessible toilets, and 'Access at a Glance' audits
- Providing Bathurst Access Improvement grants to local businesses
- Hosting sensory sessions at Council facilities and promoting the International Day of Sign Language
- Delivering training to businesses on the benefits of employing people with disabilities and celebrating the inaugural Bathurst Blind Cricket Challenge.

During 2023-2024, Council reported on the progress of the DIAP implementation, with 30 of its 35 action items completed. These achievements reflect the ongoing delivery of the Disability Inclusion Plan in partnership with community stakeholders.

For the Positive Ageing Action, we implemented various projects to support seniors and promote community engagement. These included:

- Dementia awareness initiatives through Dementia Action Week
- The Connecting Seniors project, which facilitated intergenerational technology sessions
- Hosting 97 events as part of the 2024 Seniors Festival Program.

Throughout the year, seven initiatives were delivered to align with the Positive Ageing Strategy, demonstrating Council's commitment to supporting the ageing community.



Youth Council Achievements

The Bathurst Regional Youth Council continued to be a vital platform for young voices in the community. The group met monthly, allowing for greater involvement and planning. A major highlight was the Youth Week 2024 event, 'Sunday Sesh', which attracted approximately 250 young people and community members. Other achievements included intergenerational activities and regular consultations with various Council sections.



Scallywags Long Day Care and Preschool

Scallywags is an exceptional early learning centre for children aged 6 weeks to 5 years, delivering an 'Exceeding' rated program that fosters creativity, curiosity, and social skills. Our experienced educators provide tailored learning based on the children's interests, guided by the Early Years Learning Framework. Each age group benefits from programs designed for their development, from nurturing care in the Grevillea Room to school readiness in the Preschool Room. Unique offerings like Bush Kinder and intergenerational playgroups enrich children's experiences, ensuring they thrive in a vibrant, community-focused environment.

Conveniently located in the heart of Bathurst, behind the Ambulance station with a scenic view of Haymarket Reserve, Scallywags offers a warm and vibrant environment for young learners. Operating weekdays from 8:00 am to 6:00 pm, it provides a safe and engaging space where children can grow and explore. With strong partnerships between families and the community, Scallywags ensures every child has the opportunity to thrive in a supportive and inclusive setting, fostering their growth and helping them reach their full potential.



Bathurst Family Day Care

Bathurst Family Day Care offers a unique, home-based childcare service that focuses on your child's individual development in a safe, nurturing environment. Our qualified educators create a warm, family-like setting, where children aged 0-5 thrive in small groups, fostering strong, lasting bonds. The flexible childcare options include full-time, part-time, before and after school care, overnight, and emergency care, tailored to meet the needs of working families, including shift workers. The program is affordable, with hourly fees and childcare subsidies available, ensuring quality care for every family. At Bathurst Family Day Care, your child will benefit from a personalised approach, learning through play and exploration in a familiar home environment, helping them grow in confidence and curiosity.



Bathurst Library

Bathurst Library is open seven days a week and offers an extensive collection of books, DVDs, Magazines as well as a suit of electronic collections and online resources to the Bathurst Community.

The following is an overview of key activities, achievements and progress, highlighting the efforts to enhance our services, engage with the community, and foster continuous improvement across a range of programs and initiatives:

- We conducted a 2023 Customer Satisfaction Survey between June and July, collecting 172 responses. 96.2% of respondents were satisfied with the library's facilities and services, reflecting a steady improvement over the last five years.
- We also continued to monitor community satisfaction with an additional "how was your visit today?" satisfaction survey which was trialled over a three-month period. We received 69 responses with an average rating of 4.75 out of 5 stars, with customer service and the library's collection being the most appreciated aspects.
- Membership remains stable with around 10,800 to 11,000 active members. On average, 110 people join the library each month. While membership represents about 25% of the local population, it has maintained this level, and continued efforts focus on expanding membership further.
- Visitations have been consistently growing, with an average increase of 300 visits per month. Visitations now stand at 8,400 visits monthly, indicating a positive trend of community engagement.
- We delivered 284 programs in 2023-2024, attracting 7,173 attendees, including launching new programs such as intergenerational tech help sessions and hosting special events like "An Evening with Richard Glover." This demonstrates strong community participation in diverse programming.
- Circulation of both physical and electronic materials has increased, with a total of 199,549 items loaned in 2023-2024, up from 154,399 the previous year. New collections, including a new eBook platform and early literacy kits, have contributed to this growth, reflecting the library's success.
- We curated and launched the Bathurst Community Directory. Containing comprehensive information about local community services, organisations and support groups, the online directory is available on the Council and Library websites. Other updates to the library website include a Dementia Resources page, and a Wiradjuri resources page. A Bathurst War webpage is also under development.
- The new Bathurst Library website was launched on 27 July 2024 and has had 14,731 unique users from launch date to 30 June 2024.

- We delivered 39 workshops and sessions to improve adult digital literacy, including the well-received intergenerational tech help program. These initiatives have been successful, with high attendance and positive community feedback.
- Focused on dynamically curating its collection to encourage discovery. There were 11 new reading lists created and shared both online and in print, while eight engaging book displays were set up throughout the year, enhancing the visibility and appeal of the library's resources.
- We continue to promote and engage with Australian Indigenous history and culture, delivering monthly highlights featuring Wiradjuri or other Indigenous content.
- Social media presence has grown with followers increasing from 4,185 in July 2023 to 4,814 by June 2024. The content strategy involves a team-wide effort to ensure a diverse and inclusive range of posts, helping maintain dynamic engagement.
- We extended our services beyond its walls by delivering three pop-up events at key community happenings. The Library Van made appearances at events like the Marang Connection and School Starter Picnic, helping the library reach a broader audience and increase visibility.
- Relationships with local schools, pre-schools and daycare centres were developed, with the library engaging with 7 educational institutions by sending an up-to-date information package promoting our services and new initiatives. Activities, included multiple school visits and information treasure hunts. This has contributed to stronger ties between the library and educational providers in the community.

We will continue to focus on incorporating survey feedback into the library's strategic plan, continuing membership drives, and increasing visibility in the community through events and partnerships. Programs will be refined for sustainability, and digital literacy offerings will be expanded to include media and information literacy. Efforts to honour Indigenous history will remain central, as will improving online navigation and enhancing reader resources. Strengthening relationships with local schools and ensuring diverse, inclusive content on social media are also key priorities for growth.



Bathurst Memorial Entertainment Centre (BMEC)

In 2024, BMEC successfully transitioned from traditional seasonal programming to a more flexible, rolling schedule. This approach allowed us to remain responsive to new opportunities, including expanding our *Live Performance on Screen* offerings, bringing world-class productions from the National Theatre (London) and MET Opera (New York) to Bathurst audiences. Additionally, we continued to support our presenting partners, ensuring the success of all shows held at the venue.

Our programming broadened significantly to appeal to a wider audience within the Local Government Area (LGA), with a stronger focus on education.

We delivered a revamped Bathurst Sea of Sound in January 2024 and an expanded Bathurst Writers' & Readers' Festival, running over seven days in collaboration with Bathurst Library, BooksPlus, and Arts OutWest. First Nations programming remain a central feature, particularly through the Sydney Writers' Festival Livestream component.

Improvements were made to BMEC's presentation, both in public areas and backstage, with patrons and staff alike praising the enhanced atmosphere. The impact was visible, with BMEC welcoming **51,219 attendees to 171 events** over the year.

BMEC's *Local Stages Program* continued to foster local talent through a series of initiatives. School holiday workshops were offered for aspiring young performers as part of the Winter Festival, hosted an open mic style event *After Dark* for original singer-songwriters, poets, and storytellers, supported local performers with their cabaret shows.

Additionally, BMEC Local Stages:

- Produced *The Vagina Monologues* for International Women's Day
- Assisted with the delivery of Fast Cars at SuperFest and the East Coast tour of *Highway of Lost Hearts*
- Ran a two-day workshop with Mara! 'Big Band' for local community singers called *Singing for Harmony* as part of Harmony Week
- Hosted a Music Industry Mixer event for about 50 Central West musicians brokering new relationship
- Continued to run the *Compareo* program, delivering weekly workshops in the arts over four school terms for people with disabilities.

Another key achievement was the overhaul of our membership model, now offering flexible 12-month memberships, which can start at any point during the year. This change, combined with member discounts on up to 100 events, resulted in our highest-ever membership numbers.

Our rebranding initiative, 'Entertaining Bathurst', also played a key role in raising BMEC's profile. Through targeted marketing efforts, including stalls in shopping centres during school holidays and a presence at the Bathurst Show, we engaged directly with the community. It also encourages broader participation and two-way communication with members and non-members about the venue, its programs and dispelling any myths and misperceptions they may have had.

These efforts were reflected in our progress metrics, with our Net Promoter Score (NPS) for patrons rising to +74, well above our target of +50, and our NPS for venue hirers remaining at a perfect +100.

BMEC remains a cornerstone of Bathurst's cultural landscape, committed to delivering high-quality entertainment, fostering local talent, and enriching the community through diverse and engaging programming.





Bathurst Regional Art Gallery (BRAG)

The 2023-2024 period marked a significant year of growth and engagement for Bathurst Regional Art Gallery (BRAG), with strong participation across a range of exhibitions, programs, and community initiatives. Through a combination of in-person and digital platforms, we successfully connected with diverse audiences, fostering meaningful cultural and educational experiences. Below are some key highlights that we delivered:

- The 'West of Central' exhibition featured the work of 17 artists who live and work in the Central West. With 400 attendees on opening night, it highlighted the strong community support for regional artists. The exhibition showcased experimental, conceptual, and installation art, offering a diverse and engaging program that celebrated the talent and creativity of regional artists.
- Deborah Kelly's 'CREATION' was a multimedia exhibition featuring video, animation, photography, music, paper collage, costume, textiles, and a series of new porcelain platters that premiered in Bathurst. The project involved collaborations with artistic leaders such as SJ Norman (Liturgy), Lex Lindsay (music), Angela Goh (dance), James L King (costume design), Stereogamous (dance anthem), and Alia Ardon (film).

We also facilitated further local collaborations, including farmer Cathie Hale, brewer Ian Carman, chef Richard Learmonth, and musicians Sophie Jones, Abby Smith, Cindy Fox, and Ella Jameison. Together, they presented this contemporary mythology at a sold-out event 'NOURISH' on the eve of the autumn equinox.

- *Season One: Terrestrial* explored the earthly plane of our planet through the lenses of history, consumer culture, science fiction, and fabulism. The program featured multiple exhibitions across BRAG's main and foyer galleries, along with presentations on digital platforms, offering a larger-than-life journey through familiar and unfamiliar landscapes.
- *The Home Program*, a collaboration between the Art Gallery of New South Wales, the NSW Department of Education's Arts Unit, the Wiradjuri community in Wagga Wagga, and Aboriginal communities and regional galleries across NSW. The program connected schools with local Aboriginal artists, culture, language, and community.



In 2023, the program was delivered on Wiradjuri country at BRAG, featuring culture and language workshops and a final exhibition. This showcased work created over the year by over 100 students from Carcoar, Hampton, O'Connell, Sofala, Spring Hill, and Wattle Flat Public Schools.

In partnership with the Central Tablelands Collections Facility, we successfully made the first selection of the BRAG Permanent Collection available online, improving access to the gallery's valuable art holdings.

Visitor participation remained high, and feedback mechanisms provided valuable insights into how audiences engaged with BRAG's offerings. These findings, along with attendance metrics and participant numbers, highlight BRAG's ongoing commitment to delivering impactful, accessible art experiences. Below are key highlights of attendance, engagement, and feedback:

- **Attendance and Participation.** In 2023-2024, we saw approximately 138,000 attendees across onsite and offsite projects, public programs, educational activities, public art, touring exhibitions, and loans from the permanent collection.
- **Onsite Engagement.** We welcomed approximately 30,000 visitors in the gallery and hosted 1,990 participants at its onsite public programs.
- **Verbal Feedback.** We also encouraged visitor feedback on exhibitions and programs through direct engagement. This approach has led to more targeted and constructive feedback, with visitors noting a connection between their enjoyment, feeling challenged, and being well-informed about the content.
- **Digital Feedback.** A QR code is prominently displayed at the gallery entrance and linked to an online feedback form. On average a review of 9 out of 10 was left by visitors with the majority responding, "To see a specific exhibition" when they were asked "Why did you come to BRAG today?"

Many comments left by visitors commend their experience, one of those being "Outstanding exhibition and thank you for continuing to bring world class art to the region. We relocated last year and we haven't looked back!"

We are dedicated to fostering and promoting artistic expression, cultural education, and community engagement. By enhancing access to its collection through digital platforms, delivering innovative programs, and expanding community outreach, the gallery is well positioned to continue as a vibrant cultural force in the region. Looking ahead, BRAG's ongoing support of local artists, commitment to education, and focus on digital accessibility will ensure it remains a thriving cultural hub for the Bathurst region in the years to come.

Bathurst Visitor Information Centre (BVIC)

Bathurst Visitor Information Centre (BVIC) has been committed to driving tourism growth and enhancing the visitor experience through a series of strategic activities, collaborations, and product developments.

One of our primary focuses was the development of new tourism packages and experiences to attract a broader range of visitors. This effort led to the successful creation of 10 new tourism products, including:

- Discover Bathurst Digital Map
- Dinosaurs of Bathurst Brochure
- Corporate Conferencing Packages
- Bathurst City and Region Pad Map
- Autumn Photography Competition
- Bathurst Destination Guide
- Pints to Past Historic Pubs Tour.

Regional Tourism Partnership Program

Considerable progress has been made expanding upon this program and has surpassed its target with 164 partners, compared to the anticipated 158. These partnerships are vital in fostering collaboration with local businesses and stakeholders to promote the region collectively.

Bathurst Region Destination Guide

This key promotional tool was launched at an industry and media event held at Reckless Brewing in May 2024. The event saw many attendees from local tourism businesses, council representatives, community leaders and local media. It serves as the primary document for marketing the region, with 20,000 copies distributed across visitor centres and local businesses throughout NSW. The guide's launch event received excellent media coverage, including a feature on WIN News, helping to raise the region's profile across the Greater Central West.

Digital Engagement

Significant increases were seen in traffic to our consumer website, recording 169,346 unique visitors and over 434,000 page views. Meanwhile, social media efforts garnered 7.2 million impressions and grew the total follower base to 27,000. These numbers highlight the success of targeted digital marketing strategies aimed at engaging key audiences and building the Bathurst region's brand.

Collaboration with Industry Specialists

We worked to generate media coverage through public relations campaigns which resulted in the publication of 110 media articles, including notable mentions in *Australian Geographic*, *Australian Country Magazine*, and *SMH*, as well as features on *News.com.au*, *RV Daily*, and *Wotif.com* and *Holiday With Kids*. One standout example of this success is the Bathurst Heritage Trades Trail (BHTT), which featured in an 8-page spread in *The Australian Geographic*. In addition, the centre secured a \$20,000 grant through the Regional Events Flagship Funding to further promote BHTT.

Sister City Relationship

Bathurst Japanese Student Program

Bathurst has had a sister city relationship with Ohkuma (Japan) since March 1991. Due to Ohkuma being affected by the Great East Earthquake and Tsunami the Student Program was placed on hold. This has been revitalised in the 2023-2024 financial year, marking the return of students post COVID-19. 131 students from Japanese schools, including Toyo High School (82 Students) and Senshu High School (17 Students), a delegation of 15 students from Bathurst's sister city Ohkuma, and a group from the International Youth Organisation of Japan (17 Students) visited Bathurst, with homestay arrangements and school activities coordinated by BVIC. This program plays a significant role in fostering international relationships and cultural exchange.

We have continued to strengthen our relationship with Cirencester in the UK, home to the 9th Earl and Countess Bathurst. The town was named after the 3rd Earl Bathurst, and over the past two years, we've maintained a productive dialogue and exchanged valuable information. Additionally, we've developed a business partnership between the BVIC and local Cirencester businesses. This collaboration supports a retail presence and creates an interpretive space at BVIC.

We've also maintained our Sister City relationship with Yangquan City in China, fostering a rich cultural exchange. As part of this, we regularly contribute articles to local newspapers and media, highlighting the social, economic, and cultural strengths of both cities.

Bathurst City and Region Pad Map

Continual updating of this vital visitor resource ensures it reflects new developments in local infrastructure. This updated map is distributed to businesses, community organisations and visitors, supporting easy navigation for both locals and tourists alike.

Market Intelligence Report

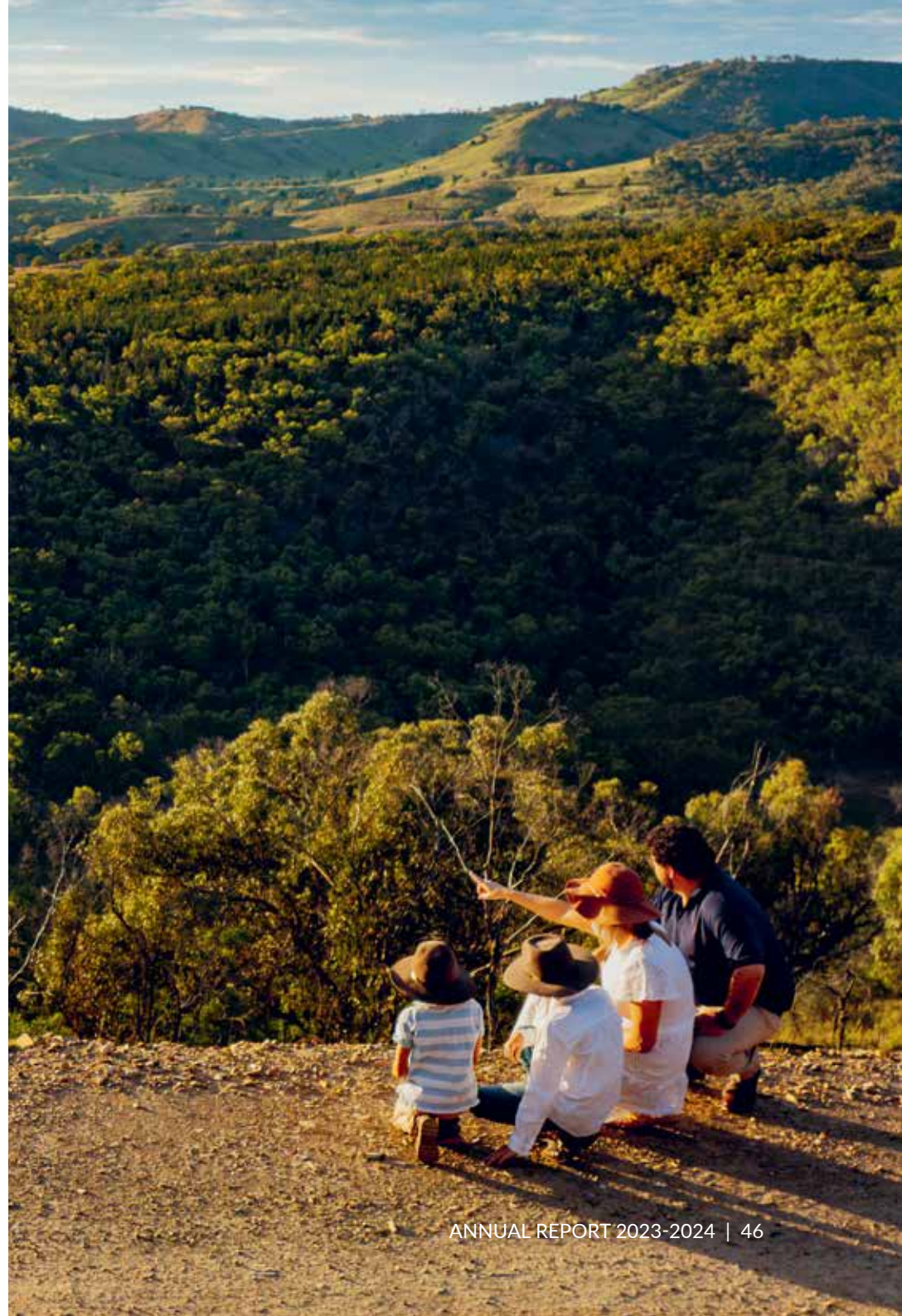
We have prioritised market intelligence to inform us of future strategies and investments. The annual report was published and distributed to industry partners, alongside a newly developed snapshot infographic highlighting the Bathurst Region's economy. These resources equip stakeholders with the data and insights needed to make informed decisions and support tourism growth in the region.

We also held regular consultations with industry partners, including 56 one-on-one meetings, four workshops, and two larger industry meetings, further strengthening relationships with local businesses and ensuring ongoing collaboration. Additionally, 61 familiarisation visits were conducted with tourism partner businesses to showcase the region's offerings and support local enterprises.

Overall, our efforts have contributed to significant economic benefits for the Bathurst region. The total number of visitors to the Bathurst Visitor Information Centre reached 42,984, while the region attracted over 1.24 million visitors, contributing an estimated \$457.4 million in visitor spending for 2023-2024.

Awards

In an amazing achievement, we were honoured with the prestigious Gold Award for Visitor Servicing at the 2023 NSW Tourism Awards. These awards, considered the pinnacle of recognition in the State's tourism sector, celebrate excellence across all areas of the industry. Securing the top spot as the Number One visitor information centre in New South Wales is a testament to our unwavering commitment to providing exceptional service, enhancing the visitor experience, and promoting the Bathurst region. This accolade not only highlights our leadership in the industry but also showcases the dedication and hard work of our entire team in making Bathurst a premier destination for tourists.



museums BATHURST

In the 2023-2024 financial year, the Bathurst Museums Unit delivered a range of engaging exhibitions, public programs, and community events across its four sites, which attracted substantial visitor numbers and enhanced local engagement.

We delivered a total of seven exhibitions and 27 public programs in 2023-2024, attracting an impressive, combined total of 117,372 visitors. Educational outreach was a key focus, with 84 educational tours engaging 3,783 students across all sites. The AFMM led with 68 educational groups totalling 3,185 students, followed by BRM with nine groups (390 students), Chifley Home with five groups (128 students), and NMRM with two groups (80 students). Adult guided tours were also successful, with 13 tours reaching 310 visitors in total.

Membership continued to grow, with a total of 666 members across the Museums Bathurst network, including 266 new members and 207 renewing members. The introduction of an online portal for membership and group tour bookings improved accessibility and streamlined operations, enhancing the overall visitor experience.

Throughout the year, we prioritised sustainability, implementing environmental strategies across all sites. These included installing solar panels, EV charging stations, and initiatives to recycle coffee cups and reuse display cabinets, reflecting the unit's commitment to environmental responsibility.

We have also seen significant growth and community impact over the 2023-2024 financial year through our diverse exhibitions, public programs, and strong visitor engagement.



Australian Fossil and Mineral Museum (AFMM)

A variety of captivating exhibits were showcased, including The Dino-store, the Local Schools and Local Stories cabinet, which featured rotating exhibits from local schools such as MacKillop College and Bathurst Public School.

We also hosted several highly successful public programs, including:

- The Winter Festival with torchlight tours on 5 and 12 July, which drew 52 visitors
- An AFMM birthday celebration on 23 July, featuring two additional torchlight tours with 67 attendees
- Museum Selfie Day on 17 January 2024 which saw 963 visitors through AFMM.

One of the most significant events was Dino Day on 26 November, which attracted 741 visitors.

Special events like Halloween at the Museum saw 112 participants, while the Friends of AFMM Peter Wilson talk and Dino-Time sensory-friendly sessions demonstrated our continued commitment to accessibility and community involvement.

The AFMM's total visitation for the year reached 30,309, reflecting its popularity and diverse programming.



Bathurst Rail Museum (BRM)

The Museum focused on the transformative power of railways with its exhibition Before and After: How the Railway Changed Bathurst. BRM also hosted key community events such as the Steam Weekend from 8-10 June, which drew 1,115 attendees. In addition to this, we organised a series of seasonal markets, including the Christmas, Easter, and Spring markets, which were well received by the public.

Musical performances in Kids Central in January 2024 attracted 240 people and Museum Selfie Day held on 17 January 2024 saw 597 visitors through BRM, adding to the Museum's community engagement.

Throughout the year we maintained strong relationships with volunteers and collaborated with other rail museums and clubs, including those in Junee, Goulburn, and Canberra.

BRM recorded a total of 32,790 visitors for the year.



Chifley Home and Education Centre

This little gem continued to offer its historical displays and programs, including Tea with Lizzie on 10 September 2023, which welcomed 15 visitors. Chifley Home also participated in guided tours, with 10 adult groups visiting throughout the year, totalling 257 people. In addition, there were five student educational group tours, totalling 128 students for the year.

Chifley Home participated in Museum Selfie Day on 17 January 2024 bringing 181 visitors through the doors.

The overall visitation for Chifley Home in 2023-2024 was 2,508.



National Motor Racing Museum (NMRM)

Our motorsport heritage was celebrated with special exhibitions such as SIXTY, which marked the 60th anniversary of the Great Race, and Mopar or No Car, showcasing Chrysler's impact on Australian motorsport.

The Museum's *Mount Hondarama* LEGO model also attracted significant interest from visitors.

We hosted a range of major events, including:

- Father's Day on 3 September, which attracted 287 visitors
- Bathurst 1000 race week from 30 September to 9 October 2023, which saw 6,055 people through its doors
- Museum Selfie Day on 17 January 2024 attracting 528 visitors through NMRM
- Superfest in February 2024 drew an additional 1,667 visitors
- Participation in the Phillip Island Classic and Adelaide Motorsport Festival
- Loaning vehicles to the National Motor Museum in Birdwood for display from March to September 2024.

With a total annual visitation of 44,308, the NMRM remains a major draw for motorsport enthusiasts.



The Central Tablelands Collection Facility (CTCF)

This unique facility played a crucial role in community engagement and collection management. In collaboration with Museums & Galleries NSW (MGNSW), CTCF supported the *Storyplace* digitisation project and hosted a range of events, including:

- Bathurst Community Tour of the facility on 10 February 2024, with 23 participants
- Bathurst Museum Network Meeting on 13 March, attended by 20 participants
- CTCF's significance assessment workshop for small local museums, held on 29 May, in partnership with MGNSW attracted 20 attendees
- Teacher focus group run by MGNSW on 30 May provided valuable educational insights.

CTCF also won the prestigious Leo Kelly OAM Arts and Culture Award in August 2023 and was recognised with the Museums & Galleries NSW IMAGInE Award in November.

Another key achievement was the relocation of the Somerville Collection into the facility and the packing, pest treatment, and relocation of the BRAG and School of Arts collections. Additionally, we managed 177 cubic metres of commercial storage from external users, further cementing its role in collection care and management.

CORPORATE SERVICES & FINANCE



COMMUNITY EVENTS

Our Events team have successfully run numerous community events, which not only provided entertainment but also encouraged public participation and physical activity. These events align with our community strategic plans, including objectives such as promoting a strong sense of place and identity, fostering a vibrant economy, and enhancing community health and wellbeing.

One of the standout achievements for the year was the **2023 Bathurst Winter Festival**, which returned for its ninth consecutive year in the heart of the CBD. The event led to increased accommodation occupancy levels and notable attendance across various featured events. The introduction of new activities significantly enhanced the overall experience for attendees. The following key insights highlight its success:

- Nearly 20,000 people skated on the McDonald's Bathurst Ice Rink
- 36% of ticket purchasers were from outside the 2795 postcode
- Over 44,000 amusement ride tickets were sold
- Opening Night and the Brew and Bite events saw 27,500 attendees
- Accommodation occupancy reached 75%.



Overall, the event contributed an impressive \$18.9 million in economic value and generated 73 local jobs, as per the data from *Spendmapp*, *Localis*, and *Bathurst ID*.

Superfest, a major 10-day event featuring the Repco Bathurst 12 Hour and the Thrifty Bathurst 500, was another key highlight. Held from February 15-24, Superfest was the opening round of the Supercars season and featured a variety of off-track community events including a transporter parade, drivers signing session, Moonlight Cinema, live music, and a free Wiggles concert. Our community-driven initiatives have strengthened local engagement and boosted tourism.

The **2024 NRL match** between the Penrith Panthers and Wests Tigers also contributed to the Council's success. A sold-out crowd of 12,000 fans gathered at Carrington Park on 20 April 2024, marking a significant event under the annual agreement with the Penrith Panthers. Data from *Localis* indicated that 78.9% of attendees were from outside the Bathurst LGA, leading to a 74% accommodation occupancy rate during the event, representing a 23% increase compared to non-event periods.

We have closely tracked these events through several key metrics, including attendance numbers, visitor spending, community and vendor feedback, and economic impact reports from *Localis* and *Spendmapp*. These metrics demonstrate the positive economic and social contributions of these events to the Bathurst region, further justifying the Council's commitment to organising and enhancing future events.

INFORMATION SERVICES

Over the past year, our Information Services team has made steady progress in multiple areas to enhance operational efficiency, network security and improve services across the organisation as follows:

- We rolled out an online timesheet system, initially targeting desktop users, with plans to extend to mobile platforms. With 170 users now utilising this platform, this marks a significant step towards digitising and improving internal processes
- In collaboration with Human Resources we set up and implemented a new Learning Management System (Pulse)
- Our team assisted the Communications department in configuring an online payment gateway, ensuring a seamless integration of payment solutions into our systems
- In preparation for the 3G network shutdown, the team proactively identified all 3G devices and communicated necessary actions to managers
- We developed an IT Balanced Scorecard report in Microsoft Power BI, enabling better tracking of IT performance metrics
- A number of technical upgrades were completed and the replacement of old equipment to maintain network reliability
- We also commenced a trial of new phone software and developed a mobile app to enable efficient data collection in the field, reducing reliance on paper-based processes
- Streamlining our internal IT processes enabled us to automate PC imaging and continued to enhance overall system management
- Ongoing cyber security remediation efforts led to a significant reduction in risks, particularly in exposed perimeter services, with no major vulnerabilities identified
- Completion of a software licenses audit across Council allowed us to reduce expenditure by minimising unnecessary licenses and helped mitigate the impact of price increases
- We successfully started using new software management tools to further align with modern cloud-based management practices
- Our team also supported six major race events, ensuring IT infrastructure was in place to facilitate smooth operations
- To further enhance operational efficiency, a new online onboarding process was developed and implemented for new employees, ensuring all necessary details are captured efficiently
- Our cyber security continues to strengthen by improving key systems and addressing potential risks. This has led to an increase in our overall security rating.

GOVERNANCE

The Governance team has made significant progress in enhancing operational processes and completing key projects such as:

- Consolidating initiatives identified from previous years, such as refining Government Information (Public Access) Act (GIPA) applications, improving business paper processes, and policy development.
- Update of the Bathurst Regional Emergency Management Plan (EMPLAN) and evacuation centre audits. The EMPLAN was endorsed by the Local Emergency Management Committee (LEMC) in February 2024. This update ensures the region is better prepared for potential emergencies and aligns with best practice standards.
- Successfully transitioned the Council's Audit & Risk Improvement Committee to comply with the 2023 Audit & Risk Improvement Guidelines. This shift strengthens Council's governance framework and aligns with current risk management practices within the Local Government Sector.
- Commenced a review of the Enterprise Risk Management Plan to ensure ongoing alignment with organisational goals and participated in the Central NSW Joint Organisation (CNSWJO) Disaster Risk Adaptation Program, contributing to regional resilience efforts.
- The Records section has also been instrumental in managing corporate records and initiating a large-scale digitalisation project. To date, over 15,000 records from Microfiche have been digitised, improving access to information and streamlining record management. Simultaneously, the Council's Stores department has made significant improvements to its processes and implementing internal audit recommendations to enhance operational efficiency.
- The Property section has been actively involved in managing the Windy1100 subdivision land sales, alongside overseeing the lease and licensing of Council properties.

HUMAN RESOURCES

Our HR and Safety teams launched numerous new initiatives, many for the first time at Council. These activities were aimed at improving processes, enhancing employee experience, and increasing operational efficiency, with more planned for the year ahead. Below is an overview of the key achievements and progress that highlight the success of these initiatives and the positive impact they have had on our organisation.

HR Team Realignment

The HR team was restructured to better align with the needs of Council, allowing for more focused support to meet strategic objectives. This realignment has set the foundation for improved people management and organisational growth.

Recruitment and Selection Improvements

To enhance the recruitment process, it was refined for greater efficiency and effectiveness, supported by the appointment of a dedicated Talent Acquisition Coordinator. As a result of these efforts, we have seen a decrease in staff turnover, reflecting the success of talent retention initiatives. Recruitment improvements have also bolstered our ability to attract top talent.

Employer Branding

Initiatives to enhance our employer branding were undertaken, with more work planned for the next financial year. This is part of a broader strategy to position us as an employer of choice in a competitive job market.

Discipline and Conduct Management

We refined our discipline and conduct management processes to ensure consistency, fairness, and adherence to legislative requirements. These improvements help foster a positive workplace culture and ensure compliance across the board.

Performance Management Process

A new performance management system was implemented, focusing on meaningful performance and development discussions between managers and employees. This system aims to enhance employee engagement and productivity, with further improvements planned for the next financial year.

Learning Management System (Pulse)

We launched the Pulse Learning Management System, reinstating mandatory and compliance training and establishing learning frameworks. This system ensures that staff are equipped with the necessary skills and knowledge, enhancing both performance and compliance.

New Safety Policies and Approaches

We introduced several new safety policies, including the Non-Work-Related Injury Policy and the Psychosocial Policy. These initiatives aim to improve workplace safety and support the overall wellbeing of employees. As a result of these safety improvements, we saw a significant decrease in work-related injuries, contributing to a successful rebate from StateCover, Council's Health and Safety insurer.

Safety Enhancements

Further safety improvements included the implementation of audiometric testing and a refined safety inspection process. These initiatives not only improved risk management but also contributed to the reduction in lost time from work-related injuries.

Flexible Working Arrangements

The new Flexible Working Policy is being implemented across Council, allowing for adaptable work practices. This policy will play a key role in enhancing employee engagement, retention, and attraction by offering more flexible work-life balance options.

Wellbeing Support Plan

A Wellbeing Support Plan was introduced to support employees in managing their mental health and wellness at work. This initiative provides resources and guidance to promote a healthier and more supportive workplace environment.

Employee Engagement (Council Connect)

We launched 'Council Connect,' a series of town hall-style meetings designed to foster open communication and connection between employees and leadership. These meetings also serve to recognise long-serving staff and strengthen employee engagement.

In addition, our focus on HR and safety improvements was backed by the development of a new People Metric Dashboard, which will be launched in the next financial year. This dashboard will track key HR metrics in real-time, providing insights that will drive further enhancements to HR and safety practices.

Looking ahead, the HR and Safety teams remain committed to building on the progress made over the last year. By continuing to refine processes, improve employee engagement, systems and maintain a strong focus on safety and wellbeing, we are confident that Council will continue to be a great place to work, attract top talent, and foster a supportive, productive workplace environment.

FINANCE

Over the past year, we focused on raising awareness about the long-term financial sustainability of the Council. To support this goal, we enlisted the services of Morrison Low, an independent consulting firm, to conduct a thorough financial review of its operations.

Their task was to identify steps necessary to achieve long-term financial stability. After detailed analysis, along with identifying financial strategies including further opportunities for increased revenue and expenditure efficiencies, they determined that a Special Rate Variation (SRV) was crucial to secure the Council's financial future. Since 2013, council staff have suggested a Special Rate Variation (SRV) be considered as the most effective way to improve the Council's financial stability.



CORPORATE COMMUNICATIONS

Over the past year, the Corporate Communications team has been instrumental in supporting Council by providing strategic advice to Councillors, key stakeholders, and leadership. This guidance has helped shape communication and community engagement strategies that are crucial to achieving the Council's goals.

A primary focus has been on delivering clear and effective communications, both internally and externally, to promote our activities and enhance our reputation within the community. This has been accomplished through a range of channels, including media releases, social media, newsletters, website content, local radio and community information sessions, ensuring that essential information reaches all residents. We have also produced and distributed the quarterly ratepayer newsletter, keeping the community informed about key Council initiatives.

Over the past 12 months, our communication platforms have delivered strong results, demonstrating increased engagement and reach across our digital channels. From higher website traffic to expanding social media audiences, these platforms are playing a key role in connecting with the community. The following data highlights the tangible progress and ongoing impact of our communication efforts.

Websites

A significant milestone was the launch of the new BRC corporate website on 19 October 2023 which included new functionalities such as online payments, introduced in March 2024. From March 2024 to 30 June 2024 Council receipted \$40,678.82 via online payments. Accessibility features were enhanced via the User way accessibility app.

The corporate website is now more user-friendly, ensuring that residents can access information and services more efficiently. From 19 October 2023 until 30 June 2024 there were 122,645 unique users on the site, with 461,670 page views.

The Bathurst Winter Festival and Bathurst Library websites were both revamped in 2023-2024 and also experienced high traffic.

Website	Unique number of Unique Users	Number of Page Views
Bathurst Regional Council	122,645	461,670
Bathurst Winter Festival	74,624	245,010
Bathurst Library	14,731	73,959



Intranet and New Councillor Portal

Internally, we launched ‘The Raff’, the new staff intranet, in November 2023, along with the new Councillor Portal in July 2024, has streamlined internal communication and improved information access for staff and Councillors alike. These initiatives align with Council’s goal of enhancing transparency and collaboration across the organisation.

Social Media

Our social media platforms have experienced significant growth, reflecting our expanding reach within the community. As of 30 June 2024, we achieved a 30% increase in followers compared to 2022. The following table showcases the year-on-year growth across our various platforms, highlighting the effectiveness of our digital engagement strategies.

Year	Facebook	Twitter	LinkedIn	Instagram
July 2022	15,581	1,767	2,005	3,356
June 2023	19,123	1,758	2,443	3,641
June 2024	20,305	1,740	2,853	3,878

This expanded reach enables us to engage with a wider audience at a relatively low cost, complementing traditional media such as radio and newspaper advertising. Social media also allows Council to quickly disseminate information, particularly during critical events such as road closures during floods. In 2023-2024, our Facebook page reached more than 1.2 million users.

Additionally, we are developing a set of social media community guidelines to ensure a respectful online environment.

YourSay

The YourSay Bathurst platform has been instrumental in engaging the community and gathering feedback on a range of projects, including the Special Rate Variation (SRV) proposal, the Tree Protection Policy, Go-Kart Track DA, various Council policies and event feedback (e.g. Winter Festival, National Rugby League events). The most accessed project was the Special Rate Variation, followed by feedback on the Winter Festival and the Tree Preservation Policy. YourSay has proven to be a valuable engagement tool for fostering two-way communication between the Council and its residents.

Year	Visits	Submissions	New Registrations
2023-2024	34,580	2,210	750

Significant progress has been made by our Corporate Communications team. We’ve strengthened community engagement, improved information sharing, and expanded our reach across multiple platforms. Looking ahead, we remain committed to enhancing our communications and ensuring our messages continue to inform and connect with the community.

Userway Accessibility Widget

To improve the ability for website users to interact with the Corporate website, the Userway Accessibility widget was installed allowing users to have the website read to them, change the text, increase the cursor size and other functions. The widget was loaded on over 511,000 pages and the functions of the widget was used on 719 occasions from November 2023 to June 2024.

ENVIRONMENTAL, PLANNING & BUILDING SERVICES

STRATEGIC PLANNING

The Strategic Planning team has undertaken significant activities in the past year, focusing on enhancing the Bathurst Region through updates to planning controls, land use investigations, urban design, and heritage management.

We have actively worked on preparing and updating planning controls for the Bathurst Region to ensure they meet current and future needs. The following key achievements highlight the extensive work undertaken in this area:

Local Environmental Plan (LEP) Updates

- **Complying Development:**

We removed the previous requirement for a kerb and gutter deposit. Instead, developers must now restore any kerb and guttering that is damaged during construction.

Development Control Plan (DCP) Updates

- **Laffing Waters Master Plan Precinct:**

New development controls were introduced for this area to guide future growth and land use (Chapter 17).

- **Aboriginal Heritage Provisions:**

We updated provisions to strengthen protections for Aboriginal Heritage sites (Chapter 10).

- **Secondary Dwellings and Detached Studios:**

New guidelines were created to regulate the development of secondary dwellings and detached studios.

Community Participation Plan (CPP) Amendments

- **Amendment 2:**

Routine updates were made for housekeeping purposes.

- **Amendment 3:**

The requirement for public notices in newspapers was removed, and updates were made to specify which planning functions are to be included in the CPP.

Policy Update

- **Planning Instrument Amendments and Refund of Fees: :**

Council updated this policy to define the criteria for classifying planning instrument amendments and determining eligibility for fee refunds.

We have undertaken several investigations into important land use planning issues.

Bathurst Bypass Economic Analysis

We completed and submitted the Bathurst Bypass Economic Analysis Report, including the Stage 1 Early Proposal, to Infrastructure Australia. This report explores the economic benefits of a proposed bypass around Bathurst.

Medium Density Housing Pilot

Bathurst was selected as part of the NSW Government Architect's pilot project, aimed at integrating medium-density housing in key areas. The project focuses on identifying how barriers to housing development at Westpoint shops and three inner-fringe areas in the City might be achieved.

Urban Release Areas

We continue to support investigations into potential future urban release areas, identifying land suitable for future residential and commercial development in the region.

Council has developed and adopted several important urban design and place management initiatives.

We also developed and adopted the 'Urban Design Excellence' policy. This policy promotes high-quality design for lands zoned or proposed to be zoned as R3 Medium Density and E1 Local Centres, ensuring development in these areas meets high architectural and planning standards.

Tree Protection Policy

In response to a Council meeting motion from 23 August 2024, an interim report was prepared to explore options for increasing tree protection within the Bathurst Regional Council Local Government Area, excluding rural zones. This report is a step toward developing a formal tree protection policy.

Bathurst District Ambulance Station

We successfully identified a potential tenant for the Bathurst District Ambulance Station through a formal Registration of Interest process. The new tenant aligns with our goal of using the building for 'general community use' purposes.

Section 7.11 Development Contribution Plans

We have prepared a draft development contribution plan under Section 7.11 to support future development in the Laffing Waters Master Plan precinct. This plan outlines the financial contributions developers will need to make to fund essential infrastructure and services required for the area's development, ensuring that new growth is well supported.

We remain committed to preserving the Bathurst Region's heritage, as outlined in the Bathurst Region Heritage Plan 2021-2025. To meet its obligations under Heritage NSW, we continued implementing the plan and update the YourSay website every six months to highlight key achievements.



Bathurst Regional Heritage Projects Supported by Council

Local Heritage Fund

The Local Heritage Fund supported 39 projects this year, with a total value of \$515,387, focusing on the conservation and restoration of heritage properties across the Bathurst Region. The fund helps property owners with the maintenance and repair of historic buildings. Key projects included:

- **Old Schoolhouse at 2880 Trunkey Road, Caloola**
Repaired and repointed chimneys.
- **Bradwardine House at 70 Eglinton Road, Llanarth**
Repaired the box gutter.

Other works supported by the fund included re-roofing, repainting, timberwork repairs, gutter and downpipe replacement, verandah repairs, and window restoration on various dwellings across the region. These efforts ensure the continued preservation of the region's historic buildings.

BRH Conversation and Interpretation Fund

Six projects were completed under the Interpretation Fund, with a total value of \$35,687. Now in its 13th year, the fund assists private property owners and community groups in undertaking special heritage projects aimed at enhancing the understanding and education of local history. Notable projects completed include:

- **'100 Heritage Homes of Bathurst & District, Vol. 4'**
A book printed and published by Lee Steele.
- **'Purple Copper Butterfly'**
An education book published by Christine Bailey to educate on local biodiversity.
- **Wattle Flat Cemetery**
Installed an interpretative sign of Charles Ah Hung's life.
- **Public Art**
Installation of art in the walkway between Keppel Street and Kohlhoff Way carpark.

These projects contribute to the education and preservation of the region's cultural heritage.



CBD Main Street Fund

We completed eight projects under the CBD Main Street Fund, with a total value of \$150,564. This fund supports property owners and tenants in the Bathurst CBD by providing financial assistance to improve, repair, and maintain historic buildings. Key projects completed this year include:

- **Bathurst Uniting Church**
Repaired windows and stonework.
- **121 William Street**
Restored the verandah and repainted the exterior.
- **84 George Street (Chancery building)**
Painted the exterior of this heritage Chancery building.
- **93 Keppel Street**
Replaced the roof and parapet and painted the exterior.
- **191 George Street**
Restored the façade, completing half of the overall project.

These projects helped preserve the historic character of the central business district.



Heritage Advisor Contributions

Our Heritage Advisor conducted 100 site visits in 2023-2024, offering guidance on heritage conservation and maintenance. Additionally, we successfully attracted the services of a new Heritage Advisor to support ongoing efforts.

Cultural and Historical Initiatives

- **Theo Barker Lecture**
Council co-sponsored the Theo Barker Lecture, with speaker Christine Yeats presenting on 'The more things change the more they stay the same', revisiting Theo Barkers 1973 findings on the challenges and capacities of Historical Societies in NSW.
- **Lamp Standards**
Completed a condition assessment and maintenance plan for the historic CBD street and park lamp standards.
- **Dhuluny Project**
Supported the local Aboriginal Group in commemorating Wiradjuri Resistance and the 1824 declaration of Martial Law.
- **Aboriginal Cultural Heritage**
Updated development control provisions to enhance the protection of Aboriginal cultural heritage in the region.

These projects helped preserve the historic character of the CBD.

Customer Enquiries

The Environmental and Building Services Department handled 22,252 enquiries in 2023-2024. These enquiries covered a wide range of topics, including planning, building regulations, animal control, environmental concerns, plumbing issues, economic development, and matters related to the planning portal. Additionally, we addressed various other general enquiries, providing essential support and guidance to the community.

ENVIRONMENTAL

Our Environment Team plays a pivotal role in environmental protection, public health, climate change response, energy management, and the operation of the Bathurst Animal Rehoming Centre (BARC), alongside managing regulatory functions for companion animals and parking. Throughout the past financial year, we made significant strides and achievements across various fronts which included:

Bathurst Animal Rehoming Centre (BARC)

A state-of-the-art facility designed to care for stray, lost, and unwanted animals was completed. The \$3.9 million project, supported by both Federal and State Government funding, boasting 42 dog kennels, 30 cat condos, veterinary treatment rooms, and an adoption pavilion. This major milestone was achieved with the project's completion by the end of 2023 and the official opening in June 2024.

Brick Pit Wetlands Project

The Brick Pit Wetlands enhancement project is the first stage of an innovative ecological engineering project, aiming to enhance habitat for migratory and wetland birds within the Macquarie River Floodplain.

Stage One includes construction of a deeper, permanent open-water habitat zone, as well as construction of a ground water bore, walking track and revegetation. The project has been significantly delayed by a period of above average rainfall, which has prevented access to some parts of the wetland to complete construction and sealing of the deep-water basin. This project has been supported by the NSW Government through its Environmental Trust.



Emissions Reduction

We have made significant progress during the year in emissions reduction and are significantly lower due to:

- Purchase of 100% renewable electricity for Council's large and small sites.
- Installation of an additional 80kW of solar capacity at two Council facilities, bringing the total to 845kW across 20 sites.
- The commissioning of the new landfill gas collection system in March 2024 was a significant contributor to reduction in emissions.

As of June 30, 2024, we have successfully reduced our emissions by 9.3%, compared to baseline levels from 2019.

Other notable activities and achievements included:

- Ongoing food inspection activities in compliance with the food regulation partnership.
- Robust investigation and enforcement measures addressing environmental pollution and protection. The team's dedication to environmental health was demonstrated through the investigation of 291 environmental complaints and 73 public health complaints, as well as conducting 279 high and medium-risk food premises inspections.
- We won three individual awards at the 2023 Keep Australia Beautiful NSW Tidy Towns Awards including for the programs:
 - 'Banishing Bathurst Butts', 'Water, Let's Make it Last' and 'River Connections'
 - 'Conservation Volunteer Program (Highly commended)
 - The prestigious NSW Tidy Towns Sustainable Community Award.

These achievements reflect our commitment to fostering community-driven environmental stewardship.

ECONOMIC DEVELOPMENT

We have made considerable progress over the past year, with a focus on enhancing connectivity, supporting local businesses and attracting new investment to Bathurst advancing smart community initiatives. Through partnerships, sponsorships, and data-driven strategies, we have contributed significantly to the region's economic growth and development, fostering a thriving business environment.

We also continue to build on the strong relationship developed with the Bathurst Business Chamber over recent years. Many events are co-sponsored with the Chamber to provide Bathurst Businesses with information and support to grow their business and our team meets regularly with the Chamber Board to discuss issues impacting on local businesses.



Dimity Wheatley, Annabelle Williams and David Flude at BizMonth Business Lunch 2023.

Below is a summary of key activities and achievements for the year:

Smart Community Development

Smart Community Initiatives

- The Manager Economic Development is a panel member of the NSW Department of Transport's Smart & Local Feedback Forum. A presentation was made to the Forum regarding the Bathurst Spatial Digital Twin project and how this technology can assist in the assessment of proposed developments in historic CBD's.

Collaboration with Spatial Services

- Work continues to incorporate the Digital Twin into planning assessment processes for major developments in the CBD.
- Ongoing efforts are focused on expanding the footprint of the Spatial Digital Twin to incorporate major projects, such as the two Busby Street proposals and the redevelopment of Bathurst Hospital.

Support for Start-Ups

- As a Foundation Partner with the Upstairs Start Up Hub, Council remains actively involved, with an Economic Development team member attending monthly board meetings.

Data-Driven Decision-Making

- We continue to use tools like *.id* (informed decisions), *Spendmapp*, and *Localis* to inform decision making, post-event analysis, and grant applications.

Improving Connectivity

- Collaborations with NBN and Regional Development Australia and Telecommunication companies and aim to enhance connectivity for businesses and residents, particularly in the villages and remote areas of the Local Government Area (LGA).

Sponsorship, Funding, and Grants

- Secured Sponsorships:
 - Support from ATCO Australia, Charles Sturt University (CSU), Commonwealth Bank, SkillSet, Ayme Recruiting, 2BS B-Rock and Central West Careers Advisers Association has been critical in backing various economic programs.
- Drought Resilience Grant:
 - We continue to work with funding received from the Drought Resilience Grant, extending its positive impact on local communities.

Business Support Programs

- Bathurst Careers Expo:

This was held at Charles Sturt University (CSU) on 2 August 2023. The Expo attracted over 850 students and local residents, providing valuable insights into career opportunities and/or career changes. This also provided an opportunity to know more about the Bathurst campus and the range of study options available to them.
- BizMonth:

An annual event held in September to promote local business and offers a number of activities throughout the month. The main activity is the BizMonth Business Lunch. The major sponsor was ATCO, with the Commonwealth Bank and Vivability as support sponsors. It is held at Bathurst Goldfield's and in 2023 was attended by 148 people and the guest speaker was former Olympian and disability advocate, Annabelle Williams.
- Bathurst 'Buy Local' Gift Card Program:

This program continues to grow, with 145 businesses participating. The community purchased 1,288 cards to the value of \$96,544 in 2023-2024. During the same period \$96,570 was spent across 2,026 card redemptions.
- Grant Writing Workshops:

Two workshops were conducted during the financial year, encouraging and helping over 50 attendees become 'grant ready.' The workshops are specifically designed to guide attendees through the main steps involved in grant applications.

We engaged Grant Guru, a platform that provides a resource for community groups and businesses to search and manage grants through an easy-to-access online portal. Registration is free to business and community groups who then receive emails advising when grants that are suitable for their organisation become available.

Business Communication

- Engagement Channels:

The Bathurst Business Hub newsletter reaches over 810 subscribers, with 12 eNewsletters sent annually. The **bathurstliveinvest.com.au** website continues to improve, and the Facebook page now has increased to 3,619 visits with an additional 86 new followers in the past year.
- Business Events and Presentations:

Over 100 meetings were held with local business, industry stakeholders and future businesses for 2023-2024. Council presented, sponsored and participated in a variety of events, including, but not limited to the following events:

 - .id (informed decisions).
 - Bathurst Young Professionals Functions. We are a sponsor of this group who consist of local professionals under 40 years of age.
 - Bathurst Business Chamber Christmas function on 6 December 2023, held at the Bathurst National Motor Racing Museum and hosted by the Bathurst Regional Council. This event consisted of a short Economic Development presentation followed by a meet and greet between Councillors and Chamber members.
 - Central West Inspired Women Masterclass is co-sponsored by the Economic Development team. This event, facilitated by LinkedIn strategist Lucy Bingle, focused on building an online presence for local professionals.
- We also presented to a number of stakeholder groups such as:
 - BRC Managers meeting
 - Bathurst Business Chamber
 - NSW Department of Transport's, Smart & Local Community Forum
 - Central West school careers advisors re the Bathurst Careers Expo
 - The Persuaders Business Networking group.
- The new CRM system has been embedded into work processes to support the tracking of engagement with local businesses and investors.

New Residents and EvoCities

- New Resident Engagement:
 - Two Welcome To Bathurst Lunches were held on 22 October 2023 and 24 March 2024 at the Bathurst Visitor Information Centre with over 90 people in attendance.
- EvoCities Partnership:
 - Continued improvement with EvoCities website has enhanced traffic to Council's bathurstliveinvest.com.au website, driving awareness of Bathurst as an attractive place to live and invest.
 - All operations group meetings and steering committee meetings for EvoCities were attended.

New Business Attraction, Advocacy, and Promotion

- Business Concierge Service:
 - This service continues to support and guide businesses looking to relocate to Bathurst and/or expand and we met with over 120 investors and business owners in 2023-2024.
- Filming and Photography Coordination:
 - We facilitated approvals for 10 filming and photography projects in the region.
- Investment Attraction Toolkit:
 - In collaboration with the Department of Regional Development, we developed a comprehensive toolkit to attract new business and investment to Bathurst. The toolkit contains a pitch deck of Bathurst giving a comprehensive overview of the liveability of Bathurst and covers important information on connectivity, workforce, and Bathurst's current business environment.

Economic Development Strategies

- Aerodrome Land Use Strategy:
 - This was finalised in July 2023 and the strategy identified future uses for the Bathurst Airport. Following this, a new Airport Master Plan was commissioned in early 2024 to guide economic development opportunities on the land north of the terminal and will guide Council's investment program over the next 15 years, with completion expected late 2024.

We remain committed to building a resilient and vibrant business community, underpinned by strong partnerships, innovative strategies, and a focus on future growth.

DEVELOPMENT ASSESSMENT

We have consistently operated below the State average approval times for both Development Applications (DA) and Complying Development Certificates (CDC). During the 2023-2024 financial year, we have demonstrated exceptional performance in its DA assessment times, ranking well below the state average, according to the Department of Planning's Council League Table.

In 2023-2024 financial year, we determined a total of 446 development proposals, either through Development Applications or Complying Development Certificates. The majority of these applications were determined in a relatively short time, with an overall average processing time of 56 days. For many applications, the turnaround time was even faster, with 20% of applications being approved in 10 days or less, 30% in 20 days, and 55% within 40 days.

The Department's League Table, which focuses solely on DA determinations and excludes complying developments, reported that our average DA assessment time was 66 days, significantly lower than the state average of 114 days. In addition to this, we have outperformed the State in the DA lodgement timeframe, with an average of nine days from submission to acceptance, compared to the state average of 17 days.

Overall, our efforts in efficiently processing development applications and maintaining strong performance metrics highlight its commitment to providing timely services and support to the community. These achievements reflect our dedication to continuously improving our DA and CDC processes, ensuring faster turnaround times and maintaining a high standard of service delivery.

ENGINEERING SERVICES



TECHNICAL SERVICES

Technical Services plays a crucial role in supporting Council by offering comprehensive project management, design, and technical expertise. Our department is integral to delivering a diverse array of projects, including land development, new construction, infrastructure upgrades, and civil design. We provide essential support to various Council departments through expert technical advice, particularly in reviewing development proposals, assessing traffic impacts, and evaluating flood risks. Additionally, we are responsible for managing the aerodrome, where we are dedicated to enhancing the facility to better serve the community, ensuring it meets high standards of quality and functionality.

The following are key achievements and projects that have been completed over the past 12 months:

- Tender awarded to Stantec to update the Bathurst Flood Study through a successful Grant from the Department of Energy, the Environment, Climate Change and Water (DEECCW)
- Creation of 15,000m² of additional leasable hanger space at the Aerodrome. (Grant funded in full by NSW State Government)
- Project Management of the Bathurst Animal Rehoming Centre (BARC)
- Stage 1 of the Windradyne 1100 residential subdivision with 205 Lots completed with 91 residential lots being released. The remaining 114 are due to be released by end of 2024
- Sawpit Creek Open Space Project
- Upgrades to Stony Creek and Eusdale Creek bridges on Tarana Road
- Design Project Management of the Bathurst Arts Residency NSW (BARN) project however construction has not started
- Design of Go Kart Track
- Delivery of Hereford Street Amenities Building
- Delivery of Hereford Street Car Park
- Completed design of Sunnybright Stage 2
- 20 bus stop upgrades.

CURRENT PROJECTS

Over the past 12 months we started the following projects and activities:

- Bathurst Flood Study Update Draft Flood Study is due early 2025 for review and public exhibition
- Big Oak Creek Bridge replacement due to be completed by end of 2024
- Upper Turon Road Bridge Replacement
- CBD line marking which is due to be completed by end of 2024
- Construction of the Macquarie Park Amenities building
- Construction of the new Depot meal room
- Construction on Kelso Industrial Subdivision and due to be completed by end of 2024
- Preliminary design of Gilmour Street, Hereford Street, Marsden Lane intersection
- Updating engineering guidelines
- Various minor design projects.



WORKS

Our Works Department plays a vital role in maintaining and improving the essential infrastructure that supports the community. We cover several key areas, including:

- **Urban Works**, which focuses on the maintenance and enhancement of roads, footpaths, and drainage within town areas, ensuring safe and accessible public spaces.
- **Rural Works** is responsible for the upkeep of regional and rural roads, bridges, and other critical infrastructure, supporting the broader community
- **Workshop** handles mechanical services, maintaining our fleet of vehicles and equipment to ensure reliable operation
- **Asset Management (Infrastructure)** oversees the long-term planning, monitoring, and upkeep of infrastructure assets, ensuring their longevity and optimal performance.

Together we ensure that both urban and rural communities benefit from well-maintained infrastructure, supporting the daily needs of residents and enhancing the region's overall quality of life.

Throughout the year, extensive efforts were made to maintain and improve Bathurst's infrastructure, focusing on road maintenance, kerb sweeping, and public amenities. This included the upkeep of 829km of sealed roads and 358km of unsealed roads, as well as regular sweeping of urban streets to enhance cleanliness and safety. Additionally, 30 public car parks underwent necessary maintenance and improvements.

Key infrastructure such as stormwater drainage systems received upgrades to support expanding developments, while new footpaths were constructed and existing pavements repaired to enhance accessibility and connectivity for pedestrians. Road pavements, both urban and rural, were rehabilitated to improve safety and quality, and vital bridge assets were upgraded to ensure structural integrity and safe passage for motorists and pedestrians alike.

Ongoing improvements were also made at Mount Panorama to maintain its high standard of facilities, ensuring it remains suitable for both national and international events.

These activities formed the foundation for the successful completion of key projects, including new roundabouts, road upgrades, footpath construction, and stormwater restoration work, as outlined in the key achievements below:

Road Infrastructure

- **George/Lambert Street Roundabout**

A new roundabout was constructed to improve traffic safety and reduce congestion.

- **Leena Street Extension**

The extension of Leena Street connected Havannah Street to Panorama Avenue, including new stormwater and sewer infrastructure, along with street lighting.

- **Keppel & William Street Roundabout**

Upgraded to address a vehicle accident blackspot and improve overall safety.

- **Caloola Road Upgrade**

3km of Caloola Road was upgraded, improving road conditions between Elmswood and Trunkey Road.

Footpaths & Cycleways

- **Bonnor Street Footpath**

Construction of a 250 meter concrete footpath from Bannerman Crescent, enhancing pedestrian access and safety.

Regional Road Improvements

- **Sofala & Trunkey Creek Roads**

\$560,000 in State Government funding was secured to maintain and improve 50.45km of the regional road network.

- **TfNSW RMCC Contract**

Ongoing contracted maintenance and improvements to the State Road network, including sections of the Mitchell, Mid-Western, Great Western Highway, Sofala, and O'Connell Roads.

Stormwater & Drainage

- **Kelloshail Creek**

Restoration work following significant storm damage in November 2022, including rebuilding the stormwater culvert on Freemantle Road.

Road Rehabilitation & Stabilisation

- **Freemantle Road**

Widening and rehabilitation of 2.5km of road pavement.

- **Duramana Road**

Road pavement rehabilitation and widening over 2.5km, north of Fraser Drive.

- **Howick Street**

Resurfaced with asphalt between George and Rankin Streets to improve road quality.

- **Stony Creek & Eusdale Creek Bridges**

Realigned road approaches to newly constructed bridges, ensuring safer transit.

Road Pavement Stabilisation:

The following works were carried out to improve road stability and safety:

- **Windemere Road**

Rehabilitation from Midwest highway to end of Windemere Road.

- **Cherry Lane**

Rehabilitated and repaired patches on road.

- **Ecrates Place**

Rehabilitation from James Barnett Drive to Federation Drive.

- **Swanbrook Street**

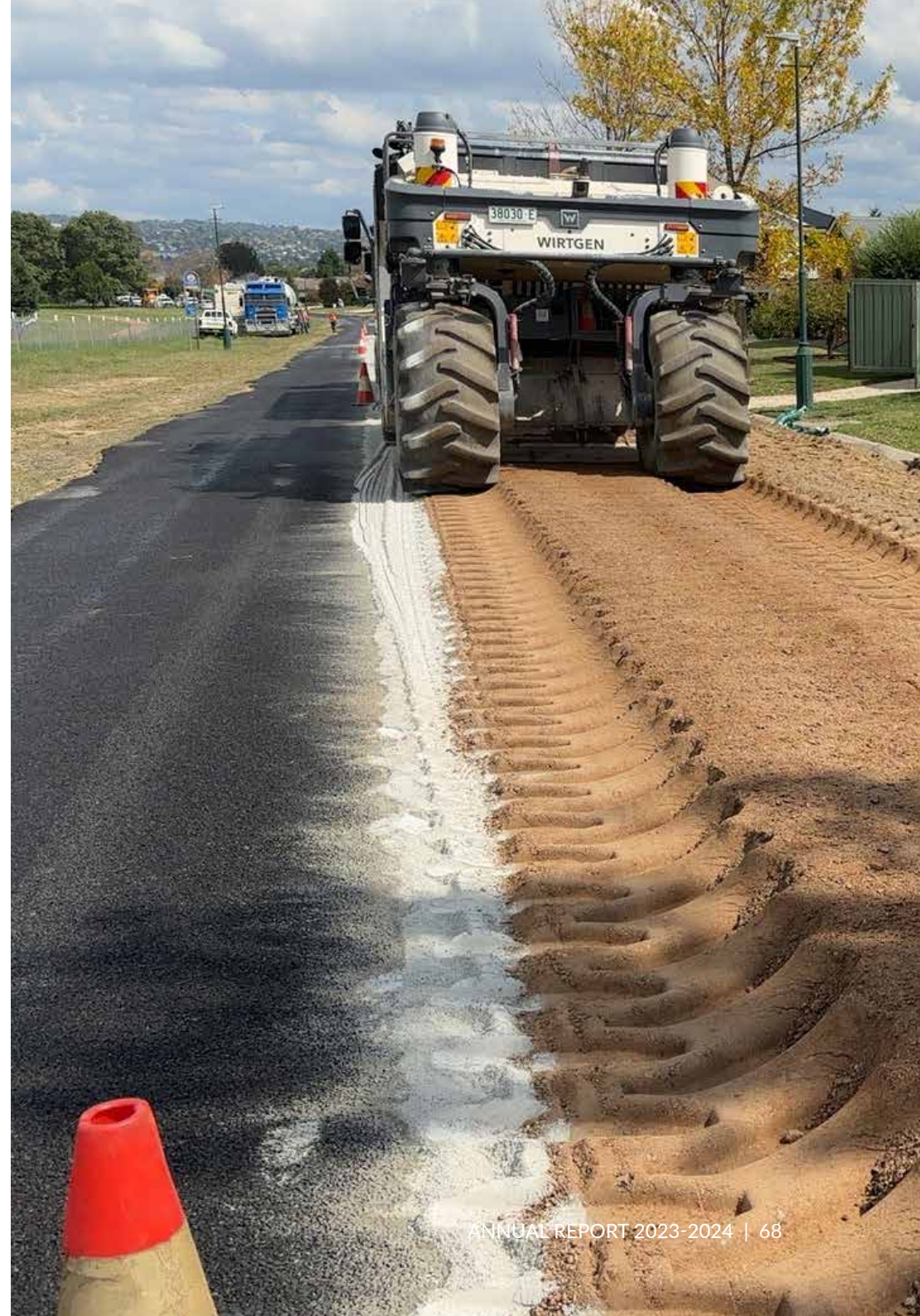
Rehabilitation from Colville Street to Miller Street.

Mount Panorama Maintenance

- **Mount Panorama**

Continued maintenance and improvements to ensure facilities meet both national and international standards, supporting high-level events and local use.

These completed projects demonstrate our commitment to maintaining and improving Bathurst's road, pedestrian and infrastructure assets, ensuring they remain safe, accessible, and fit for purpose.



WATER & WASTE MANAGEMENT

Our Water and Waste team is responsible for delivering essential services to the community, including providing safe and reliable drinking water, managing sewer systems, and overseeing waste collection and disposal. We ensure 24/7 access to these services, maintain infrastructure, and drive sustainability initiatives to secure water supply and reduce environmental impact.

We have ensured uninterrupted delivery of essential services throughout the year, providing over 39,000 residents with continuous access to water and sewer services, as well as daily waste management services for over 44,000 residents. Additionally, over 5,000 rural residents benefitted from access to bulk water supplies and septic wastewater treatment services.

Water Security Initiatives

In line with the ongoing efforts to secure Bathurst's water supply, the Winburndale Dam safety upgrade was successfully **completed in July 2023**, finalising the \$16 million project. This upgrade was a significant step towards modernising Bathurst's water infrastructure, with \$2.2 million in State Government funding and executed by local contractors, Eodo. Additionally, the Secure Yield Modelling for the Bathurst Town Water Supply, which factors in the impacts of climate change, was completed.

A major initiative is the Water Harvesting Project, a key component of Bathurst's water security strategy. Building on last year's work, the excavation of the main 36 megalitre storage pond near the Wastewater Treatment Works is well advanced. This pond will capture stormwater runoff from drains and catchments, which will be pumped through a 5.5km pipeline to the Water Filtration Plant. Here, the water will be treated and added to the city's drinking water supply. The system is expected to capture up to 1,500 megalitres of stormwater annually, approximately one-third of Bathurst's water needs during water restrictions. The NSW Government has allocated \$20 million in funding for water security projects, including the Water Harvesting Project and the Winburndale Pipeline Project.

The preliminary designs for the Water Harvesting Project and the UV Treatment system for the Bathurst Water Filtration Plant have also been completed, with a grant application for the detailed design and construction of these projects lodged with the Commonwealth Government.

Waste Management and Sustainability

A major achievement was the replacement of the ageing landfill gas system at the Waste Management Centre with a new, modern setup. It includes 38 vertical wells, advanced remote-monitoring capabilities and has also been registered with the Clean Energy Regulator as of March 2024. Additionally, a third belt press has been procured which will increase the Wastewater Treatment Works sludge dewatering capacity and process.

Important progress has been made and the following are some highlights:

Community Participation Plan (CPP) Amendments

Water

- The Water Harvesting Project is currently under construction. It is designed to capture and store a percentage of water from the Macquarie Wambuul River. The harvested water will be stored in a 36 megalitre holding pond, pre-treated, and pumped via a pipeline back to an 8 megalitre balance pond at the Water Filtration Plant, where it will be further treated to meet the Australian Drinking Water Guidelines.
- Drinking water quality was carefully monitored, with 2,764 tests conducted on the network, yielding a 99% compliance rate with Australian Drinking Water Guidelines.

Waste Water (Sewer)

- The installation of a third belt press at the Wastewater Treatment Works is nearing completion and once commissioned will boost the plant's sludge dewatering capacity and process the efficient processing of sludge.
- An odour impact assessment of the site demonstrated that odour levels were at or below EPA thresholds, ensuring minimal environmental impact.

Waste

- A fully electric waste collection truck was added to our fleet, marking a step toward sustainable waste management.
- We participated in eight regional collection contracts to enhance landfill waste diversion efforts.
- Kerbside waste diversion initiatives were highly successful, with 4,567 tonnes of food and garden waste and 2,149 tonnes of recycling collected, further supporting the region's sustainability goals.

Our priorities for the next 12 months will continue to focus on enhancing water security, including the ongoing development of the Water Harvesting Project and water loss prevention initiatives.

RECREATION

Our Recreation team undertook several significant projects aimed at improving community spaces, sports venues, and recreational facilities in the Bathurst region. These efforts included upgrading parks, sporting venues, and maintaining existing infrastructure. Key environmental management plans were assessed to ensure currency, relevance and which provide long-term sustainability strategies for the region.

The following are the achievements made over the last financial year:

Centennial Park Landscape Upgrade Stages 1 and 2

Stage 1 was **completed in 2023** and involved a \$1.1 million investment funded by Bathurst Regional Council (BRC), delivering a formal concrete cross path network, park lighting, seating and avenue tree planting.

Stage 2 was **completed in May 2024** and funded by an \$887,580 State Government Stronger Country Community Fund grant and a further \$300,000 investment from Council. This enabled us to build a new playground utilising 'Everyone Can Play' guidelines, picnic shelters, seating, barbecue, lighting, tree planting, lawns and irrigation.

Gorman's Hill Park Landscape Upgrade

This upgrade incorporated 'Everyone Can Play' guidelines for new play equipment, natural landscape structures, seating, all weather access path, garden bed installations, tree planting, lawn areas and irrigation system. Funded with a \$200,000 State Government grant and a \$41,000 investment from Council, this was **completed in 2023**.

Ralph Cameron Oval Playspace upgrade - Stages 1 and 2

Stage 1 was **completed in April 2023**, with a \$25,000 State Government grant matched by Council. Works included the construction of a multi-purpose sports court.

Stage 2 was **completed by August 2024** with a \$447,851 injection from the State Government Stronger Communities Fund. This funding provided a new inclusive playing equipment, shade structure, picnic shelter, seating, scooter and BMX track and an accessible footpath from the Raglan Hall carpark.

Bathurst Sportsground Sports Field Reconstruction

The Bathurst Sportsground's turf sports field was completely reconstructed and included the removal of the existing grass surface, reshaping the ground, installation of a sports sand base, irrigation system, infield drainage and renovation of the centre turf wicket. Works also involved increasing the sports field's perimeter (including removing the old bike track) and installation of a boundary fence. This project was **completed in 2023** costing \$1.5 million. This was made up of \$1.385 million from Council, a \$75,000 grant from the ICC T20 World Cup 2020 cricket legacy fund and \$40,000 from the Australian Cricket Infrastructure fund.

Hereford Street Multi-purpose Sports Complex and Carpark

A \$2.6 million grant was received from NSW Regional Sports Infrastructure Fund, with remaining funding from Council. The project cost was \$2,330,697 for the construction of two sporting fields including field lighting. \$965,231 was for construction of the amenities building and \$6.3 million for construction of a carpark and carpark lighting to service the Multi-purpose, Jack Arrow and Ashwood Park Sports precinct. This project was not completed as at 30 June 2024.

Picnic Shelter Upgrade Cousens Park

A grant of \$15,455 was provided by the NSW Government Community Building Partnership grant funding program and the remaining funded by Council). This project included restoration of the existing picnic shelter, installation of Disability Discrimination Act (DDA) compliant table settings and construction of an assessable path connecting the Macquarie Wambuul River Walk. This project was **completed in April 2024**, costing \$30,911.

Eglinton Oval Perimeter Fence Replacement

A grant of \$18187 was provided by the NSW Government Community Building Partnership Program and the rest funded by Council. The fencing replacement works involved the full removal and disposal of the existing dilapidated fencing and installation of new fencing to match existing. This project was **completed in January 2024**, costing \$36,374.

Netball Court Rejuvenation, John Matthews Netball Complex

Council invested \$77,649 towards netball court renovation works. The project involved the cleaning and repainting of the synthetic rubber-based surface of Netball Courts 1, 2, 3, 5, 6 & 8 and was **completed in January 2024**.

Fitness Station Installation, Perthville Village Square

Funding for this project was provided to the Perthville Development Group Inc by the NSW Government Stronger Country Communities Round 5 Grant Program. The works involved the installation of a fitness station with 8 fitness elements installed on a rubber soft fall surface and concrete path connection to adjacent amenities. This was **completed in September 2023**, costing \$163,714.



The following projects were part of the \$1 million grant funding provided by the NSW Government under the Flood Repair Assistance Fund:

Hereford Street Sports Precinct, Boundary Fence Replacement

This project involved the removal and disposal of existing flood damaged property boundary fencing and installation of new perimeter fencing at selected sections of Ann Ashwood Park, Jack Arrow Rugby League Complex and the Hereford Street Multi-Purpose Complex. This project was **completed in June 2024**, costing of \$19,148.

Berry Park & Rankens Bridge Park Playground Repairs

Works included repairs to rubber softfall material at Berry Park and replacement of organic soft fall attenuation material at Rankens Bridge Park. This project was **completed in July 2024**, costing \$12,805.

Police Paddock & Proctor Park Boundary Fence Replacement

The works involved the removal and disposal of the flood damaged fencing and installation of new perimeter fencing along Queen Charlottes Vale Creek adjacent to the Police Paddock and Proctor Park Football Precinct. This project was **completed in January 2024**, costing \$50,498.

Boundary Fence Replacement, Perthville Blackgum Offset Project Site

The works involved the removal and disposal of existing flood damaged property boundary fencing and installation of new perimeter fencing at selected sections of the Blackgum Offset Planting site and Brian Booth Recreation Grounds. This project was **completed in June 2024**, costing \$7,175.

Boundary Fence Replacement, Queens Charlottes Vale Creek

The works involved the removal and disposal of existing flood damaged property boundary fencing and installation of new perimeter fencing at selected sections of Queen Charlottes Vale Creek adjacent to Alpha Street. The project was **completed in June 2024**, costing \$38,184.

The following projects were part of the Bathurst Region Vegetation Management Plan Strategy and funded by Council:

Hillview Estate Reserve Napoleon Reef Ecological Burn

Works involved the Implementation of an ecological burn to Hillview Estate Reserve and was **completed in May 2024**, costing \$4,400.

Peppers Creek Rockley Environmental Rehabilitation

With a Project Cost of \$7,260, works involved native riparian restoration, weed control and planting activities to a section of Peppers Creek adjacent to the Rockley Sportsground, Rockley and **completed in June 2024**. As at 30/6/2024 the cost was \$4,600. The remaining costs for this project will be factored into 2024-2025.

Current Projects

The following projects are either ongoing or underway and part of grant funding by the NSW Government under the **Flood Repair Assistance Fund**:

Proctor Park Sand Based Sports Field Flood Restoration

Renovation of the sports surface of three sand-based football fields.

Project Cost: \$264,000.

Hereford Street Sporting Precinct Sports Field Flood Restoration

This project involves the renovation of the sports surface of six sand-based sporting fields at Ashwood Park, Jack Arrow Complex and the Hereford Street Multi-Purpose Complex.

Project Cost: \$518,852.

The following projects are either ongoing or underway and funded by a \$1.2 million grant from the NSW Government under the **Local Roads and Community Infrastructure Fund**:

Adventure Playground / Bike Education Track Infrastructure Repairs

This project includes the replacement of timber cubby houses and shop front panels within the Bike Education Track and the installation of new playground attenuation surfacing (soft fall mulch), replacement of damaged dinosaur footprints and repairs to Southern Cross Art element within the Adventure Playground.

Project Cost: \$100,000.

Roof Replacement, Bathurst Indoor Sports Stadium

This project includes the replacement of one section of roofing at the Bathurst Indoor Sports Stadium.

Project Cost: \$400,000.

Restoration of Machattie Park Crago Fountain

Project involves the renewal and upgrade of the Crago Fountain within Machattie Park.

Project Cost: \$200,000.

The following projects are either ongoing or underway with funding provided by the NSW Government under the **Local Small Commitments Allocation Program**:

Construction of Fitness Station, O'Keefe Park

This project involves the design, supply and installation of a Ninja style fitness station within O'Keefe Park.

Project Cost: \$200,000.

Carrington Park Sports Field Restoration

This project involved the field restoration treatment and in field sand grooving drainage treatment at Carrington Park.

Project Cost: \$98,559.

The following project is underway and funded by Council and the NSW Government under the **NSW Flying-Fox Habitat Restoration Program**:

Macquarie Wambuu River Bathurst Flying-fox Habitat Restoration

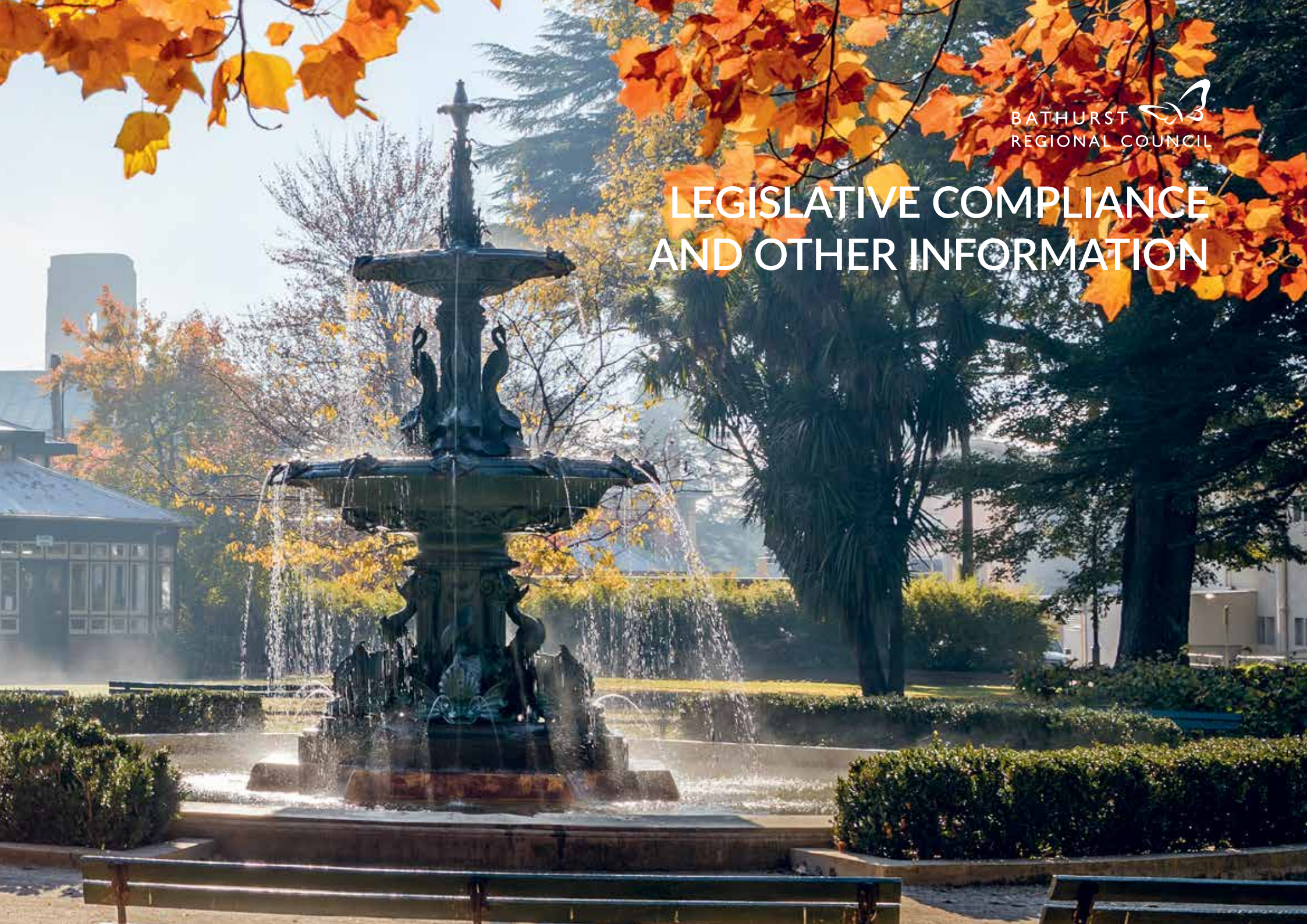
This project is part of an eight-year program instigated from recommendations within Council's Machattie Park & Kings Parade Camp Management Plan to provide future roosting habitat for flying foxes outside of CBD and residential areas. The project will include site preparation including weed control, planting of native plants and ongoing revegetation maintenance.

Community and Volunteer Environmental Programs

As part of our **Community and Volunteer Environmental Programs**, 11 community and volunteer tree planting activities were undertaken within the 2023-2024 financial year, inclusive of school based on site environmental restoration workshops.



LEGISLATIVE COMPLIANCE AND OTHER INFORMATION



REVIEW OF FINANCIAL ACCOUNTS

The following information on Council's financial statements for the year ended 30 June 2024 has been provided by Council's Auditor, Audit Office of New South Wales.

INCOME STATEMENT

Operating Result

	2024	2023	Variance
	\$m	\$m	%
Rates and annual charges revenue	55.3	53.0	↑ 4.3
Grants and contributions revenue	52.0	36.1	↑ 44.0
Operating result from continuing operations	23.9	(0.5)	↑ >100
Net operating result before capital grants and contributions	(9.2)	(18.2)	↑ 49.5

Rates and annual charges revenue (\$55.3 million) increased by \$2.3 million (4.3 per cent) in 2023–2024, largely due to rate peg increase of 3.8 per cent.

Grants and contributions revenue increased by \$15.9 million (44 per cent) in 2023–2024 mainly due to:

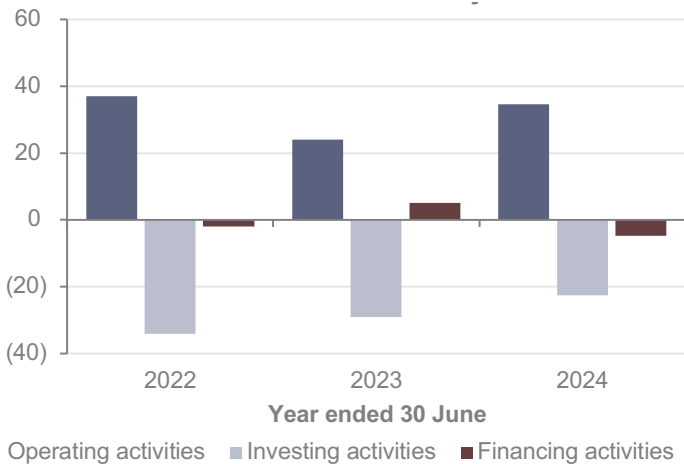
- \$5.2 million increase in roads to recovery and other roads and bridges funding
- \$6.6 million increase in non-cash contributions from subdivisions dedications
- \$2.9 million increase in economic development funding.

Council's operating result from continuing operations (\$23.9 million surplus including depreciation, amortisation and impairment expense of \$27.1 million) was \$24.4 million higher than the 2022–2023 result. This was mainly due to increase in grants and contributions revenue above, combined with decrease in depreciation and amortisation expense of \$7.6 million resulting from some assets' useful lives being reassessed during the year.

The net operating result before capital grants and contributions (deficit of \$9.2 million) was \$9.0 million higher than the 2022–2023 result.

STATEMENT OF CASH FLOWS

Net cash flows of the year



Cash balances (\$15.0 million) increased by \$7.3 million (95.9 per cent) in 2023–2024. Net cash flows from operating activities increased mainly due to increases in rates and annual charges and user charges and fees received during the year.

Net cash from investing activities decreased this year due to an increase in sales of investments and acquisition of term deposits.

Net cash flows from financing activities decreased this year due to a reduction in proceeds from borrowings.

FINANCIAL POSITION

Cash and Investment

Cash and investments	2024	2023	Commentary
	\$m	\$m	
Total cash, cash equivalents and investments	73.8	98.5	Externally restricted balances comprise mainly of developer contributions, unspent grant monies and water and sewer funds.
Restricted and allocated cash, cash equivalents and investments:			From September 2023, the Council spent restricted funds on purposes other than their intended purposes during 2023–24, without the appropriate approvals required under the LG Act.
• External restrictions	70.9	98.4	
• Internal allocations	2.9	--	In June 2024, the Council obtained Ministerial approval to borrow \$25.0 million from the sewer fund to the general fund with a loan term of five years. This reduced the balance of external restrictions for the sewer fund to \$1.2 million at 30 June 2024.

Debt

At 30 June 2024, Council had:

- \$35.3 million in secured loans (\$39.9 million in 2022–23)
- \$650,000 in approved overdraft facility with nil drawn down
- \$115,000 in credit card facility with nil used.

PERFORMANCE

Performance Measures

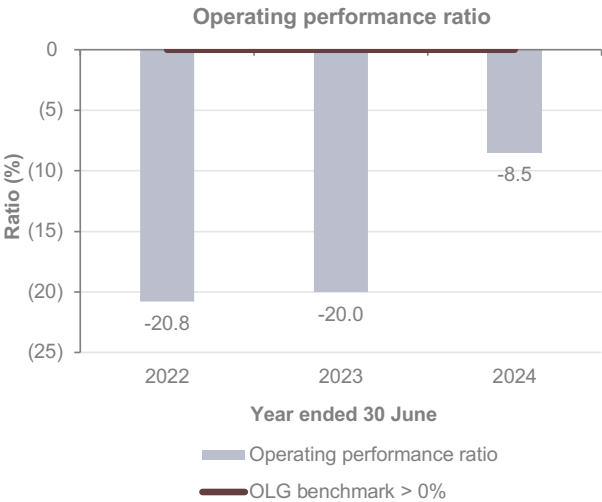
The following section provides an overview of the Council’s performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Housing and Infrastructure.

From September 2023, the Council spent restricted funds on purposes other than their intended purposes during 2023–2024, without the appropriate approvals required under the LG Act. On 11 June 2024, the Council obtained Ministerial approval to borrow \$25 million from the sewer fund to the general fund with a loan term of five years.

Operating Performance Ratio

Council did not meet the benchmark for the current reporting period.

The ‘operating performance ratio’ measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.

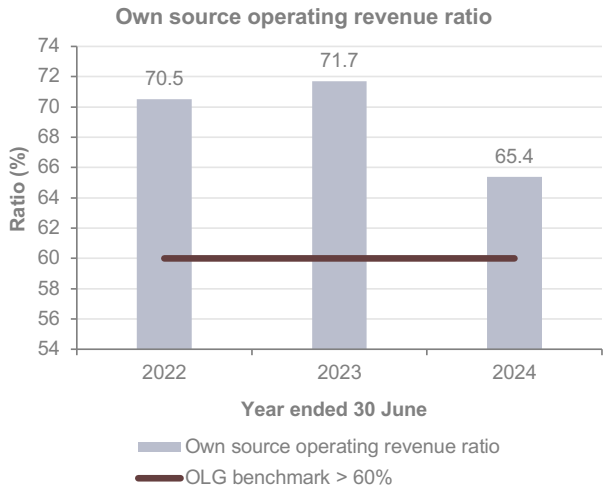


PERFORMANCE

Own Source Operating Revenue Ratio

Council met the benchmark for the current reporting period.

The ‘own source operating revenue ratio’ measures council’s fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.



PERFORMANCE

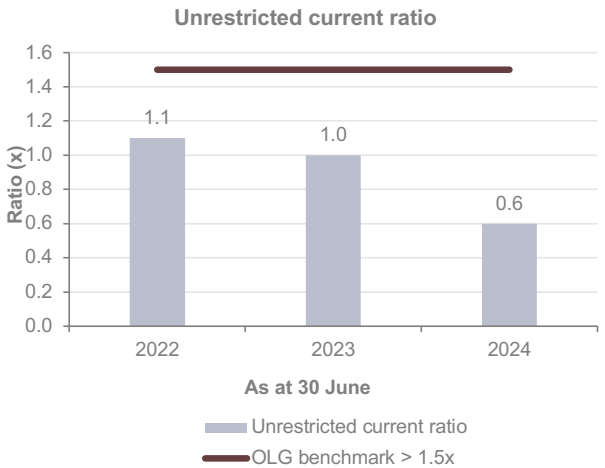
Unrestricted Current Ratio

The Council did not meet the benchmark for the current reporting period.

The ‘unrestricted current ratio’ is specific to local government and represents council’s ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.

As mentioned above, the Council spent restricted funds on purposes other than their intended purposes during 2023–2024. Ministerial approval was obtained in June 2024 to borrow \$25.0 million from the sewer fund, which reduced the externally restricted amounts for the sewer fund.

This further decreased the unrestricted current ratio this year.

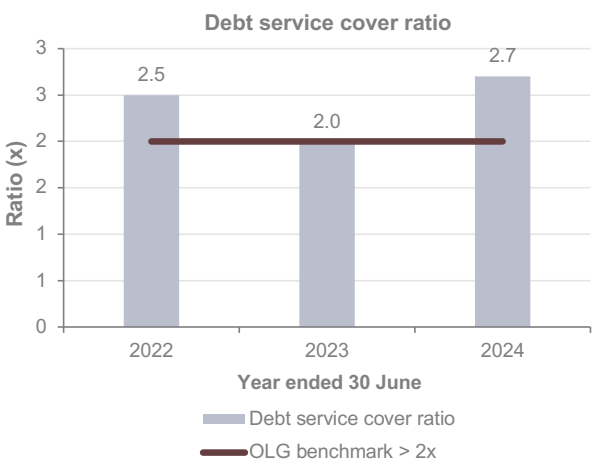


PERFORMANCE

Debt Service Cover Ratio

Council met the benchmark for the current reporting period.

The ‘debt service cover ratio’ measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.

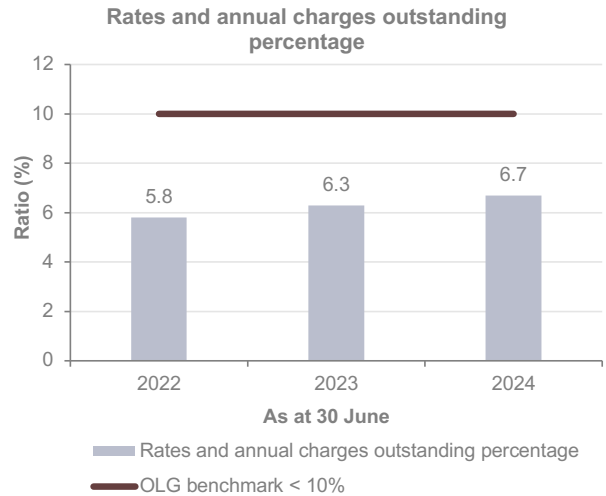


PERFORMANCE

Rates and Annual Charges Outstanding Percentage

Council met the benchmark for the current reporting period.

The ‘rates and annual charges outstanding percentage’ assesses the impact of uncollected rates and annual charges on council’s liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.

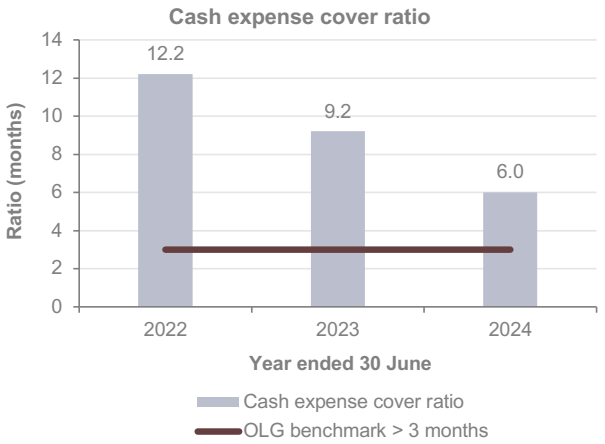


PERFORMANCE

Cash Expense Cover Ratio

Council met the benchmark for the current reporting period.

The ‘rates and annual charges outstanding percentage’ assesses the impact of uncollected rates and annual charges on council’s liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.



PERFORMANCE

Infrastructure, property, plant and equipment renewals

Council renewed \$13.5 million of infrastructure, property, plant and equipment during the 2023-2024 financial year. A further \$51.5 million was spent on new assets.



LEGISLATIVE COMPLIANCE

Mayor & Councillor Fees, Expenses and Facilities

Money Expended during the 2023-2024 Financial Year on:

Mayoral fees	\$ 64,390
Councillor fees	\$ 234,630
Councillor's expenses	\$ 34,579
Total	\$ 333,599

Councillor's expenses listed above includes the following items which must be separately reported:

Provision of dedicated office equipment allocated to Councillors	\$ 4,224
Telephone calls made by Councillors	\$ 10,505
Attendance of Councillors at conferences and seminars	\$ 7,695
Provision of induction training, professional development and other training and provision of skill development for mayor and other councillors	\$ 8,674
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
Expenses of any spouse, partner or other person who accompanied a Councillor	Nil
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	Nil

Councillor Training and Ongoing Professional Development

Cr Warren Aubin, Cr Kirralee Burke, Cr Ben Fry, Cr Graeme Hanger, Cr Margaret Hogan, Mayor Jess Jennings, Cr Ian North, Cr Andrew Smith, and Cr Robert Taylor participated in ongoing professional development programs during the year.

Eight circulars and 22 councillor briefing sessions were delivered as part of the ongoing professional development program.

Councillor Attendance at Conferences:

November 2023 Australian Airports Association (AAA) National Conference: Cr Ben Fry

March 2024 Australian Local Government Women's Association (ALGWA) NSW Conference: Cr Margaret Hogan

May 2024 Destination Visitor Economy Conference: Cr Jess Jennings

Donations Under Section 356 Grants

During the year 2023-2024 Council donated a total of \$492,667 under Section 356 to a range of community groups.

General	\$122,115
BMEC Fee Waivers	\$ 58,424
Mount Panorama Fee Waivers	\$ 9,282
Market rental subsidies	\$302,846

Overseas Travel

In 2023-2024, there were no staff overseas visits.

Senior Staff Salaries

Five senior staff were employed by Council during the 2023-2024 Financial Year:

- General Manager
- Director Corporate Services & Finance
- Director Engineering Services
- Director Cultural & Community Services
- Director Environmental, Planning & Building Services.

The total remuneration, including all benefits, for 2023-2024 in respect of employment of the below senior staff was \$1,624,874.

General Manager	\$422,438	Directors	\$1,202,436
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Below are the details of total number of persons who performed paid work for Council on **Wednesday 14 February 2024** including the number of persons directly employed by the Council.

328 people were recruited on a permanent full-time basis.	5 senior staff were employed by the council for the purposes of the Local Government Act 1993.	8 people were recruited under a contract or other arrangement with the person's employer, as an apprentice or trainee.
37.59 people on a permanent part-time basis (FTE).	13.28 people on a casual basis (FTE).	1 person was engaged by the Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person.
	0 people under a fixed-term contract.	

Contracts for Goods and Services over \$150,000.

During the year Council awarded numerous contracts and tenders. The list of payments below shows payments to suppliers who received more than \$150,000 for the year. This will include all contracts and tenders but will also include a number of quotations, e.g. for car purchases.

Name	Description	2024 YTD
Devcon Civil Pty Limited	Windy 1100 Subdivision	17,553,776.84
Downer EDI Works Pty Ltd	Resurfacing Works	9,901,816.57
Motive Civil and Plant Hire Pty Ltd	Hereford St Carpark & Hampton Park Stage 1	6,321,346.25
Hynash Constructions Pty Ltd	Stormwater Harvesting	4,914,357.23
Hewitt Holdings Bathurst Pty LtdIberdrola Australia Energy Markets Pty Ltd	Laffing Waters OSD	3,618,493.68
Iberdrola Australia Energy Markets Pty Ltd	Electricity	3,555,115.92
J R Richards & Sons	Recycling and Organics Collec-tion	3,355,847.73
Alto Valves & Fittings	Water Pipes, valves & fittings	2,811,828.81
Fulton Hogan	Resurfacing Works	2,567,868.34
Murray Constructions Pty Limited	Design & Construction Bridges	2,134,464.34
Workcontrol Operations Pty Limited	Plant Hire	1,731,916.92
Aitken Civil Engineering Pty Limited	Aerodrome Stage 2A	1,709,664.53
Speed's Landscaping Pty Limited	Landscaping	1,617,501.35
Gracey's Earthmoving & Excavations Pty Ltd	Plant Hire	1,598,580.50
StateCover Mutual Limited	Workers Compensation	1,501,661.63
Revenue NSW	Emergency Services Levy	1,491,010.13
Hibbo Hire Pty Ltd	Plant Hire	1,363,436.18
Skillset	Labour Hire	1,320,941.96
Ryan's Drilling & Civil Pty Ltd	Plant Hire	1,065,660.72
Oberon Quarries Pty Ltd	Road Base	1,039,819.80
Eodo Pty Ltd	Winburndale Dam Project, Water Filtration Plant Works	1,039,222.89
Tracserv Pty Ltd	Fleet Maintenance & replacement	973,664.04
Belgravia Health & Leisure Group	Management of Aquatic Centre	969,929.29
NSE Group Pty Ltd	Maintenance & Repairs WWTW	969,347.50
LGI Limited	Biogas Collection WMC	944,278.57
Keech Constructions Pty Ltd	Footpath/Concrete construction	939,306.86
Upright Management Pty Ltd	Contract Administration	814,582.85
Bustin Free Earthworks	Plant Hire	785,809.65
Redox Chemicals Pty Ltd	Chemical Supplies	773,062.90
Data#3 Limited	Software Subscriptions	717,120.89
Ampol Australia Petroleum Pty Ltd	Fuel Cards	699,375.38
WesTrac Equipment Pty Ltd	Fleet Maintenance & Replacement	677,949.25
GB Bathurst Pty Ltd	Fleet Maintenance & Replacement	611,921.47

Contracts for Goods and Services over \$150,000 continued

Name	Description	2024 YTD
Essential Energy	Electricity	610,259.96
P C Brunton Electrical	Electrical Maintenance	579,949.95
Fitt Resources Pty Ltd	Pump Maintenance	574,354.00
Nowra Chemicals	Chemical Supplies	555,464.81
Oilsplus Holdings Australia	Fuel	550,458.91
Shell Energy Retail Pty Ltd	Electricity	547,726.66
Eodo Construction Pty Limited	Winburndale Dam Project, Water Filtration Plant Works	532,866.54
Civica Pty Ltd	Software Licences	516,249.80
Watson Tractors Pty Ltd	Fleet Maintenance & Replacement	491,267.30
Aussie Digger Bobcat Pty Ltd	Plant Hire	483,377.60
Easyline Constructions Bathurst Pty Limited	Amenities Block Construction	466,547.49
Hothams Sand, Soil & Gravel Supplies Pty Ltd	Top Soil, Mulch and Gravel	460,890.95
S & S Electrical	Electrical Maintenance	458,722.30
Sibling Architecture	BARN Project	454,448.50
Omega Chemicals	Chemical Supplies	433,725.26
ROMBA Civil & Landscape	Sports Field Hereford St and Sportsground	420,485.66
Ben Hagney Electrical Pty Ltd	Electrical Maintenance and Plant Hire	418,324.58
Bathurst Toyota & Bathurst Volkswagen	Fleet Maintenance & Replacement	409,007.46
O.S. Trees Pty Ltd	Tree Removal and Maintenance	407,508.92
Bathurst Excavations Pty Limited	Plant Hire	404,108.57
Holcim (Australia) Pty Ltd	Pipes and Fittings	392,997.45
Australian Native Landscapes	Top Soil, Mulch, Processing of Organics	389,863.92
Select Civil Pty Limited	Plant Hire	389,444.00
Easy Line Constructions	Amenities Block Construction	375,272.66
Enacon Group Pty Limited	Street Lighting Installation	368,255.60
Kelso Electrical	Electrical Maintenance	365,028.05
Tablelands Builders Pty Ltd	Macquarie Playground Construc-tion	359,854.45
Upper Macquarie County Council	Contribution to UMCC weed bi-osecurity	357,249.91
Lowes Petroleum Service	Fuel	348,350.14
Nimdor Cleaning Services Pty Ltd	Cleaning Services	347,793.96
Fortec Australia Pty Ltd	Chifley Dam anchor load monitoring	346,744.33
Glenray Industries Ltd	Rubbish collection & ground maintenance	343,651.72
Bathurst Regional Security	Security monitoring	336,705.52
Kwick Electrical Pty Ltd	Electrical Maintenance	335,103.90
TFH Hire Services Pty Ltd	Temporary Fencing	326,488.57
TPG Network Pty Ltd	Internet charges	309,241.53
Boral Construction Materials Group Limited	Emulsion and Coldmix	297,727.15

Contracts for Goods and Services over \$150,000 *continued*

Name	Description	2024 YTD
Central West Linemarking	Line Marking Roads	296,974.44
Ethan Group Pty Ltd	IT equipment services	292,398.25
Living Turf	Landscaping Supplies	290,660.15
Premise Australia Pty Ltd	Stormwater Harvesting	276,447.16
Australian Laboratory Services	Water Analysis	275,474.98
Tinbilla Pty Ltd	Plant Hire	271,047.00
ESEM Projects	Winter Festival Illuminations	262,636.00
Transbridge Group	Design & Construction Bridges	260,551.00
Spizvac Marketing	Playground Equipment	245,245.00
NSW Public Works Advisory	Contract Administration	231,561.86
Xylem Water Solutions Australia Lim-ited	Water Filtration and Sewer Plant Maintenance	218,237.07
Riceman Property Services	Grounds Maintenance, Bulk Water Supply	207,833.14
VoR Environmental Australia	Maintenance Sewer Treatment Plant	206,349.00
L E Suttor & Sons	Biosolids Processing	205,963.06
Granicus Australia Pty Ltd	Website Licence	192,087.50
Ice Rinks Industries Pty Limited	Winter Festival Ice Rink Hire	191,238.00
Kennards Hire Pty Ltd	Plant Hire	189,908.87
Reece Pty Ltd	Plumbing Supplies	187,466.38
Central Commercial Printers	Printing	186,901.00
Custom Commercial Services Pty Ltd	Debt Collection Services	183,694.78
Mr C J Scerri	Plant Hire	183,405.50
Central NSW Joint Organisation	Annual Contribution	181,005.20
Westco Distributors Pty Ltd	Consumables, stock items	177,239.50
Department Of Planning Industry & Environment (Valuer Genera)	Valuation Fees	174,607.68
Rollers Australia Pty Ltd	Plant Hire	173,953.01
Dunbar Hire Pty Ltd t/as Dunbar Scaffold Hire	Scaffolding	171,270.00
JD's Great Southern Events Pty Limited	Event Hire	166,181.65
AIT Specialists Pty Ltd	Professional Services	164,879.00
Ever-Ready Concrete	Concrete	161,341.12
Morrison Low Consultants	SRV Reporting Services	159,797.08
James Bennett Pty Ltd	Library Books	159,160.89
IXOM Operations Pty Ltd	Chemical Supplies	158,415.95
Burnett Engineering Pty Ltd	Water Testing	153,026.50
Australia Post	Postage	150,146.13

Legal Expenses

Environmental, Planning and Building Services	Development Applications	\$26,810	Finalised
	Environmental Issues	\$4,980	Finalised
	Animal Control Court Case	\$3,100	Finalised
Total Environmental, Planning and Building Services Costs		\$34,890	
Corporate Services and Finance	Debt Recovery	\$166,705	Ongoing
	Code of Conduct Complaints	\$6,895	Finalised
	Wiradjuri Traditional Owners Corporation	\$25,822	Finalised
	Regis Resources - effluent use	\$10,240	Finalised
	Mt Panorama Classic	\$5,915	Finalised
	Events	\$750	Finalised
	General & Leasing	\$54,485	Finalised
Total Corporate Services and Finance Costs		\$268,812	
Engineering Services	Road Reserve Adjustments	\$6,019	Finalised
	Aerodrome Leases	\$10,788	Finalised
	Natural Resources Access Regulator - Water Harvesting	\$43,013	Finalised
Total Engineering Services Costs		\$59,820	
Total Legal Expenses		\$365,522	

EXTERNAL BODIES EXERCISING FUNCTIONS DELEGATED BY COUNCIL

During the 2023-2024 financial year the following external bodies exercised functions delegated by Council.

Committee	Area of Management
Eglinton Hall and Park Committee	Management of Eglinton Hall and Park
Perthville Development Group Inc	Management of Perthville Hall and Multi-Purpose Court Complex
Raglan Hall & Park Committee	Management of Raglan Hall
Rockley Mill Museum Management Committee	Management of Rockley Mill Museum
Sofala Showground Hall Committee	Management of Showground facilities
Trunkey Creek Recreation Reserve Management Committee	Management of Recreation Reserve
Upper Macquarie County Council (noxious weeds)	Operating with delegates from Bathurst Regional Council
Wattle Flat Golf Club	Management of Wattle Flat Public Recreation Re- serve including the racecourse and gold course
Wattle Flat Progress Association	Management of Recreation Ground

1. Community Advisory Groups and Committees of Council

Duty Delegates

- Bathurst Agricultural, Horticultural & Pastoral Association Inc
- Bathurst And District Bicycle User Group (Bugs)
- Bathurst City & RSL Concert Band
- Bathurst Community Interagency Group
- Bathurst Community Safety Committee
- Bathurst Domestic Violence Liaison Committee
- Bathurst Education Advancement Group (BEAG)
- Bathurst Family History Group
- Bathurst Health Council
- Bathurst Meals on Wheels Service Inc
- Bathurst Refugee Support Group
- Bathurst Regional Access Committee (BRAC)
- Bathurst Regional Art Gallery Society (BRAGs)
- Bathurst Senior Citizens Management Committee
- Bathurst Seymour Centre Inc
- Boundary Road Nature Reserve Landcare Group
- Central West Women's Health Centre
- Combined Pensioners & Superannuants Association
- Evans Art Council
- Great Western Walk Implementation Committee
- Hill End & District Volunteers Bush Fire Brigade
(Formerly Hill End & Tambaroora Progress Association)
- National Trust Of Australia – Bathurst & District Branch
(& Cox's Road Project Committee)
- NSW State Emergency Service – Bathurst Unit
- The Australian Milling Museum (Bathurst)
- Wattle Flat Heritage Lands Trust
- Wattle Flat (Bronze Thong) Racecourse Committee
- Western Sydney University Advisory Group
- White Rock Progress Association

Delegates

- Arts Out West
- Australian Airport Owners Assoc - Nsw Division
- Australian Local Government Association National General Assembly
- Australian Local Government National Local Roads Congress
- Australian Local Government Women's Association
- Bathurst Airport Users Group
- Bathurst Business Chamber
- Bathurst Community Climate Action Network Inc
- Bathurst Correctional Complex Community Consultative Committee
- Bathurst District Historical Society
- Bathurst District Sport & Recreation Council
- Bathurst Liquor Accord
- Bathurst Neighbourhood Centre (BNC)
- Bathurst Regional Community Safety Committee
- Bathurst Regional Local Emergency Management Committee
- Bathurst Town Square Working Party
- Central NSW Joint Organisation
- Chifley Dam Catchment Steering Committee
- Chifley Local Area Command - Community Safety Precinct Committee
- Clubgrants Committee
- Country Mayors Association
- Eglinton Hall & Park Committee
- Floodplain Management Authority
- Friends of Bathurst War Memorial Carillon
- Greening Bathurst
- NSW Inland Forum - RCNSW NSW Rural Fire Service
- Chifley Zone Liaison Committee, Senior Management Team (If Required)
- Perthville Development Group Inc (School of Arts)
- Public Libraries Association Nsw
- Rail Action Bathurst
- Skillset
- Somerville Collection Board Of Directors
- Upper Macquarie County Council
- Western Regional Planning Panel (WRPP)

2. Project Advisory Committee

- Bathurst Public Art Program Committee
- Bathurst Region Heritage Reference Group
- Bathurst Region Natural Resource Advisory Group
- Bicycle Facilities Working Party
- Councillors Meetings With Community Groups/Representatives
- Living Legends Working Party
- Senior's Festival Organising Committee
- Youth Network

3. Statutory Committees (S355 Management committees)

- Audit And Risk Management Committee (ARMC)
- Australia Day Working Party
- Bathurst Community Health Committee
- Bathurst Regional Youth Council
- Georges Plains Floodplain Management Sunset Committee
- Policy Committee
- Bathurst Regional Positive Ageing Strategy Committee
- Rockley Mill Museum Management Committee
- SBS For Bathurst Committee
- Sister Cities Working Party
- Sofala Floodplain Management Sunset Committee

4. Statutory Committee – Other Legislation

- Consultative Committee (Staff) - (Local Government (State) Award)
- Health & Safety Committee (Staff)
(*Work Health & Safety Act 2011 and Work Health & Safety Regulations 2017*)
- Motor Racing Advisory Committee
(*Motor Sports Events Act 2022*)
- Traffic Committee (*Road Transport (Safety & Traffic Management) Act 1999*)
- The Somerville Collection Board

5. Consortia

- Bathurst 1000 (October)
- Bathurst 12 Hour (February)
- Bathurst 6 Hour (Easter)
- Challenge Bathurst (November)
- Bathurst International (November/December)



Private Works

In this reporting period (2023-2024) there were no Private Works carried out by Council that required a resolution of Council because they were charged an amount less than the approved fee in accordance with s67(2) (b). All Private Works were charged the total amount and not subsidised by Council.

Council Assets and Asset Renewal

Work continued updating Council's stormwater management developer contribution plans.

- Stormwater Management Services (if levied)
- Collections Facility
- BARC
- Hereford Street Fields

Planning Agreements

Council has entered into the following Planning Agreements:

Development	Parties	Status
Seniors Living Development	Crighton Bathurst Pty Ltd	Development consent acted upon however agreement has not been formally entered into.
Crudine Ridge Wind Farm	Wind Prospects CWP Pty Ltd	Development consent granted by Department of Planning conditional upon entering into a Planning agreement. Council at its meeting held 16 August 2017 resolved to endorse the agreement and take the necessary steps to execute the agreement. The agreement has since been executed by both parties.

Planning Submissions

Council made submissions to the NSW Department of Planning, Housing and Infrastructure in relation to the following matters:

- Draft LEP Practice Note – Height and Floor Space Ratio.
- Manufactured Home Estates, Caravan Parks, Camping Grounds and Moveable Dwellings.
- SEPP Transport and Infrastructure – complying development pathway and development without consent – height of buildings – health and education facilities.
- Submission to Minister for Planning and NSW Department of Planning on local housing policy including exclusion of Bathurst R2 zone from housing policy changes.

Rates Subsidy

During the year Council abandoned \$1,509,603 in rates and charges (including postponed rates).

Pensioner Rebate	\$1,304,842
Postponed Rates	\$62,409
Other Rates & Charges	\$142,352

Swimming Pool Audit

Council initially adopted the Swimming Pool Inspections Policy in 2013 following amendments to the Swimming Pools Act surrounding establishment of the NSW Governments Swimming Pools register and compliance certificates at point of sale or leasing residential properties.

There were 10 inspections for tourist and visitor accommodation and there were no inspections for premises with more than two dwellings.

During 2023-2024 Council issued the following compliance and non-compliance certificates under Section 22D of the *Swimming Pools Act* and clause 21 of the *Swimming Pool Regulation*.

Compliance	60
Non-compliance	4

Companion Animals

Lodgement of Pound Data Collection Return

Council completed its 2022-2023 Survey of Council seizure of cats and dogs return in November 2023.

Dog Attacks

Council, during 2023-2024 financial year, notified the Office of Local Government of 28 dog attacks.

Companion Animals Management and Activities

Council's budgeted expenditure on Companion Animal management and activities for 2023-2024 was \$913,071. This includes all activities related to Companion Animals, impounding and regulatory control, necessary up- grades, maintenance and running of the animal pound, desexing programs and the provision of off leash areas.

Community Education - Companion Animals

Council's community education activities focused on social media posts on responsible pet ownership and adoption opportunities. Responsible pet information was targeted on desexing, registration and dogs in public places. A Pet Day was incorporated into the Bathurst Winter Festival program in July 2023, which was highly successful and included the adoption of four puppies on the day.

Strategies to Promote and Assist the Desexing of Dogs and Cats

Council conducts a desexing program in conjunction with the RSPCA and local veterinary clinics which allows pensioners and health care card holders to have their dogs and cats desexed at a subsidised rate. Council contributed \$21,864 this year towards this program and encourages eligible residents with pets to take advantage of this opportunity. Council has allocated a further \$22,550 in the 2024/25 budget to continue this program.

Bathurst Animal Rehoming Centre (BARC)

Construction of the new Bathurst Animal Rehoming Centre (BARC) was completed in November 2023. BARC became operational in December 2023 and the former Small Animal Pound was decommissioned. This new facility has three key components, an administration and operations building, a dog kennel building and the adoption pavilion. The administration building incorporates the public reception area, a training room, offices and workspaces for staff, amenities, veterinary treatment room, a cattery with 30 cat condos and laundry and storage facilities. The dog kennel building incorporates 42 individual kennels (including 3 specialist enclosures for dangerous dogs) and outdoor facilities along with a secure animal loading area, food preparation and storage areas. The adoption pavilion includes a covered pavilion, purpose built to allow for interaction between dogs and their potential new owners. The animal holding facilities meet or exceed animal welfare regulations for the size and composition of the enclosures and provide a climate-controlled environment.

BARC was officially opened in June 2024 by the Mayor of Bathurst, Cr Jess Jennings, Federal Member for Calare, the Hon. Andrew Gee MP, State Member for Bathurst, the Hon. Paul Toole MP and the Hon. Stephen Lawrence MLC.

Strategies as an Alternative to Euthanasia

Council has in place the following strategies to reduce the need for euthanasia of impounded animals:

- A regular radio segment which is utilised to advise the public of animals that are currently available for adoption from BARC, as well as a discussion of various responsible pet ownership topics.
- Posts on Council's Facebook page at least weekly promoting animals that are currently available for adoption from BARC, as well as posts detailing successful pet adoption stories.
- Animals which are impounded but not identified (or the owner's contact details are out of date) are posted on Council's Facebook page, which is very successful in helping Council find the owner.
- All animals available for adoption are posted on Council's website; dogs available for adoption are also placed on the Adopt-A-Dog website, which has national reach.
- Desexing program.
- Community Education Program including social media posts.
- Rehoming program through contacts within rescue organisations.

Off-Leash Areas

Council currently has twelve off-leash dog exercise areas which are located throughout the City of Bathurst and the surrounding villages of Eglinton, Perthville and Raglan. A full list of off-leash areas is provided below:

- Centennial Park
(Subject to exclusion of playground area and operating hours before 8am and after 5pm)
- Kefford Street (Fully fenced and with solar lighting to improve accessibility)
- Kefford Street "small dogs" area (fully fenced)
- Hector Park and Rocket Street Reserve, including a fully fenced area
- The River Walk between the Evans and George Street Bridges
(Subject to operating hours before 8am and after 5pm)
- Russell Street opposite Police paddock, bounded by Vale Creek and Russell Street
- Eglinton Showground, at the rear of Cottonwood Drive
- Kelso Reserve between McMenamin, Rivett and Bell Places
- Perthville, Brian Booth Oval, Vale Creek side
- Raglan, Lavis Park and the reserve between Napoleon Street and Adrienne Street
- South Bathurst Jaques Park, bounded by Alma and Violet Streets
- Windradyne Drainage reserve, corner of Bradwardine and Evernden Roads.

Companion Animals Fund Monies

Council received \$ 64,068 from the Companion Animals Fund. Activities where these funds were expended include:

Companion Animal Registrations Salaries	\$55,051
Small Animal Pound Expenses	\$96,798
Microchipping Expenses	\$11,470
Community Pet Desexing Program	\$21,864
Cat impounding Expenses	\$3,384

Environmental Upgrade Agreements

Council has not entered into any environmental upgrade under s 54D.

Statement of all corporations, partnerships, trusts, joint ventures, syndicates or other bodies (whether or not incorporated) in which the Council participated during the year.

Council has not held a controlling interest with any corporations, partnerships, trusts, joint ventures, syndicates, or other bodies during the year under Reg s 217(1)(a7).

Carers Services

Council do not operate any services in relation to *Carers Recognition Act 2010* (CR Act) s 8(2).

Workforce

Council was met with challenges regarding recruitment of new staff and retention of existing staff over the 2023-2024 financial year.

This year has seen a strong focus on tightening of core people processes to ensure both compliance and best practice, along with leveraging existing people frameworks and opportunities within Council. These enhancements have been focused on ensuring the sustainability of our workforce to deliver services, effective management of risk, and ensure fairness, equity and consistency.

Work Health Safety

Council's strong focus on health and safety continued during this financial year, with enhancements to a range of processes and policies, ensuring compliance and supporting the broader safety, health and wellbeing of all employees.

- Council's Alcohol and Other Drug Testing Program continued with 20% of Council employees randomly tested across the course of the year tested with no adverse results confirmed.
- Thorough Safety Induction sessions were held for all new employees joining Council.
- Annual Health Checks were conducted, in partnership with Capital Health Care with approximately 20% of Council employees participating.
- Audiometric Testing & Dust Diseases Testing was conducted for all appropriate Council employees as part of Council's health surveillance program and policy.
- Non-Work Related Injury Policy was adopted, outlining the effective management of injuries not sustained in the workplace, enabling the health and support of employees. Training on this process and approach was conducted for all people leaders across Council.
- Psychosocial Policy was adopted, outlining how Council will manage psychosocial risks, and enable a workplace that 'does no harm'. This policy and approach ensure the support of positive mental health, wellness and a positive work and safe environment for all employees.

Performance and Conduct

During this financial year, enhancements were made to Council's approach to conduct, discipline and performance. These enhancements ensure compliance with legislation, the Local Govt (State) Award, principles of EEO, ensure fairness and equity to all employees, and enable Council's sustainable delivery of services.

Employee Assistance Program

Council continued to provide access to free, confidential and professional counselling services to staff and their family members during the year through the provision of our Employee Assistance Program. During the period 1 July 2023 to 30 June 2024, 22 active assessment sessions were conducted. A total of 99.5 hours of service activities took place during this period

Note: There is a considerable increase in hours from last financial year due to changing our service provider who includes a wider range of parameters around what constitutes service activities hours. e.g. help line, face to face, phone and online.

Equal Employment Opportunity (EEO)

- A new Learning Management System was launched in October, facilitating compulsory online learning for all Council employees around core EEO and compliance, including harassment, discrimination, safety and core compliance requirements.
- Enhancements have been implemented to Council's Recruitment and Selection process, to ensure a fair, thorough, efficient, effective merit-based process, and ensure sound principles of EEO are consistently applied. This applies to both internal and external recruitment.
- Staff exit surveys analysed to collect data on EEO comments or input, and areas of concern acted upon in a timely manner.
- During the financial year, a total of 120 vacancies were advertised with Council. These roles were filled following a fair and thorough merit-based selection process.
- Council provided numerous opportunities to emerging and developing employees and future employees, via apprenticeships (leveraging our ongoing partnership with Skillset), traineeships, hosting range of work experience placements from surrounding schools and supporting a number of Careers Expo events.





Community Development and Advocacy Initiatives

Disability Inclusion Action Plan (2022-2027)

Our Disability Inclusion Action Plan (DIAP) aims to enable people living with disability to have greater access to the built environment (man-made surroundings) and council information, services, facilities and events.

DIAP initiatives undertaken in 2023-2024 include:

- The provision of a range of programs and activities:
 - Accessible programs facilitated by Bathurst Library
 - Winter Festival Accessibility Day
 - Support of local International Day of People with Disability events
 - Continued promotion of Council's accessibility through social media
 - Awareness raising campaigns developed for World Autism Awareness Day, World Down Syndrome Day and Dementia Action Week
 - Provision and support of Bathurst Access Improvement Grants 2023-2024, to assist businesses and organisations to improve access to their premises.
- Promotion of disability services and access to Council information:
 - Disability Service Directory available on Council's website
 - Accessible Bathurst content including an Accessible Visitors Guide to Bathurst, accessible toilet and accessible parking maps available through the Bathurst Visitor Information Centre.
- Userway Accessibility Widget:
 - To improve the ability for website users to interact with the Corporate website, the Userway Accessibility widget was installed allowing users to have the website read to them, change the text, increase the cursor size and other functions.
- Recruitment practices and training:
 - Our employment processes remain welcoming and supportive of a diverse workforce.
 - Recruitment software asks People with Disability to specify what additional requirements they need to assist them during the employment process
 - Training provided to Council staff regarding the Disability Inclusion Action Plan at induction
 - Disability Inclusion training provided to Council staff and Councillors.

Accessible Built Environments

- Accessibility improvements were made at Council's Civic Centre including seating options, directional signage and improvements at customer service desks.
- Continuing to implement strategies in the Bathurst Regional Council Access and Cycling Plan 2011 with a focus on the width of footpaths.
- Footpath maintenance ongoing with priorities identified through the access committee.
- Council continues to advocate for improved access to shops and businesses through the BCA and DA/CC assessment processes.
- Continued provision of accessible toilets, changing places Marveloo toilet, parking and site access for major events.
- A hearing loop is installed in Council's Chamber.
- Continued inspection and maintenance of accessible toilets.
- Charge stations for motorised wheelchairs at the Library, Art Gallery and Bathurst Visitor Information Centre (BVIC).
- Accessible parking included in CBD Master Plan.
- Continued provision of accessible toilets, parking and site access for major events.
- All new playgrounds are designed with 'Everyone Can Play' guidelines.

Footpaths and Cycleways

Throughout the year we have continued works on constructing new footpaths and cycleways to assist with access to the Central Business District and other key areas of town. Construction works undertaken in 2023-2024 include:

- **Bonnor Street Footpath**
Construction of a 250m concrete footpath from Bannerman Crescent, enhancing pedestrian access and safety.
- **New and Reconstructed Footpaths (9.446km)**
Council constructed 506m at a cost of \$116,733. The rest were gifted to Council through developer contributions and the highway upgrade through Raglan. Windy 1100 made up a large proportion of the new footpaths.

Bathurst Regional Access Committee

Council continued to support the activities of the Bathurst Regional Access Committee (BRAC). The Committee meets monthly to promote awareness of the challenges faced by those with a disability in accessing local services and businesses. BRAC participates in Council's development, planning and policy processes and also provides information on access issues and lobbies for improvement. Council provides:

- A venue for the committee to hold its meetings
- Bathurst Access Improvement Grants totalling \$15,000 on an annual basis and administrative support for the grant
- Assists the committee with the provision of a Councillor delegate.



Stormwater Levy

The stormwater management service charge (the levy) is intended as a mechanism for councils to raise income to invest in improving the stormwater systems in urban areas. It is in addition to what is raised through general rates and other charges.

Council introduced a stormwater management service charge under the *Local Government Amendment (Stormwater) Act 2005* No 70 in 2020-2021.

The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m² of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow the Council to cover costs to implement projects in relation to capacity and water quality, as well as works arising from the Catchment Flood Study.

The stormwater levy is designed to provide a funding source for managing flood risk. Council is allocating funds to projects that contribute to reducing this risk as well as building a commensurate reserve to fund larger projects in the coming financial years.

In 2023-2024, \$344,637 was spent for the following projects:	
Saltram Creek	\$53,767
Rivulet Road	\$290,870

Bathurst Regional Council Modern Slavery Statement
Reporting Period: FY 2023-2024

Introduction

This Modern Slavery Statement is provided by Bathurst Regional Council in accordance with Section 428 (4) of the *NSW Local Government Act 1993*.

This statement outlines Bathurst Regional Council's commitment to combatting modern slavery and the measures we have implemented during this reporting period to reduce the risk of our procurement activities resulting in or contributing to human rights violations.

Organisational Structure and Supply Chain

Bathurst Regional Council is located in the Central West of New South Wales servicing a population of 44,612 and over one million visitors each year. Bathurst Regional Council has a centralised procurement structure with an approximate overall spend of \$126 million. We recognise the importance of taking steps to ensure that goods and services procured by our council are not the product of modern slavery.

Our supply chain includes suppliers in civil engineering, roadworks, waste management, sewer and water infrastructure and energy and our highest spends are in these categories.

Policy

Bathurst Regional Council updated its Purchasing Policy which now outlines Council's commitment to preventing and addressing modern slavery in all its procurement activities.

A.2 Procurement Spend Details

A.2.1 The entity's total procurement spend in this reporting period

A.2.2 Complete the following table with information for this reporting period:

GRS Due Diligence Level	Identified Procurement Spend	Categories Procured
Heightened	\$ 55,999,887.43	Bridgeworks, Roadworks, Quarries, Bulk Fuel, Uniform & Workwear, Civil Engineering, Asphalt, Internal Building Materials, External Building Materials, Concrete, Earthmoving & Excavations, Rails & Fencing, Cleaning, Electrical Services, Painting, Plumbing repairs and Maintenance, Electrical Utilities, Gas Utilities, Generators, General Fleet Vehicles, Vehicle Repairs & Maintenance, Heavy Vehicle Types, Other Vehicle Types, End User Computing and Peripherals, Presentation and Multimedia, Furniture, Printers, General Office Supplies, Copiers & Printers, Medical Equipment, Chemicals & Reagents.
Standard	\$ 10,179,386.39	Weed Control, Traffic Control Services, Geotechnical Engineering and Hydrology, Elevators and Escalators, Council Waste Services, Fire Equipment, Pest Control, Security Services, Towing & Misc. HVAC Hygiene Services, Signage, Shredding Services, Support Services, Event Management.
Light	\$ 62,256,099.33	Landscaping, Land surveying, Archaeology and Heritage, Environmental Advisory Sustainability and Resilience, Infrastructure Program and Project Management, Freight Carriers, Food Catering and Consumables, Landscaping & Arborists, Indoor Plants, Vehicle Registrations, Government Agencies, Officer Worker Contingency Labour, Training Expenses, Employment Check, Conferences and Seminars, Events & Special Meetings, Talent Acquisition Services, On Premise – software licences, Network Hardware Managed, Internet, Mobile, Design and Development, On Premises – software support and maintenance, Private Cloud Services, Advertising Agency, Advertising Related Services, Media Production, Commercial Print, Audit Quality Assurance and Probity, Legal Services, Taxis, Training Consultants, Debt Recovery, Financial Services Advisory and Accounting, Financial and Insurance Services, Air Travel, Accommodation.
Minimal	\$ 3,233,688.67	Postage, Government Agencies, Universities, Membership.

Part B. Annual modern slavery reporting

B.1 Significant operational issues (section 31(1)(a) of the Modern Slavery Act 2018 (NSW))

No 'significant operational issues' have been identified during the reporting period.

B.2 Reasonable Steps

Describe the steps taken to ensure that goods and services procured by and for the entity during the reporting period were not the product of modern slavery.

Reasonable Steps Taken	Form of response for annual reporting
1. Commit	
1.1 Stakeholder Engagement	
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	In conjunction with Central NSW Joint Organisation, we have engaged with suppliers through Self-Assessment Questionnaires and accompanying documentation.
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes
1.2 Identify salient risks at the organisational level	
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	Reviewed all creditors on our Master List. Categorised the risk for each supplier. Worked with Central NSW Joint Organisation to identify the high-risk creditors and compile a database.
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	Yes
1.3 Modern Slavery Policy	
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	We have amended our Purchasing Policy to reflect Modern Slavery Legislation.
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Yes
1.4 Modern Slavery Risk Management Plan	
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	The Audit Risk Improvement Committee have considered the requirements of Modern Slavery Legislation and are developing a Risk Management Plan to tie in with the Enterprise Risk Management Plan.
Do you have a modern slavery risk management plan, approved by your senior management, in place?	No

2. Plan	
2.1 Identify and map your supply-chain risks for each procurement	
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	We are currently reviewing our Tender processes and documentation to reflect supply chain risk when evaluating a Tender.
2.2 Develop a risk-reducing sourcing strategy	
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	We are currently reviewing our Tender processes and documentation to include risk-reducing sourcing strategy.
3. Source	
3.1 Select appropriate suppliers	
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	<p>We have created a supplier database with Central NSW Joint Organisation that is across Central West Councils.</p> <p>We have conducted Self-Assessment Questionnaires with the suppliers and given them a rating.</p> <p>We are currently reviewing our Tender processes and documentation to include a prequalification code of conduct.</p>
What steps did your entity take to adopt a share responsibility approach to modern slavery risks, in the contracting during this reporting period	We are currently reviewing our Tender processes and documentation to include a shared responsibility approach to Modern Slavery Risks.
4. Manage	
4.1 Monitor and evaluate supplier performance	
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	We are currently reviewing our Tender processes and documentation to include evaluation criteria of a supplier performance relating to modern slavery.
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this re-orting period?	No
4.2 Develop supplier capabilities	
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	We are currently reviewing our Tender processes and documentation to include development of supplier capabilities with regards to Modern Slavery.
5. Remedy	
5.1 Provide or enable access to effective grievance mechanisms	
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	We are currently drafting a Modern Slavery Grievance Mechanism.
5.2 Take safe immediate steps to remedy harm	
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	Our operations were not connected to any Modern Slavery harms during this reporting period.

5.3 Use leverage to remediate deficient practices	
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	Our operations were not required to remediate deficient modern slavery risk management practices during this reporting period.
5.4 Withdraw responsibly	
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	Our operations were not required to withdraw responsibility during this reporting period.
6. Report	
6.1 Establish a victim-centred reporting protocol	
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	We are currently establishing a victim-centred reporting protocol.
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	No
6.2 Report on your modern slavery risk management efforts	
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	Reported in the Annual Report for 2022-2023 year.
Did your entity report on modern slavery in its prior Annual Report?	Yes
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at \$150,000 (inc. GST) or more within 45 days?	Not applicable.
7. Improve	
7.1 Learn lessons from your performance and others'	
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	We are still reviewing implementation of processes regarding modern slavery performance.
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	No.
7.2 Train your workforce	
What steps did your entity take to train your workforce during this reporting period?	Information leaflet outlining Modern Slavery requirements has been supplied to the Executive. Training has been supplied to the Councillors. A training schedule for those who create tenders is being created. Training has been supplied to all new staff that are involved in procurement. Mandatory e-learning training is being developed and should be rolled out early in the new financial year.
What percentage of your workforce received modern slavery training in the period?	5%
7.3 Cooperate with the Anti-slavery Commissioner	
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	We have completed all the reporting requirements.

Government Information Public Access

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
Yes	Yes
Council reviewed the provision of planning documentation, which has historically been managed by its Planning section. This release is now majorly handled through the GIPA process.	A greater suite of planning documentation is now made available, for example documentation surrounding development applications.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

No. Applications	0
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Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Partly
	0	0	0
% of total	0%	0%	0%

GIPA Act Schedule 2

Table A: Number of applications by type of applicant and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	2	0	0	0	0	0	0	0	2
Not for profit organisations or community groups	1	0	0	0	0	0	0	0	1
Members of the public (by legal representative)	7	0	0	0	0	0	0	0	7
Members of the public (other)	2	0	0	0	0	0	0	1	3
Total	12	0	0	0	0	0	0	0	13

* More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to table B.

Table B: Number of applications by type of applicant and outcome

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	12	1	0	0	0	0	0	1	13
Access applications that are partly personal information and partly other	0	0	0	0	0	0	0	0	0
Total	12	1	0	0	0	0	0	1	13

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

Reason for invalidity	Number of applications
Application does not comply with formal requirements (section 41 of the Act)	1
Application is for excluded information of the agency (section 43 of the Act)	0
Application contravenes restraint order (section 110 of the Act)	0
Total number of invalid applications received	1
Invalid applications that subsequently became valid applications	0

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

	Number of time consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Privilege generally - Sch 1(5A)	0
Information provided to High-Risk Offenders Assessment Committee	0
Total	0

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act

	Number of time consideration used*
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	0
Business interests of agencies and other persons	0
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	0

Table F: Timelines

	Number of applications*
Decided within the statutory timeframe (20 days plus any ex-tensions)	10
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	10

**Table G: Number of applications reviewed under Part 5 of the Act
(by type of review and outcome)**

	Decision Varied	Decision Upheld	Total
Internal review	0	0	0
Review by information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Internal review follow recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	0	0	0

*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	Number of applications for review	% of Total
Applications by access applicants	0	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0
Total	0	0

Table I: Applications transferred to other agencies.

	Number of applications transferred	
Agency – Initiated transfers	0	0
Applicant – Initiated transfers	0	0
Total	0	0

Privacy and Personal information protection

The privacy and Personal Information Protection (PIIP) Act requires New South Wales public sector agencies and their staff to protect personal information. The Act describes how this protection should happen and includes having a Privacy Management Plan.

Council's Privacy Management Plan Outlines how private information is handled and how to deal with public requests and is currently due for periodic review.

There were 0 internal notifications of alleged breached of privacy during the reporting period.

Public Interest Disclosures Act

The Public Interest Disclosures Act 1994 (PID Act) sets up a scheme for people who work in the NSW Public sector (e.g. in a Council or Councillors) to come forward with important information.

All Australian government agencies, Commonwealth companies and public authorities have responsibilities under the Act.

These include establishing effective and clearly articulated internal procedures for facilitating and responding to public interest disclosures. Council meeting this obligation through its internal Reporting Policy and Internal Report Procedure.

Council has Corporate Governance Toolkit on its intranet which holds information and resources for Staff and Nominated disclosure Officers on how to make an Internal Report; how to investigate reports and tools to manage Public Interest disclosures. Councils Internal reporting process is included in our staff induction program. An awareness PowerPoint is distributed periodically to all staff across the organisation for their information.

From October 2023 the Public Interest Disclosures Act 2022 will come into effect, which will consolidate staff training and reporting of disclosures. Staff were preparing for the introduction of the new Act under the guidance of materials provided by the NWS Ombudsman.

The follow table details categories and numbers of Public Interest Disclosures (PID's) for this reporting period.

Category of PID'S	Made by public officials performing their day-to-day functions	Under a statutory or other legal obligation	All other PID's
Number of Public Officials who made PIDs to Council	0	0	0
Number of PIDs received by Council in total	0	0	0

The number of public interest disclosures received by the Council in total and the number of public interest disclosures received by the Council relating to each of the following:

Category of PID'S	Made by public officials performing their day-to-day functions	Under a statutory or other legal obligation	All other PID's
Corrupt Conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste of public money or	0	0	0
Local government money (as appropriate)	0	0	0
Government information contraventions	0	0	0
The number of public interest disclosures (received since 1 January 2012) that have been finalised by the Council	0	0	0

FINANCIAL STATEMENTS 2023-2024

General Purpose Financial Statements for the year ended 30 June 2024
are available on our website for public viewing.

CURRENT CHALLENGES & OVERVIEW

In our ongoing conversation about how Bathurst Regional Council is faring, it's clear that across the different divisions, we're facing several recurring and interconnected challenges. These challenges include, but are not limited to staffing shortages, budgetary constraints, growing community expectations, and the impact of external regulatory pressures. The following are areas which are impacting our organisation:

Regulatory Pressures, Funding and External Factors

The complexity of regulatory compliance, coupled with increasing community expectations has added strain to our workforce. Delays from Transport for NSW in preparing the Local Integrated Transport Plan for Bathurst are further complicating progress on strategic planning initiatives. Furthermore, changes to Infrastructure Australia's funding pathways have slowed progress on major projects like the Bathurst Bypass, as they now require State government support before moving forward.

Budgetary Constraints and Staff Shortages

Increasing pressure on budgets have impacted operations such as road maintenance and infrastructure, new developments and events, our ageing infrastructure and maintenance levels. This also makes it difficult to sustain service levels across the board along with rising operational and capital costs, making it difficult to complete them as planned. The increasing community expectations and service levels is challenging Council to meet those expectations with limited staff resources and budget constraints. The ongoing challenges of rate pegging, not pursuing an SRV and cost shifting is limiting Council's ability to remain financial sustainable. This problem cannot be overstated.

Staff Resources

Low local unemployment rates have caused staff shortages as demand for qualified and specialist workers remains high having a flow on effect to implement our Community Strategic Plan strategies. The following are some of the impacts or delays that have been identified as a result of ongoing staffing shortages:

- Implementation of key plans like the Regional Safety Plan, Disability Inclusion Plan, and Positive Ageing Strategy and important environmental policies such as the Biodiversity, Urban Waterways and Roadside Vegetation Management Plans
- Delay of key projects due to the limited availability of consultants with the necessary technical and specialist expertise
- Ongoing maintenance of roads and infrastructure, recreational areas and delays to construction and other projects.
- Completing key investigations, despite support from the NSW Department of Planning, Infrastructure and Housing
- Difficulty in caring for an increasing number of animals at the Bathurst Animal Rescue Centre (BARC)
- Addressing a significant increase in enquiries for amendments to planning controls, including rezoning for urban development, increasing residential densities, granting new dwelling entitlements in rural areas, and raising building heights
- Increasing Cyber Security demands set by the Australian Cyber Security Centre (ACSC) and the need for additional funding to address ageing infrastructure remain a concern.

In summary, the key themes across all divisions include **staffing shortages**, **budget constraints**, **increased workloads**, and **growing community expectations**. These challenges are interconnected, with limited resources making it increasingly challenging to maintain service levels, attract skilled staff, and meet the evolving needs of our community and meeting regulatory obligations. Addressing these issues will require a concerted effort across the board to find creative solutions, secure additional funding, and manage the growing pressures on our staff and systems.

Despite the considerable challenges, our staff have risen to the occasion, demonstrating their strength, determination, and resilience in meeting deadlines as best they can to meet community expectations. We've accomplished many significant achievements over the past year, of which both Council and staff are proud.



NEXT STEPS: A NEW YEAR, NEW BEGINNINGS.

As we move forward from the end-of-term report outlined in the State of Our Region, we are at the beginning of a new chapter, one filled with opportunities for growth and revitalisation. With the introduction of new councillors, we are poised to embark on a fresh review cycle of our Community Strategic Plan. This plan is our shared vision, the long-term roadmap that defines our goals, priorities, and aspirations for the Bathurst Region. It guides Council's decisions on key areas such as economic development, sustainability, and social well-being.

Looking ahead, our focus will be on continuous improvement and deepening our engagement with the community. The recent community survey has underscored the importance of ensuring Council's decisions genuinely reflect community opinions. We aim to respectfully consider community concerns and views in making decisions,' as we have much work ahead of us.

In the spirit of new beginnings, we are committed to understanding your opinions and expectations more fully, particularly in our long-term planning. We will enhance opportunities for interaction between the Council and the community, whether for specific projects or everyday enquiries. Your voice is vital in shaping our future, and we want to create meaningful avenues for engagement that strengthen our relationship and understanding.

Together, we will refine our strategies and adjust our goals to align with the evolving aspirations of our community. As we step into this new year, we invite you to join us in building a stronger, more vibrant Bathurst Region—one where every voice helps to shape a brighter future. Let's move forward with hope and purpose, united in our commitment to creating a community we can all be proud of.

Again, we would like to take a moment to extend our heartfelt thanks to the dedicated Council staff for their unwavering support and hard work. Their commitment and efforts behind the scenes have been invaluable in keeping our region thriving, and their professionalism has been critical in navigating the challenges faced by our community. We deeply appreciate everything they have done to ensure that Bathurst continues to grow and flourish.



Growing Together, Shaping Our Future!

GLOSSARY OF TERMS

ACS.....	Aboriginal Commitment Strategy	HIP.....	Heritage Implementation Plan
AR.....	Annual Report	HP.....	Heritage Plan
ARIC.....	Audit, Risk and Improvement Committee	ICT.....	Information Communications Technology
BLALC.....	Bathurst Local Aboriginal Land Council	IP&R.....	Integrated Planning and Reporting
BRAC.....	Bathurst Regional Access Committee	IPART.....	Independent Pricing and Regulatory Tribunal NSW
BRC.....	Bathurst Regional Council	JO.....	Joint Organisation
BRLEP.....	Bathurst Regional Local Environmental Plan	KPI.....	Key Performance Indicators
CBD.....	Central Business District	LEMC.....	Local Emergency Management Committee
CDC.....	Complying Development Certificate	LEP.....	Local Environment Plan
CES.....	Community Engagement Strategy	LGA.....	Local Government Area
CMP.....	Centre Master Plan	LHD.....	Local Health District
CNSWJO.....	Central West NSW Joint Organisation	LSPS.....	Local Strategic Planning Statement
CPP.....	Community Participation Plan	LTFP.....	Long Term Financial Plan
CSP.....	Community Strategic Plan	MGNSW.....	Museums and Galleries of NSW
CW&O.....	Central West & Orana Regional Plan	NAIDOC.....	National Aborigines and Islanders Day Observance Committee
DA.....	Development Application	NBN.....	National Broadband Network
DCP.....	Development Control Plan	NGOs.....	Non Government Organisations
DDA.....	Disability Discrimination Act	NMRM.....	National Motor Racing Museum
DIAP.....	Disability Inclusion Action Plan	OLG.....	Office of Local Government
DMP.....	Destination Management Plan	OP.....	Operational Plan
DP.....	Delivery Program	PAS.....	Positive Ageing Strategy
DPHI.....	Department Planning Housing & Infrastructure	RFS groups.....	Rural Fire Service
DEECCW.....	Department of Energy, the Environment, Climate Change and Water	RPP.....	Regional Planning Panel
EMPLAN.....	Emergency Plan	RS.....	Resource Strategy
EOI.....	Expression of Interest	SCP.....	Smart City Plan
EPBS.....	Environmental Plan & Building Services	SEPP.....	State Environmental Planning Policies
ERP.....	Estimated Resident Population	SES groups.....	State Emergency Services
FRMC.....	Floodplain Risk Management Committee	SORR.....	State of Our Region Report
GIPA.....	Government Information (Public Access)	SRV.....	Special Rate Variation
GNB.....	Geographical Name Board	TfNSW.....	Transport NSW
GRP.....	Gross Regional Product	WSU.....	Western Sydney University
		WTOCWAC.....	Wiradyuri Traditional Owners Central West Aboriginal Corporation

COUNCIL FACILITIES

AFMM.....	Australian Fossil & Mineral Museum
BARC.....	Bathurst Animal Rehoming Centre
BMEC.....	Bathurst Memorial Entertainment Centre
BRAG.....	Bathurst Regional Art Gallery
BRM.....	Bathurst Rail Museum
BVIC.....	Bathurst Visitor Information Centre
CTCF.....	Central Tablelands Collections Facility
NMRM.....	National Motor Racing Museum
WFP.....	Water Filtration Plant
WMC.....	Waste Management Centre
WWTW.....	Waste Water Treatment Works
	Bathurst Family Day Care
	Chifley Home and Education Centre
	Scallywags Long Day Care and Preschool



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