

STATE OF OUR REGION REPORT 2022-2024





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

The State of our Region Report (formerly the End of Term Report) is prepared in accordance with the *Local Government Act 1993*. It presents Council's performance over the previous term of Council and is produced in the year an ordinary election is held. It highlights the progress in implementing the Bathurst Regional Council Community Strategic Plan 2022, *Our Region Our Future*, during the previous term of Council.

During the past term, Council has focused on delivering the activities set out in the six themes in the Community Strategic Plan. The Strategies in these themes set out high level outcomes with the delivery of projects and activities. The effectiveness of implementation is measured through:

- Qualitative implementation review; and
- Quantitative review of outcome measures through a community satisfaction survey or other data sources.

Council commissioned Micromex Research to undertake the Bathurst Regional Council Community Satisfaction Research in 2023, supplementing previous surveys.

Bathurst Regional Council has faced many challenges over the past few years. The impacts of external stressors, COVID-19, natural disasters, the cost of living, and skill shortages have no doubt impacted community perceptions and the ability of Council to be able to deliver all of the projects and services it had set out to achieve. Positively, residents rated their quality of life in the area as very high.

The Top Three Importance Areas are:

01
Maintaining Local
Rural Roads

02
Supporting Local Jobs
and Businesses

03
Financial
Management

The Top Three Satisfaction Areas are:

01
Economic
Development

02
Supporting Local Jobs
and Businesses

03
Maintaining
Footpaths

BATHURST REGIONAL COUNCIL OVERVIEW



AREA
3,818km²

84 SUBURBS

POPULATION
44,612

57,060 POPULATION BY 2041
(DPHI PROJECTION)

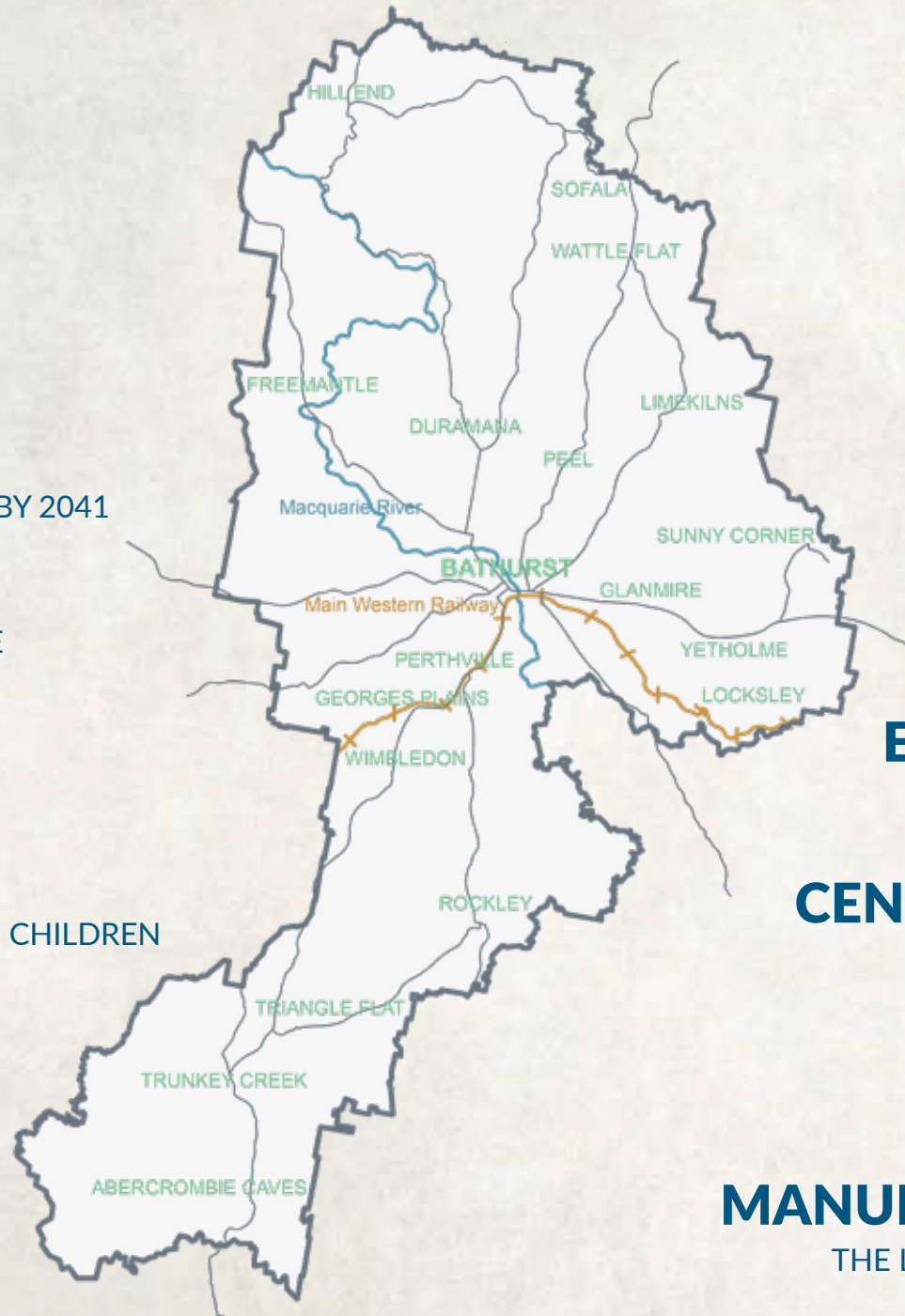
38 MEDIAN RESIDENT AGE

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

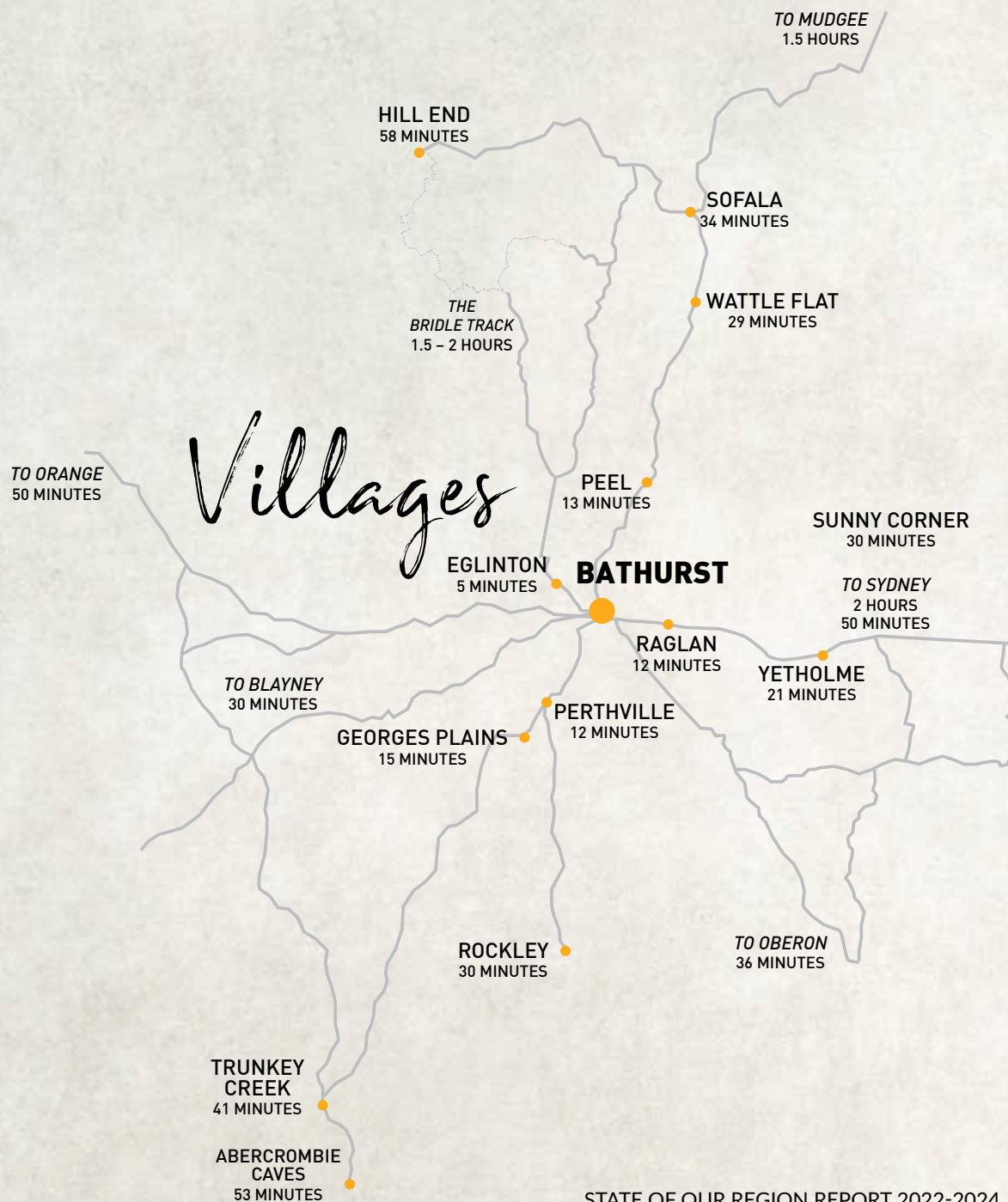
MICROCHIPPED

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



TRUNKY 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



This State of Our Region Report is a review of the previous term of Council. It provides a snapshot of what we've achieved in this period and to show our progress against our Community Strategic Plan (CSP). The latest Community Strategic Plan, Our Region Our Future, was endorsed by Council on 15 June 2022. Our Region Our Future captured what our community and stakeholders, at all levels of government, see as important for Bathurst and our region, both now and in the next 20 years. The State of the Region report allows Council to report back to the Bathurst community about how its decisions, activities and programs are working towards achieving the shared vision for the Region.

Council identified in the CSP that one of the challenges it was facing was the financial sustainability of Council. In August 2023 Council considered a Special Rate Variation (SRV) to improve the financial sustainability of the organisation. The decision not to proceed with the SRV has focussed Council's attention on identifying opportunities for organisational efficiencies and alternative sources of revenue, such as disposal of assets. Our journey on the Pathway to Sustainability has yielded approximately \$1.23 million in savings across the organisation at the end of the 2023-2024 financial year, together with renewed opportunities to do things differently and collaboratively. This journey will continue into the future.

These are challenging times for Council and we are committed to continual organisational efficiencies and working together for the benefit of all in the community.

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. Our Region Our Future is the community's plan for the Bathurst Region. Responsibility for achieving our long-term goals rests with everyone. When the Plan refers to 'we' and 'our', it refers to the collective Bathurst Region community, including our residents, businesses, community groups and organisations, Council and other levels of Government.

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 during the previous 2.5 years, resulting in a range of key achievements including:

1. Awards such as the following, but not limited to:
 - Indigenous recognition with the River Connections Project
 - NSW Tourism Awards - Visitor Information Services & the Bathurst Winter Festival for two consecutive years
 - Museums – Australian Fossil and Mineral Museum (AFMM) & National Motor Racing Museum (NMRM) - Trip Advisor Travellers Choice and NMRM being voted in the Top 5 favourite museums in NSW to visit
 - National MAGNA (Museums and Galleries National Award)
 - IMAGinE Award (M&GNSW).
2. Bridle Track Road completion – 2km diversion around Monaghan's Bluff.
3. Bathurst Animal Rehoming Centre (BARC) completion.
4. Central Tablelands Collections Facility (CTCF) completion and relocation of Council's records section and cultural collections.
5. Commencement of the water security project – Water harvesting will capture a percentage of water flow in the Macquarie Wambuil 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](#)

[Annual Report \(AR\) 2023-2024](#)

[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](#)

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

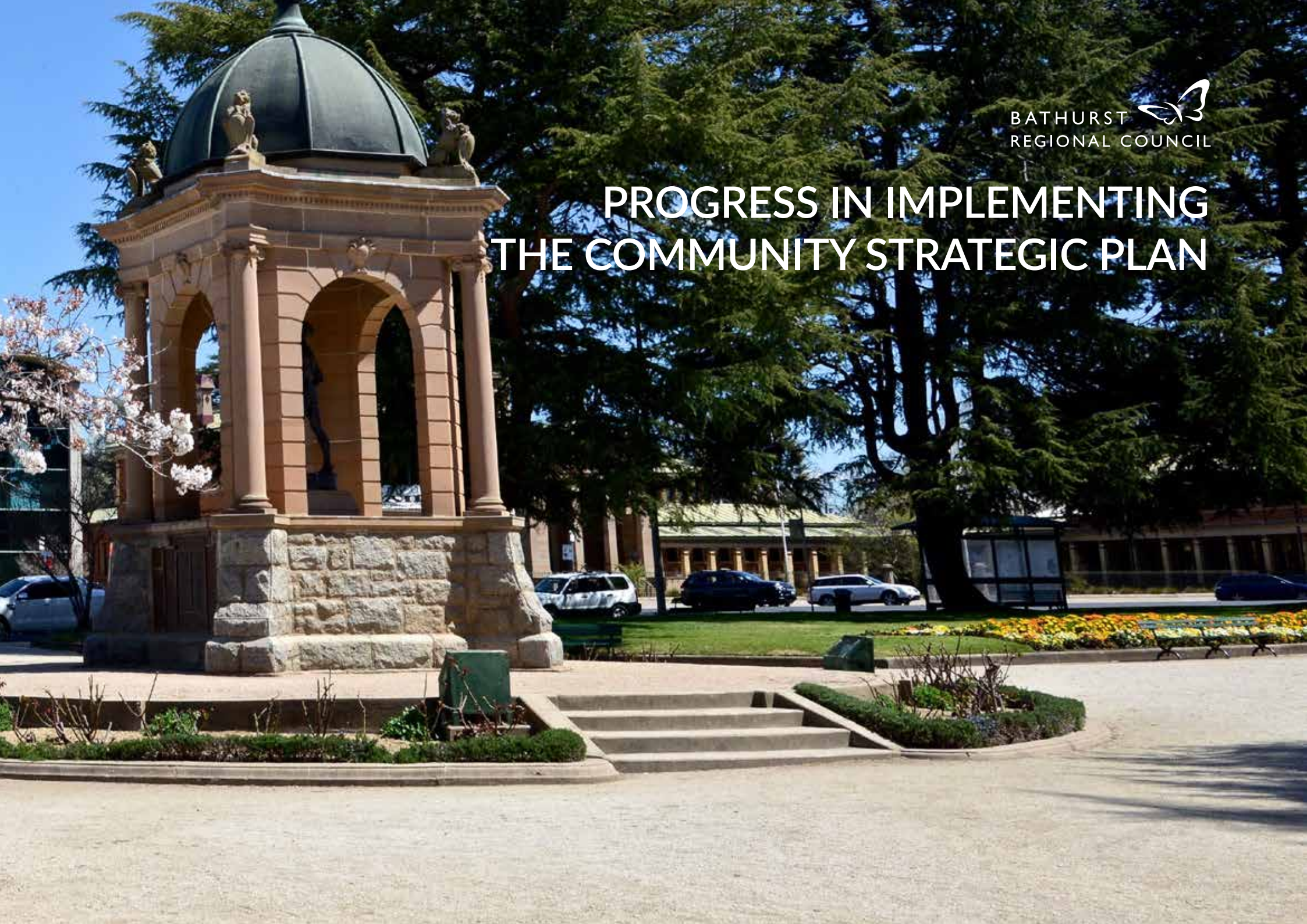
- Parks, Gardens and Cemetery Management and Maintenance
- Sports Fields Management and Maintenance
- Asset Management and Maintenance (Recreation)
- Horticulture and Arboriculture

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

PROGRESS IN IMPLEMENTING THE COMMUNITY STRATEGIC PLAN



INTEGRATED PLANNING & REPORTING (IP&R)

WHAT IS IP&R?

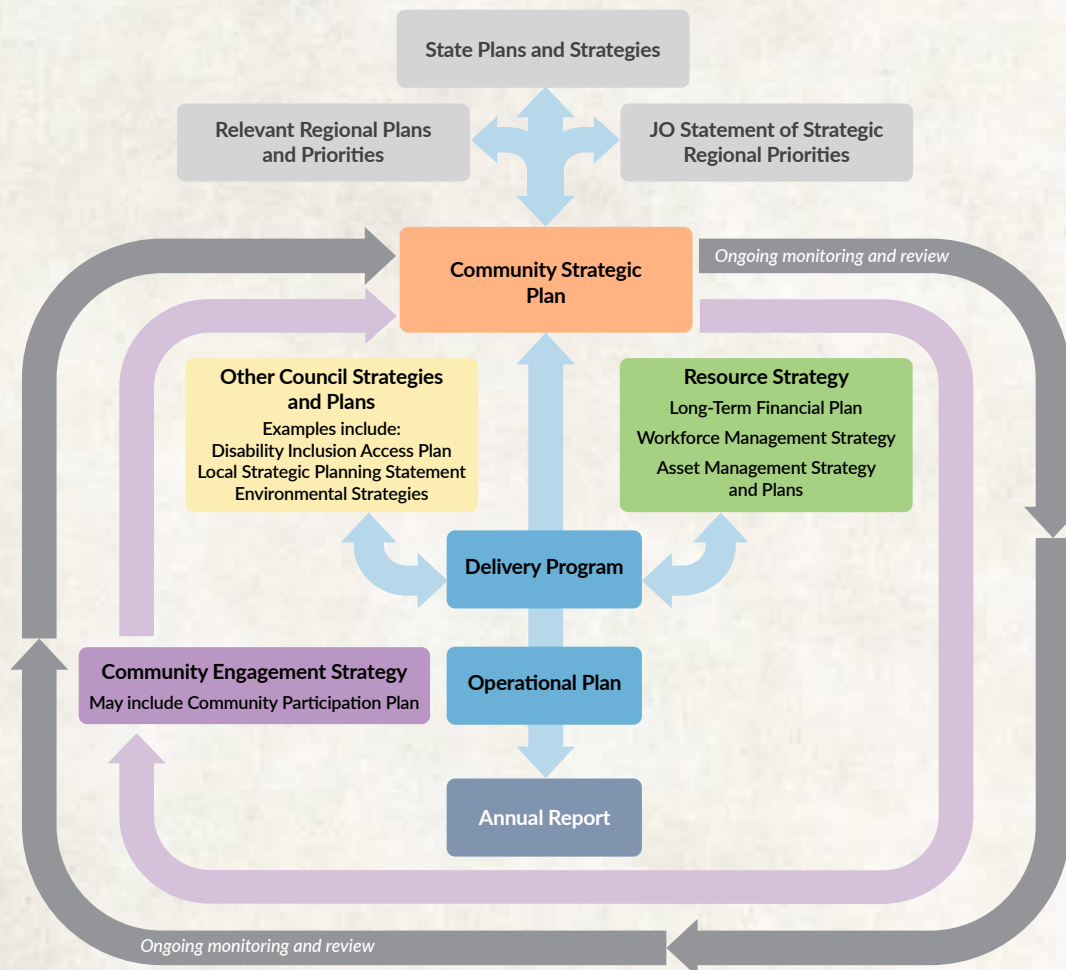
Integrated Planning & Reporting was introduced in 2009 by the NSW Government and stems from the principle that all council planning should originate from a sound understanding of the community's expectations around priorities and service levels.

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 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 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 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 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 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 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 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.

Ratings Questions:

We used a rating scale from 1 to 5 for all questions, where 1 means something is the least important or satisfying, and 5 means it is the most important or satisfying.

This scale helps us see how our residents feel about different services or facilities.

We use the 'Top 2' to show which services or facilities people think are most important, and the 'Top 3' to show how satisfied people are with them. This helps us understand what matters most to the community and how well we're meeting their needs.

The 'Top 2' refers to the percentage of people who rated something as either 4 (important) or 5 (very important). Only those who thought a service was 'important' (a 4 or 5 rating) were then asked to say how satisfied they were with it.

The 'Top 3' looks at satisfaction levels. It adds up the percentage of people who rated their satisfaction as 3 (somewhat satisfied), 4 (satisfied), or 5 (very satisfied). When we talk about 'Top 3 Satisfaction' we're focusing on services where people are somewhat to very satisfied.

Variance to the Regional Benchmark means the difference between Bathurst Regional Council's scores and the average scores from other similar regions.

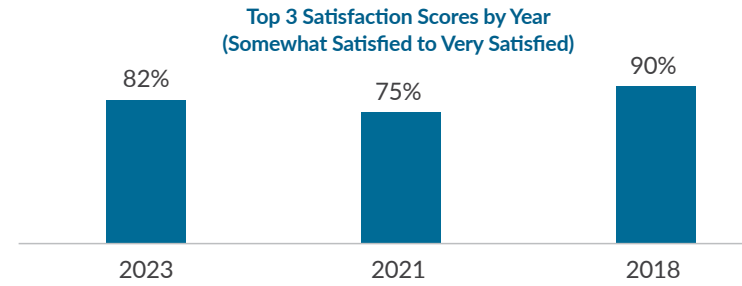
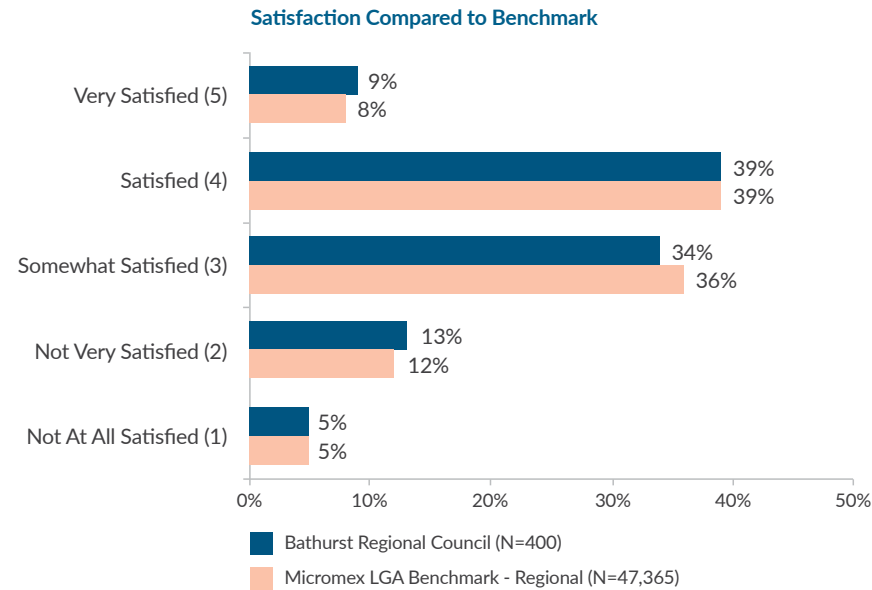
Survey Results

The following highlight key customer satisfaction and importance areas, accompanied by charts that offer a visual representation and commentary of Council's performance:

- Overall Satisfaction.
- Summary Important Comparison to the Micromex Benchmark
- Summary Satisfaction Comparison to the Micromex Benchmark
- Key Drivers of Overall Satisfaction with Council.

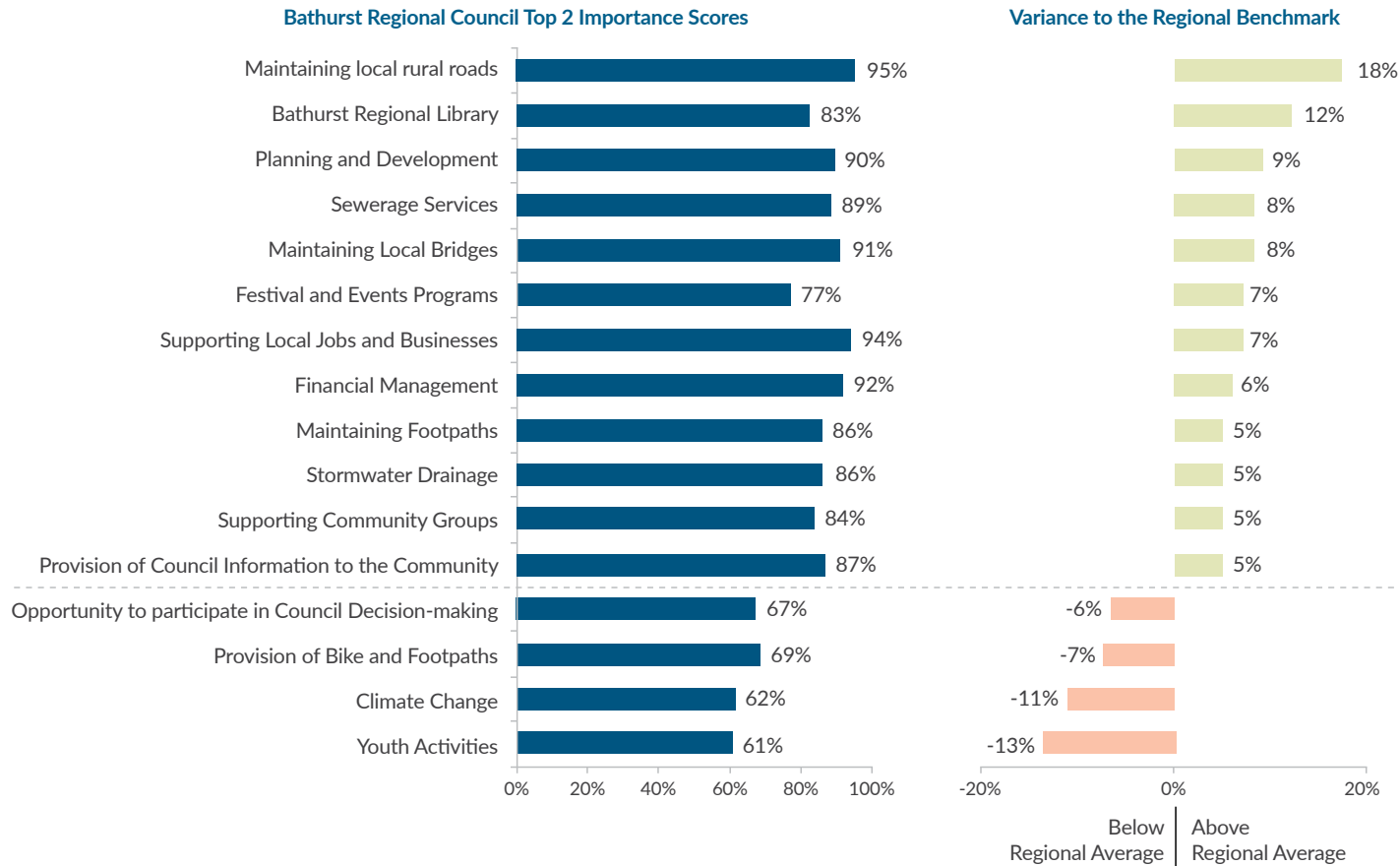
Overall Satisfaction

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.



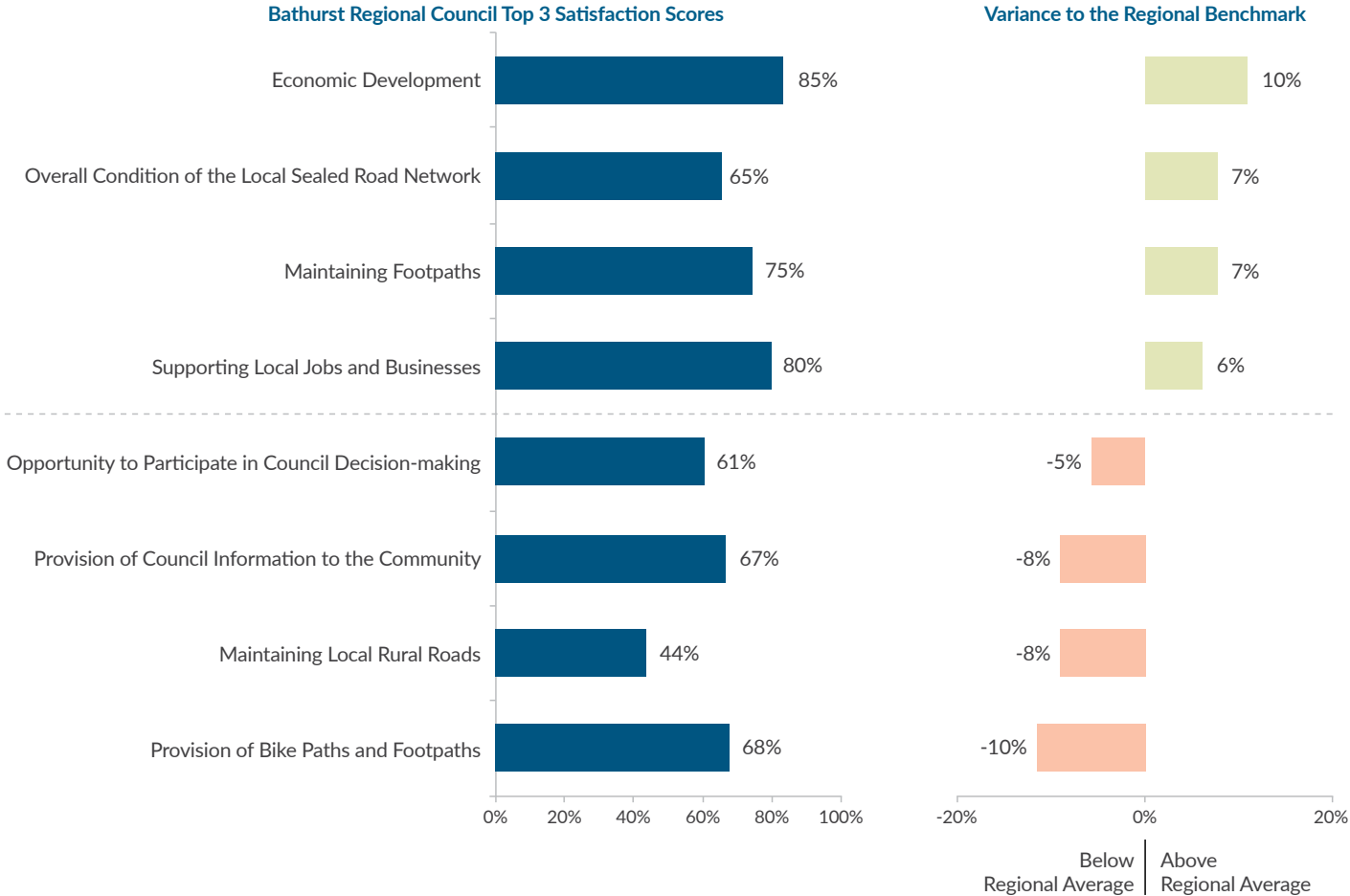
Summary Importance Comparison to the Micromex Benchmark

This chart shows the variance between Bathurst Regional Council's Top 2 box importance scores and the Micromex Benchmark. The top part of the chart shows a variance of between 5% to 18% which is higher than the regional average for these services/facilities. Services/facilities in the lower part of the Chart shows a variance of between -6 to -13% which means respondents considered these services/facilities as 'lower in importance' compared to the regional average.



Summary Satisfaction Comparison to the Micromex Benchmark

This chart shows the variance between Bathurst Regional Council's Top 3 satisfaction scores and the Micromex Benchmark. The top part of the chart indicates a variance of between 6% to 10% which is higher than the regional average for those services/facilities. Services/facilities in the lower part of the chart shows that respondents rated these areas as lower in satisfaction compared to the regional average with scores between -5% to -10%.

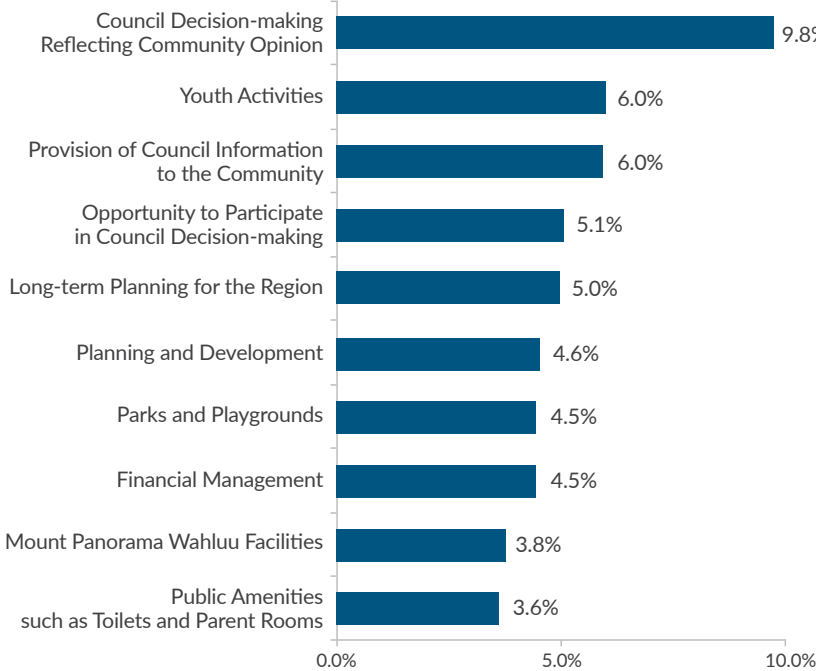


Key Drivers of Overall Satisfaction with Council

The result in this chart identifies which services/facilities contribute most to our resident’s overall satisfaction.

The top 10 services/facilities (25% of the 40 services/facilities) account for over 52% in overall satisfaction. It is interesting to note that whilst all 40 services/facilities are important, only a number of them are potentially significant ‘drivers of satisfaction’.

Currently the other 30 services/facilities have less impact on satisfaction. If, however, our resident’s satisfaction with them were to change suddenly, then there may be more of an immediate impact upon satisfaction.



Note: View the full Community Survey here.



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
<p>Premier's Priorities Keeping our environment clean</p>	<p>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</p>	<p>Central Tablelands Local Land Service National Parks NSW Public Works Water NSW Local RFS groups Local SES groups Central NSW Joint Organisation</p>

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
<p>Premier's Priorities Creating jobs Faster housing approvals State Priorities Accelerating major project assessment Increasing housing supply</p>	<p>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</p>	<p>Emergency Services: RFS, SES, Police, Ambulance, Fire Cultural Groups Section 355 Committees NSW Health Water NSW National Parks NSW Public Works</p>

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
<p>Premier's Priorities Improving Education Results Protecting our Kids Reducing Domestic Violence Tackling Childhood Obesity</p> <p>State Priorities Increasing Cultural Participation Reducing Violent Crime Transitioning to the National Disability Insurance Scheme</p>	<p>NSW Health State Health Plan Towards 2021 NSW Domestic and Family Violence Prevention and Early Intervention Strategy</p> <p>NSW Department of Education and Communities Strategic Plan Living well: a strategic plan for mental health in NSW</p> <p>NSW Department of Family and Community Services The NSW Ageing Strategy NSW Disability Inclusion Plan Future directions for Social Housing in NSW</p> <p>NSW Government emergency response agencies NSW Office of the Children's Guardian</p>	<p>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</p>

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
<p>Premier's Priorities Improving Government Services State Priorities Delivering strong budgets Better Government Digital Services</p>	<p>Department of Infrastructure and Regional Development Local government financial assistance grants</p> <p>Office of Local Government Fit for the Future Initiative; Comparative Information on NSW Local Government Councils Local Infrastructure Renewal Scheme (LIRS)</p> <p>The Department of Finance, Services and Innovation Digital+ 2016 - NSW Government ICT Strategy</p> <p>ICAC Audit Office of NSW Local government reform agenda</p> <p>NSW Electoral Commission Council go forward strategy</p> <p>Australian Department of Prime Minister and Cabinet Smarter Cities Program National Broadband Network</p> <p>Other NSW Ombudsman Reports and Complainant Data Australian Museum Art Gallery of New South Wales</p>	<p>Audit and Risk Committee Central NSW Joint Organisation NetWaste Charles Sturt University</p>

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.




We reflect on the progress made towards the vision outlined in our Community Strategic Plan, Our Region Our Future. This plan was shaped by our community's values, set the direction for a future where we embraced our sense of place and identity, foster a smart and vibrant economy, enhance environmental stewardship, support sustainable growth, promote community health and wellbeing, and advocate for strong leadership and collaboration.

To achieve these aspirations, Council has implemented a range of targeted strategies, each designed to address the specific priorities of our community. This State of Our Region Report is a review document, providing an evaluation of the activities of Council towards achieving the goals of the Bathurst residents set in 2021.

This report uses a traffic light methodology to clearly indicate the status of each strategy.

TRAFFIC LIGHT METHODOLOGY

The traffic light methodology uses three colours - red, amber, and green - to provide a visual indication of the current status of each project or activity, making it easier to identify what is on track, what needs focus, and what is complete/on target.

-  **Red:** Indicates projects or works that have not yet started or are experiencing significant delays. This colour signals that little or no progress has been made and that the project is still in the planning or pending phase.
-  **Amber:** Represents projects or works that have started and are currently ongoing. This colour also shows that progress is being made, but the project may not yet be complete. It may also highlight areas that require attention to ensure timely completion such as additional funding.
-  **Green:** Signifies that projects or works have been completed. This colour confirms that all tasks have been finished successfully, the project is complete/implemented, on target or completed annually.

Within each theme, we provide detailed commentary on the progress, challenges, and achievements associated with each specific strategy. This approach ensures transparency and accountability, allowing us to celebrate our successes while acknowledging areas that need further work.

As we move forward, this report will serve as a foundation for continuous improvement, guiding the actions of Council and the community toward a shared and prosperous future for the Bathurst Region.

OBJECTIVE 1:

We value our sense of place and identity.

STRATEGIES

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

The Wiradjuri people are the people of the three rivers – the Wambuul (Macquarie), the Calare/Kalari (Lachlan) and the Murrumbidgee. They have lived in these lands and along these rivers for more than 40,000 years. The Bathurst Wiradjuri are the most easterly grouping of the Wiradjuri nation. Their totem is the goanna. Preceded by explorers and then road builders, Governor Lachlan Macquarie came unbidden to Wiradjuri country in May 1815. On high ground overlooking the Macquarie Wambuul River, renamed in his honour, Macquarie founded Bathurst, the first European settlement in inland Australia. Governor Macquarie intended an ambitious settling of the surrounding country served by a planned township to be built alongside the initial government settlement.

Primarily an agricultural settlement, a settler village at Kelso grew first with the City of Bathurst restricted to government use until 1833. In that year Governor Bourke established a township beyond Durham Street, as Macquarie had originally intended. The Bathurst area was important to the early pastoral settlement of the inland as it saw the transformation of society from convict settlement to a nation of free men and women.

The settlement of Bathurst by the Europeans and all those who have followed has been integral to the development of Australia from a small coastal colony to a continental country. The Bathurst region boasts abundant community facilities to meet the needs of our Community. Ongoing upgrades to ensure they are able to meet the future needs of the Region and to be used flexibly. Bathurst City and the region's rural villages have significant historic claim with a history rich in early settlement, mining and pastoralism. Large manufacturing facilities, together with education, health, retail, government agencies and agriculture have all shaped and will continue to shape our people and the places of our region. The community has told us that Bathurst is a great place to live, work and play. Objective 1 looks at how Council and the community can make it an even better place, a place of strong community spirit that celebrates our uniqueness, heritage and cultural diversity.

Tracking Our Progress

Heritage Conservation and Education:

In 2021, Council said it would measure:

Measure	Results as at 30 June 2024			
Number of local heritage items	399 Heritage Conservation areas - 10			
Number of Council's Heritage Advisor's site visits	288 in total visits 2021-2022 - 79 (affected by COVID-19) 2022-2023 - 109 2023-2024 - 100			
Value of works generated from Council's heritage incentive funds	Year	Value of works from Local Heritage Fund	Value of projects from Interpretation Fund	Value of works from CBD Main St Fund
	2021/22	\$520,139	\$68,236	\$323,926
	2022/23	\$490,119	\$20,121	\$136,826
	2024/25	\$517,842	\$35,687	\$150,564
	Total	\$1,528,100	\$124,044	\$611,316
Overall Total	\$2,263,460			
Visitors to Council's Museums	117,372 visitors			

CULTURAL FACILITY SATISFACTION:

VENUE	2023 SATISFACTION %	2018 SATISFACTION %
Library	85.4	85.4
Art Gallery	84.8	82.8
BMEC (Bathurst Memorial Entertainment Centre)	81.4	83.0
AFMM (Australian Fossil & Mineral Museum)	84.4	85.2
NMRM (National Motor Racing Museum)	87.0	86.0
Chifley Home	81.0	79.4
Bathurst Rail Museum	84.4	NO DATA

Council's Heritage Implementation Plan outlines the extent of Council's achievements under the Bathurst Region Heritage Plan 2021-2025. The implementation plan is updated every 6 months and can be viewed at:

<https://yoursay.bathurst.nsw.gov.au/bathurst-region-heritage-plan-2021-2025>

Some of the key achievements for this Council term include:

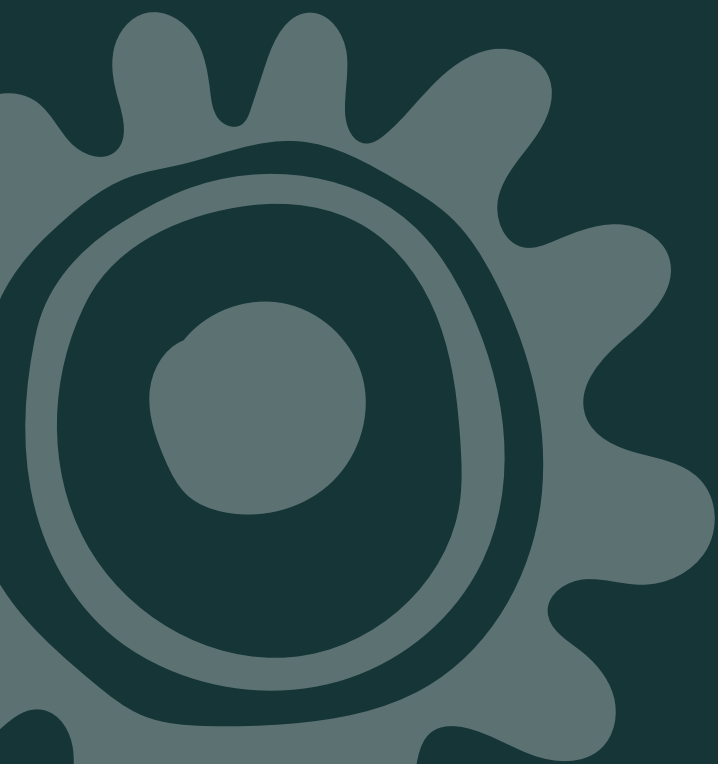
- CBD Streets as Shared Spaces projects - trial changes to improve public spaces in the CBD
- New Policy: Future Proofing our CBD - 2022 and beyond, in response to the completion of the Bathurst Town Centre Master Plan
- Update to Chapter 10 of Bathurst Region Development Control Plan in relation to the protection of the regions Aboriginal Cultural Heritage
- Over 280 site visits with Council's heritage advisor
- Completion of 146 projects under Council's heritage assistance funding programs with the completed value of works in excess of \$2.2 million
- Preparation of Conservation Management Plans for the former Ambulance Station and St Martins Church, Perthville
- Registration of Interest to support the adaptive reuse through a leasing arrangement of the former Ambulance Station
- Updates to Schedule 5 (heritage items) of the Bathurst Regional Local Environmental Plan 2014
- Interpretation signage - Mount Panorama Wahluu boardwalk, Pillars of Bathurst and many more
- Co-sponsor for Theo Barker lecture
- Completion of the condition assessment and maintenance plan for the historic street and park lamp standards.

In addition, Council exceeded the:

- Key Performance Indicator (KPI) of 75 Heritage Advisor visits even during COVID-19
- Heritage Assistance Funds KPI to generate \$500,000 in works per annum
- KPI for the number of Museum visitors during 2023-2024 of 85,000.

STRATEGY 1.1

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



Strategic Context

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

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

What is Council going to do?

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

Council will continue to identify opportunities to interpret and promote the region's rich Aboriginal Cultural heritage through the ongoing implementation of the Aboriginal Interpretation Strategy and ongoing consultation with local Aboriginal groups.

The Bathurst Community and Council will continue to build and strengthen relationships with the Bathurst Local Aboriginal Land Council (BLALC) and other Aboriginal knowledge holders.

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

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

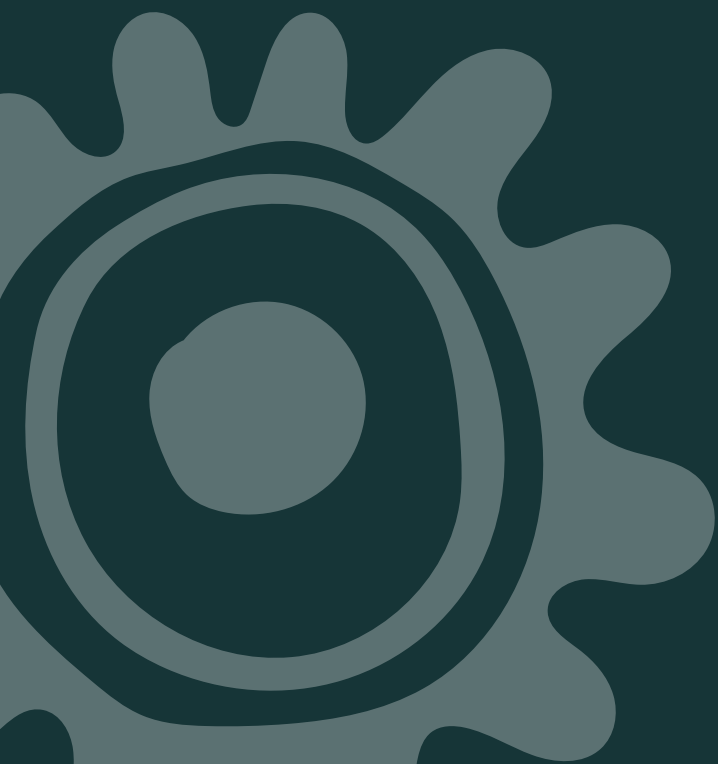
Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Results as at 30 June 2024	Status
Support the dual naming of culturally significant places within the Bathurst Region like that occurred with Wahluu and the Wambuul.	Council led the dual naming of the Macquarie Wambuul River which was gazetted by the Geographical Name Board (GNB). Note that discussions with local Aboriginal Groups have highlighted the difficulty in identifying other possible dual names. A future focus is on the use of Wiradjuri language words. Council is working on a Wiradjuri street/place naming project for the future Laffing Waters Master Plan precinct.	●
Continue the interpretation of Aboriginal sites and places within the Bathurst Region.	Mount Panorama Wahluu Boardwalk – interpretation signage on the boardwalk. Interpretation sign for suburb of Windradyne.	●
Adopt and implement the Aboriginal Commitment Strategy.	Council adopted the Aboriginal Commitment Strategy in August 2022. Since adoption, the Strategy has guided Council in working effectively with Bathurst’s Aboriginal community, adhering to the 10 commitments implemented and achieving all of the identified actions. Reports have been provided to the Council twice per annum, outlining the actions completed. The Strategy was reviewed in August 2023 and August 2024. Following the success of the inaugural Aboriginal Commitment Strategy, Council is drafting an updated version.	●
Plan for and protect Aboriginal Cultural heritage places and objects.	Major review completed and adopted of the Aboriginal Cultural Heritage provisions within Chapter 10 of the Bathurst Regional Development Control Plan 2014.	●
Continue to work with contemporary Aboriginal artists and communities.	Council worked closely with the Wiradyuri Traditional Owners Central West Aboriginal Corporation on developing commemorative programs and activities in 2024 marking the bicentenary of the declaration of martial law in 1824 and the ‘Dhuluny: the war that never ended’ exhibition at the Bathurst Regional Art Gallery. The Bathurst Visitor Information Centre works with local Aboriginal artists to display and sell local art and craft works through the Centre and engages with traditional Aboriginal artisans who are showcased at the annual Bathurst Heritage Trades Trail, an award-winning Council event.	● ●

STRATEGY 1.2

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



Strategic Context

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

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

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

What is Council going to do?

Council will review and implement its heritage plan to ensure heritage is given priority in Council decisions. Council will ensure policies used to manage growth give high priority to the region's heritage. We will continue to support the owners of local heritage items and help find ways to maintain and use their land while still protecting their heritage asset. We will prepare, review and update heritage studies in consultation with the community to recognise and conserve heritage assets and include appropriate local planning controls.

We will continue to showcase the heritage experience of the Bathurst region, capture and record places and stories, and foster community reflection and engagement. Council will value the past as a social, tourism, cultural and economic asset. Council will continue to develop the knowledge and capacity of the community through the availability and participation in library, historical and museum services across the region.

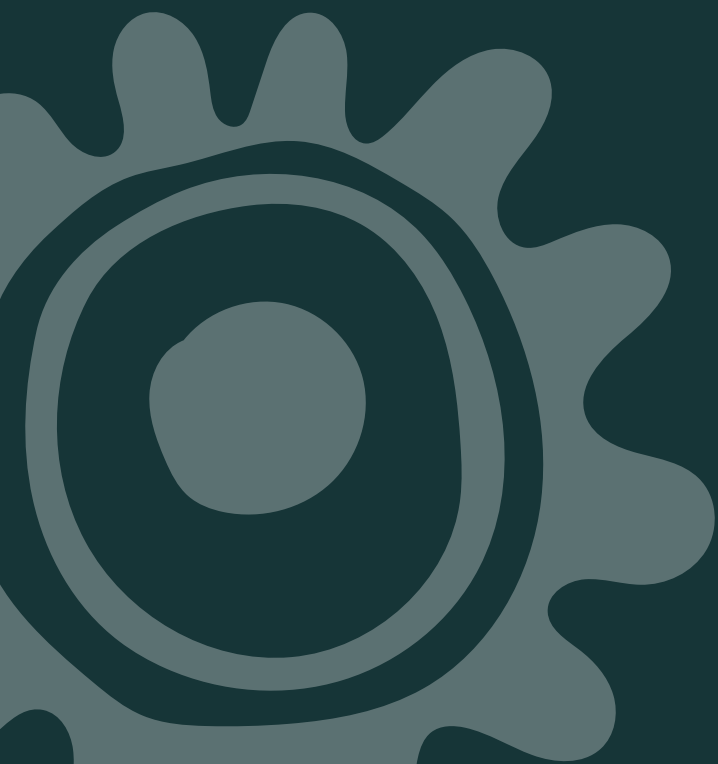
Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Continue its Heritage Assistance funds and programs.	KPIs for each year exceeded. The funds have generated \$2,263,460 worth of works during the Council term.	●
Share its knowledge with the Bathurst community and visitors alike.	Bathurst Visitor Information Centre (BVIC) has produced 80+ in house publications, and 204 web pages which detail attractions, businesses and community resources available to the public. BVIC receives on average 50,000 walk in visitors per year and responds to an average of 6,000 calls per year.	●
Implement actions from its Heritage Strategy on an annual basis.	<p>Council's Heritage Implementation Plan has been updated each 6 months to outline Council's achievements. This is publicly available on YourSay, Council's community engagement platform.</p> <p>Annual report is presented to Council annually at its meeting in July or August.</p> <p>Planning has commenced a major review of the current heritage plan to develop the next 2025-2029 Bathurst Region Heritage Plan.</p>	●
Support the operations of Museums Bathurst.	<p>Visitation KPIs for this period achieved annually.</p> <p>Exhibition programs across four sites continues to attract growing visitor numbers which are reinforced by ongoing public programs.</p>	● ●

STRATEGY 1.3

Enhance the cultural vitality of the region.



Strategic Context

Culture and creativity are an important part of an overall rich life, whether it is learning about different places, enjoying music or art, writing, dancing or understanding our history. Our community has told us, through the Cultural Vision 2036 consultation, to capitalise on the strength of Bathurst's cultural institutions, including its library, entertainment centre, art gallery and museums. Cultural aspirations are central to the future mixed-use development of the Town Square precinct and the former TAFE building.

The Cultural Vision will develop Bathurst's diverse range of cultural facilities, build on the wealth of the region's rich cultural stories and resource the talented and creative people needed to enhance the cultural vitality of the region. The cultural vitality of the region is attractive to the community and visitors alike and is part of how we live and celebrate our achievements.






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

What is Council going to do?

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

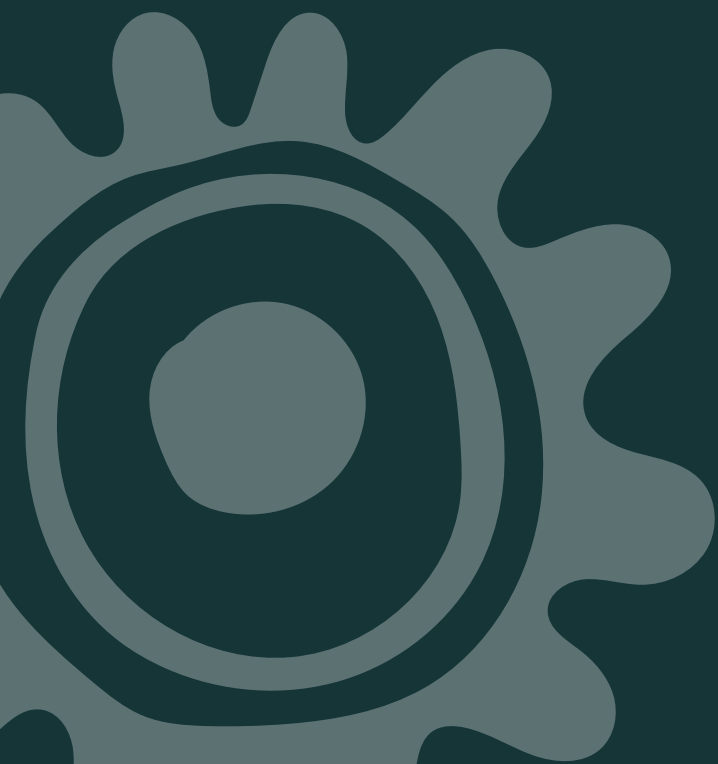
Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Implement actions from its Cultural Vision annually.	<p>Council has implemented many actions from the Cultural Vision. Within the current term:</p> <ul style="list-style-type: none"> • Secured funding from Creative Capital program for the Performing Arts Residency at Chifley Dam. Design work and Quantity Surveying completed. • Engaged specialist architectural firm to provide plans for the next-practice art gallery and for the former TAFE building site. • Implemented curated programs at the National Motor Racing Museum and Australian Fossil and Mineral Museum. • Increased public programs at Bathurst Memorial Entertainment Centre, Bathurst Library and Bathurst Regional Art Gallery. 	
Support Cultural facilities and events in the region.	<p>Events that were organised by Council within the region:</p> <ul style="list-style-type: none"> • Bathurst Writers and Readers Festival. • Developed the Bathurst Heritage Trades Trail as the foremost Cultural Heritage event in the region. • <i>Storyplace</i> digitisation project run in Partnership with MGNSW. • Bathurst Regional Council takes the lead role in running the Bathurst Museum Network. This includes Miss Traills House and the Bathurst Historical Society Museum. The aim is to come together to discuss the industry, network, collaborate and provide professional development. • Significance assessment for small local museums workshop run by MGNSW. • Teacher focus group run by MGNSW. • Council delivered NAIDOC Week Film Festival in collaboration with BMEC and BRAG. • Bathurst 'Pride n Stride', a community led event supported by BRAG and Bathurst Library. • International Womens Day. 	
Engage with the community about the TAFE EOI outcomes.	<p>Reported to Council that the TAFE EOI process was unsuccessful. Discussed the outcomes with the Bathurst Town Square Group and other community members as and when raised.</p>	
Pursue the appropriate adaptive reuse of the former TAFE site as a priority to ensure the Bathurst Town Square remains as the heart of the vibrant CBD.	<p>TAFE EOI process undertaken – not successful. Council continuing to identify opportunities for adaptive reuse.</p>	
Continue to improve its public art installations.	<p>Council's CBD Main Street fund has contributed to a small number of public art projects within the CBD. Council commissioned and delivered a digital program of exhibitions on the 'OUT THERE BATHURST' digital platforms on Ribbon Gang Lane and Keppel Street coinciding with the Main Gallery exhibitions at BRAG.</p>	

STRATEGY 1.4

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



Strategic Context

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

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

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

What is Council going to do?

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

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

Protect the region's floodplain from inappropriate urban development and manage the important views to the Macquarie Wambuul River floodplain.

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

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

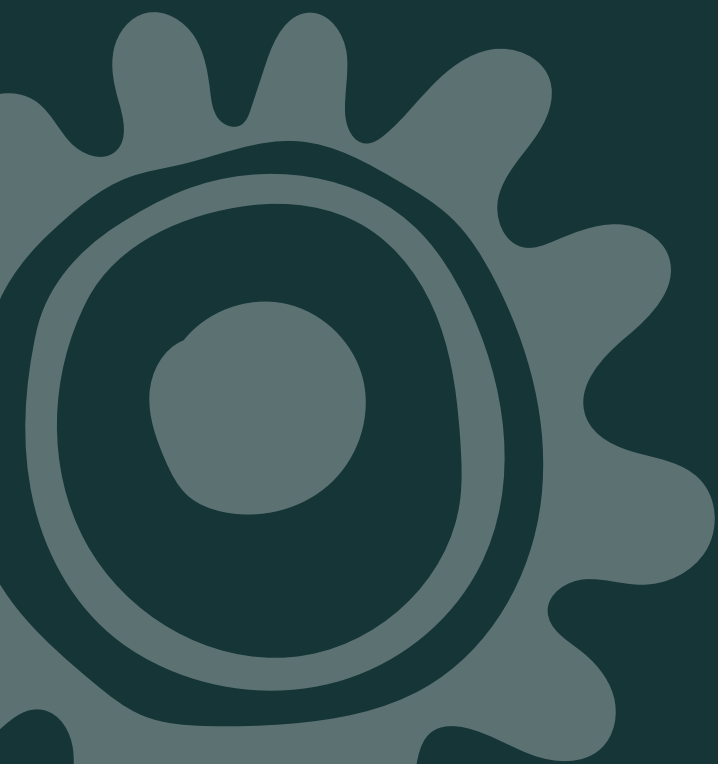
Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Improve the connectivity between open space areas.</p>	<p>Landscape Rehabilitation of Sawpit Creek Stage 1 revegetation project completed (Mitchell Hwy to Munro Street).</p> <p>Laffing Waters LEP and DCP amendment adopted recommendations of the Laffing Waters Master Plan to provide for open space corridors and connectivity.</p> <p>Council is encouraging landowners who are seeking new urban zonings to undertake master planning to support the appropriate provision of connected open space.</p>	<p>●</p> <p>●</p> <p>●</p>
<p>Maintain and enhance its open space and public areas within the region for the enjoyment of all.</p>	<p>Cyclic maintenance frequencies to public parks, reserves, sporting fields and open spaces throughout Bathurst have not met with adopted service levels or community expectation due to resource constraints.</p> <p>Below highlights some projects that have been completed:</p> <ul style="list-style-type: none"> ● Reconstruction of Ralph Cameron Oval Playspace, Eglinton Oval Playground and Every One Can Play upgrade of Gormans Hill Park ● Construction of Stage 1 & 2 Centennial Park Landscape Upgrade ● Upgrade to canteen, Bathurst Sportsground ● Construction of multi-purpose sports facility, Hereford Street ● Provided owners consent to Bathurst Bushrangers AFL for a female change room facility which Bathurst Bushrangers AFL were successful in receiving a grant for its construction ● Restoration works completed along 100m of Peppers Creek at Rockley with the planting of 740 native trees, shrubs and groundcovers and the control of invasive riparian weed species including willow, poplar, elm and hemlock ● Community and school volunteer programs planted in excess of 7,595 trees, shrubs and groundcover plantings to sections of the Macquarie River, Queen Charlottes Vale Creek, Hawthornden Creek, Jordan Creek and Raglan Creek ● Works commenced on the Local Government NSW and NSW Environmental Trust-funded Macquarie Wambuul River Bathurst Flying-fox Habitat Restoration Project ● Upgrade of picnic shelter and accessible path, Cousins Park. <p>Other examples are listed on under Strategies 4.2 and 5.1.</p>	<p>●</p>

STRATEGY 1.5

Promote good design
in the built environment.



Strategic Context

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

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

What is Council going to do?

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

Council will continue to update its urban design guidelines, in partnership with the NSW Department of Planning and Environment utilising our staff's skill set and experience and the NSW Government Architects, to provide clarity on what good design means for the Bathurst Region. The guidelines will assist to guide good design that will deliver the architecture, public places and environments we want to inhabit now and those we make for the future. It articulates the means and methods to value and improve our built environment and public domain, so that we can be proud of our cities, towns and public places.

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Use good urban design to shape subdivisions and public areas.</p>	<p>Laffing Waters LEP and DCP amendment adopted recommendations of the Laffing Waters Master Plan to provide for open space corridors and connectivity.</p> <p>Council is encouraging landowners who are seeking new urban zonings to undertake master planning to support the appropriate provision of connected open space.</p> <p>Council developed and adopted two new policies to guide the achievement of design excellence in the CBD and in the R3 Medium Density and E1 Local Centre zones.</p>	<p>●</p> <p>●</p> <p>●</p>
<p>Provide advisory services to guide better urban design outcomes.</p>	<p>Council engages an independent heritage advisor to guide better design outcomes within the heritage areas of the region.</p> <p>288 site visits were completed with Council's heritage advisor during the Council term.</p>	<p>●</p> <p>●</p>

OBJECTIVE 2:

We aspire to have a smart and vibrant economy.

STRATEGIES

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

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

The community has told us that continued jobs growth, skills development and diversity are areas that Council should focus on. Council needs to lead the development of an economy of the future, which will embrace changes to the way we work, welcome emerging and innovative industries and provide the skills for tomorrow's workforce. We need to make our region attractive for investment and visitation and build on the opportunities that already exist. Skills attraction and the Region's liveability are important pillars of the local economy, ensuring that the Bathurst Region is attractive to people relocating. Ongoing participation in the EvoCities program is important for promoting the Bathurst Region to prospective new residents.

Objective 2 looks at how Council, together with our partners and other levels of government, can attract investment, facilitate job diversity and growth, and encourage local workforce skills and training. This will allow for the development of an adaptable economy that responds to change, is buffered against major fluctuations in the economy and resists the impact of economic shocks. Bathurst is renowned for the iconic Mount Panorama motor racing precinct. The implementation of Council's Destination Management Plan will assist in promoting the region for its many tourism activities including heritage, local events, arts and culture, food and drink and other emerging tourism sectors. Objective 2 has strong linkages to the vision of the Central West and Orana Regional Plan, that is, for the region to become "The most diverse regional economy in NSW with a vibrant network of centres leveraging the opportunities of being at the heart of NSW". Other important factors such as water security, balanced population growth and connectivity are also discussed in other parts of the CSP.

Tracking Our Progress

Heritage Conservation and Education:

In 2021, Council said it would measure:

Measure	Results as at 30 June 2024
Employment in the Region <ul style="list-style-type: none"> • % unemployment for the Bathurst region • % of people that live and work within the Bathurst region • Net change in number of businesses 	<p>Latest figure is 31 March 2024. Bathurst unemployment rate 1.4%. Australia 3.9%.</p> <p>Latest results are from the 2021 Census. 86.2% (16,812 people) of Bathurst workers reside in the Bathurst LGA.</p> <p>GST Business Registrations increased from 3,770 (December 2021) to 4,095 (March 2024), an increase of 135.</p>
Gross Regional Product <ul style="list-style-type: none"> • Growth of Gross Regional Product (GRP) 	<p>Latest figure is from 30 June 2023 where Bathurst GRP was \$3 billion an increase of 3.7% over the previous year of \$2.891 billion.</p>
Visitation numbers <ul style="list-style-type: none"> • Total visitors to the Bathurst region • Total number of visitor nights • % satisfaction with the Visitor Information Centre 	<p>1,348,672*</p> <p>497,000*</p> <p>82.2%</p>
New Residents to the Region <ul style="list-style-type: none"> • % of population growth • Number of new dwelling approvals 	<p>Latest figures 30 June 2023. The Estimated Resident Population (ERP) of Bathurst was 44,612 and increase of 502 people (1.14% growth) on the previous year.</p> <p>Total 493 during the Council term.</p>

*Note: Data is for 2022-2023 Financial Year. 2023-2024 data not yet available from Tourism Research Australia.

From an economic perspective Bathurst continues to perform well. GRP maintains a steady upward trend at a sustainable growth rate. This economic growth is complimented by a similar steady growth level in population that does not place undue pressure on infrastructure development.

Unemployment remains well below that at a national level, and whilst this has provided some challenges for businesses, the overall benefits of full employment outweigh the negatives.

The partnership with Spatial Services on the Bathurst Spatial Digital Twin continues. This investment will transform the way new development proposals are assessed, particularly in the heritage areas of Bathurst and the CBD.

Total visitor expenditure in the Bathurst LGA has increased from \$389 million in 2022-2023 to \$514 million in 2023-2024 (*Spendmapp data*).

Council continues to collaborate with EvoCities partners in Albury, Dubbo and Tamworth.

STRATEGY 2.1

Support local business and industry.

Strategic Context

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

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

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

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

What is Council going to do?

Council will support the growth of local businesses by working closely with key industry stakeholders, the Bathurst Business Chamber and other levels of government. We will collaborate with education providers to support and enhance the skills of our business professionals. We will also work with the region's village communities to implement activation strategies, Council's economic development strategy, Government programs and the regional economic development strategy. Council will also host leading business experts to share their knowledge, create an informed business community through the continued provision of economic resources, and grow the comprehensive suite of our business development programs inclusive of workshops, the Careers Expo and Buy Local initiatives.

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

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Explore opportunities to further develop the Buy Local campaign.	Continued promotion of the scheme through targeted campaigns is ongoing. From 1/6/22 – 30/6/24, the community purchased 'Buy Local' cards to the value of \$207,493. During the same period \$234,056 was actually spent and this was due to cards being purchased prior to this period.	●
Promote Council grants to property owners and businesses such as CBD Improvement Fund, Disability Access Grant and Club Grants.	<p>The introduction of a Grant Writing Workshop has been very successful. Two workshops are undertaken annually to inform business and community groups on how to best apply for grants.</p> <p>The Bathurst Grants hub was launched in late October 2023, a partnership between Council and Grant Guru. The Grants Guru platform provides a resource for Community Groups and businesses to search and manage grants through an easy-to-access portal and also promotes available Grants.</p> <p>Council promoted its annual heritage assistance funding through direct mail out letters to property owners and community groups, radio and newspaper advertising and within the ratepayer newsletter.</p> <p>Council also promoted the Disability Access Grants via community groups, Bathurst Regional Access Committee (BRAC), Council's website, social media and newspaper advertising. Council promoted Club Grants (Category 1) via website, newspaper advertising.</p> <p>The Economic Development Team promote the availability of Grants via their Facebook page and monthly newsletters.</p>	● ● ● ● ●
Foster relationships with the Bathurst Business Chamber, other industry groups and other tiers of Government.	<p>Council staff attend:</p> <ul style="list-style-type: none"> ● Regular meetings with the Bathurst Business Chamber Board ● Bathurst Business Chamber events. 	● ●
Create opportunities for the community to participate in arts and cultural activities.	<p>The following activities occur annually:</p> <ul style="list-style-type: none"> ● Writing Workshop at the Library ● Bathurst Writers and Readers Festival ● Autumn Colours Heritage Festival and Bathurst Heritage Trades Trail ● Bathurst Visitor Information Centre promotes Bathurst Arts Trail, T.Arts Gallery, BRAG public programs and all school holiday programs and activities. <p>Museum Selfie Day, AFMM Dino-Day, Bathurst Rail Steam Weekend, Father's Day at NMRM and Tea with Lizzie at Chifley Home. Senior Week activities across five museum sites.</p> <p>Council delivered 60 free public programs annually.</p> <p>Council also delivered paid curated programs which included facilitating workshops such as life drawing, water colour painting, music feast and artwork exhibition and self-portraits. Programs for children were puppet making, digital animation and creating collages.</p> <p>The 'Home Program' is held annually being partnered with Department of NSW and the Art Gallery of NSW. This program was developed with local schools and the Wiradjuri community as part of the program 'Home: Aboriginal art from New South Wales'. It connects schools to local Aboriginal artists, community, language and culture. 'Home at BRAG' showcases work made over the year-long program by students from Carcoar, Hampton, O'Connell, Sofala, Spring Hill, and Wattle Flat Public Schools.</p> <p>Council collaborated with the BRAGS (Friends Society) and Glenray in the Art Fair, featuring a curated room for International Day of Persons with Disabilities. This event is held bi-annually and is an opportunity for artists to exhibit and sell their work. Proceeds from these events go to BRAG's Friends Society which then supports the Art Gallery with financial support for programs, acquisitions, new website.</p>	● ● ● ● ● ● ● ● ●

STRATEGY 2.2

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

Strategic Context

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

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

What is Council going to do?

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Develop and promote relocation material for residents and businesses.	<p>New resident guide is available as an electronic and printed version for businesses looking to recruit staff from outside the Bathurst Regional LGA.</p> <p>An investment and attraction toolkit has been developed in conjunction with the Department of Regional Development. 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 ecosystem.</p>	<p>●</p> <p>●</p>
Support the implementation of the Bathurst Region and Abercrombie Economic Development Strategy.	<p>The Economic Development team continues to look for opportunities that align with these economic strategies.</p> <p>Manager Economic Development was involved in the 2023 review and update to the strategy.</p>	<p>●</p> <p>●</p>
Support local employment opportunities and the Careers Expo to increase local workforce participation.	<p>Committed to five-year contract awarded to private business for management of community facility, Manning Aquatic Centre-Bathurst.</p> <p>Bathurst Careers Expo continues to grow providing opportunities for Bathurst youth to discuss with potential employers and education institutions career possibilities.</p> <p>Held in September, BizMonth aims to celebrate the Bathurst Region's local businesses and to support their continued growth.</p> <p>An investment and attraction toolkit has been developed in conjunction with the Department of Regional Development. 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 ecosystem.</p> <p>Arup Australia Pty Ltd was selected to undertake a Situation Analysis and Strategic Land Use Study of the Bathurst Aerodrome. The strategy identified future uses and demand for the Airport and was completed in July 2023.</p> <p>A new Airport Masterplan has been completed looking at opportunities that will arise with the opening of Badgerys Creek in 2026. This Master Plan will guide Council's operations and investment program for the next 15 years.</p> <p>The Business Concierge Service is designed to support and advise both new businesses considering relocation to Bathurst and existing businesses aiming to expand. This service assists in arranging meetings with town planners, engineers, and inspectors, and providing assistance in finding appropriate industrial sites for establishing or relocating businesses.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>
Update relocation material and make it available digitally.	<p>The Bathurst New Resident Guide is available as an electronic resource and is available on the www.bathurstliveinvest.com.au website.</p>	<p>●</p>

STRATEGY 2.3

Develop Bathurst
as a Smart City.

Strategic Context

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

A consequence of the COVID-19 pandemic was our community's reliance on technology and internet networks to work remotely, which was unprecedented. Access to state of the art technology and connectivity for all residents and businesses across the Region is important.

What is Council going to do?

Council will review and implement a Smart Cities Plan and include smart city concepts into new Village Activation Plans. The Smart City Plan will consider infrastructure such as a free Wi-Fi network, energy efficient LED street lighting with smart controls and a cost-effective CCTV network within the CBD and the like. We will inspire the development of innovative businesses through the provision of analytics and marketing tools and support pioneering practices from local industry.

Council will investigate emerging smart technologies including smart parking to ensure Bathurst is a leader as a destination hub for the growing electric vehicle industry. We will actively seek alternative funding streams to support local Smart City projects. Council will continue to provide businesses with information and access to technology, as well as advocating for improved access to the high speed internet network.

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

STRATEGY 2.4

Promote our city and villages as an attractive place to live.

Strategic Context

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

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

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

What is Council going to do?

Council will collaborate with EvoCities, Regional Australia Institute, Regional Development New South Wales and Regional Development Australia to market relocating to the Bathurst region across a variety of platforms. Council will continue to invest in a range of Resident Attraction collateral, including but not limited to a New Resident Guide, Live Bathurst online material, and media campaigns.

Council will engage with the local business community to understand any skill shortages in order to provide targeted Resident Attraction to help fill these gaps. Council will continue to assess the supply of undeveloped residential land and rezone new residential areas as needed. Council will work with other Government agencies, land holders and builders to ensure new product is delivered in line with population growth.

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Promote the Bathurst region as an attractive place to live and providing potential residents with the information and inspiration they need to make the move to our region.</p>	<p>Provision of the BRC online Community Directory managed by Bathurst Library.</p> <p>BRC has held the Welcome To Bathurst Lunch event twice a year at the Bathurst Visitor Information Centre inviting new residents to meet with local community organisations, Councillors, and BVIC staff. Attendees receive information packs with brochures from local community groups, the Bathurst New Residents Guide, Bathurst Region Destination Guide and included gift of local jam produce.</p> <p>BRC operates the Live, Work Invest website centred on attracting new residents and providing residents with information about the community.</p> <p>BVIC works with Bathurst Hospital, Charles Sturt University, TAFE and Skillset to distribute Bathurst New Residents Guides, Bathurst Region Destination Guides and local community information to new and potential residents.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>
<p>Council will work with other Government agencies, land holders and builders to ensure new product is delivered in line with population growth.</p>	<p>Bathurst included in the NSW Government Architect pilot project to demonstrate medium density housing integration (removal of barriers) at Westpoint shops and three inner fringe areas in Bathurst.</p> <p>Council developed and adopted two new policies to guide the achievement of design excellence in the CBD and in the R3 Medium Density and E1 Local Centre zones.</p>	<p>●</p> <p>●</p>
<p>Council will engage with the local business community to understand any skill shortages in order to provide targeted Resident Attraction to help fill these gaps.</p>	<p>Bathurst's current low unemployment rate is proving challenging for businesses. Council continues to work with the NSW Government when opportunities to attract skilled workers to regions arise (e.g. grants).</p>	<p>●</p>

STRATEGY 2.5

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

Strategic Context

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

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

Other events hosted at Mount Panorama Wahluu, such as Mount Panorama Punish (a running event) and Bathurst Light Car Club events, contribute to supporting Mount Panorama Wahluu as an event precinct.

What is Council going to do?

Council's goal within the Mount Panorama Wahluu Precinct is to foster a strong and diverse economy, acting as an advocate, facilitator, coordinator and service provider to lead and enable continued economic prosperity, infrastructure, innovation, investment, job generation and new motor sport business development. Key to achieving this goal is working in partnership with motor sport industry stakeholders and these relationships will help continue to strengthen Bathurst's economy and the region's economic prosperity into the future.

Delivering a second motor racing circuit and associated infrastructure at Mount Panorama Wahluu is a high priority project for Council as well as ensuring the Mount, its facilities and race events can respond to changing technologies and energy innovations.

*These figures reflect the economic benefit at the date of the studies and have not been updated recently as the event has been impacted by COVID-19 since 2019.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Continue to pursue the development of a second motor racing circuit.	Council resolved to place the development of the Second Circuit on hold. Design and documentation required for the development application was completed and ready for lodgement pending the provision of landowners' consent or the acquisition of the remaining property required. An agreement has not been able to be reached with the current landowner to acquire the final remaining parcel of the land for this project. Accordingly, the project remains on hold.	
Continue to maintain and promote Mount Panorama Wahluu as a motor sport destination.	Mount Panorama Wahluu continues to host significant internationally recognised motor sport events including the Bathurst 1000 and Bathurst 12 Hour and also hosts significant domestic-based motor sport events with the Bathurst 6 Hour and Challenge Bathurst. During the term, Mount Panorama Wahluu hosted an emerging event known as the Bathurst International, which during the 2023 event included the participation of some international drivers and teams.	
Interpret the Wahluu story and its relationship to motor racing.	Interpretative signage was erected at the lookout on the Mount Panorama Wahluu boardwalk interpreting the Wahluu story.	
Promote and support the activities of the National Motor Racing Museum.	Further developing relationships with event promoters and specialist media to increase profile of museum during event periods. Updated National Motor Racing Museum (NMRM) billboard on Murray's Corner to attract casual visitation year-round. Special exhibition program designed to maximise repeat visitation around event periods at Mount Panorama Wahluu. Social Media Posts from the NMRM continue to promote the activities of the museum.	   

STRATEGY 2.6

Promote our city and villages as a tourist destination.

Strategic Context

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

Council is committed to improving the region's tourism profile within the domestic and international markets to increase the economic contribution of tourism to the local economy.

What is Council going to do?

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Collaborate with the region's Tourism Partners to strengthen Bathurst as a Tourist destination.</p>	<p>The Bathurst Visitor Information Centre (BVIC) operates a tourism partner network of 164 local businesses and organisations, which actively works to promote local tourism through the consumer website www.bathurstregion.com.au, social media, and physical brochure distribution in the Visitor Information Centre. All tourism partners are included in the Bathurst Region Destination Guide.</p> <p>BVIC has worked with partners and media experts to generate 226 articles promoting the Bathurst region and local businesses over the previous term.</p> <p>Since 2022 BVIC has collaborated with local tourism partners on the following notable campaigns:</p> <ul style="list-style-type: none"> • Ultimate Bathurst Region Experience • Destination New South Wales Feel New Campaign • Bx Marks the Spot • Superfest Off Track Tourist Trails • Australian Geographic Bathurst History Digital Features • DNSW AIME Corporate Events Managers Familiarisation • Pints to Past Pub Itineraries. <p>BVIC has held a total of 11 industry meetings across the previous term. Covering topics of regional development and opportunities.</p> <p>BVIC has regularly attended and invited industry partners to tourism development workshops hosted by Destination NSW.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>
<p>Continue the successful events and build on their contribution to the Visitor economy.</p>	<p>Council has supported the development and operation of the Bathurst Heritage Trades Trail through BVIC which collaborates with the Bathurst Heritage Trades Trail Committee to organise, market and ticket the event. The most recent event saw an estimated positive economic impact of \$278,686 to the region.</p> <p>Council successfully delivered the 2023 Bathurst Winter Festival with 90,000 attendees over the 16-day event. The total economic value created from the event using Spendmapp data was \$18.9 million.</p> <p>Council successfully delivered the 2024 NRL game between Penrith Panthers and the West Tigers with a sold-out crowd of 12,000.</p> <p>Additional events supported and delivered by BRC included the Bathurst 1000 Off Track Events, Bathurst International, Challenge Bathurst, Western Sydney Wanderers game, Bathurst 12 Hour, Bathurst 500 and Bathurst 6 Hour.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>
<p>Support to attract regional sporting competitions to the Bathurst region.</p>	<p>Council hosted a Women's A league game between Western Sydney Wanderers and the Newcastle Jets. The game had a record crowd for a Wanderers home game with 3,873 people attending.</p>	<p>●</p>

OBJECTIVE 3:

We strengthen environmental stewardship.

STRATEGIES

- 3.1 Protect and improve natural areas and ecosystems, including the Macquarie Wambuul River and other waterways
- 3.2 Improve water security
- 3.3 Minimise the City's environmental footprint, live more sustainably and use resources more wisely
- 3.4 Protect and improve the region's biodiversity
- 3.5 Increase resilience to natural hazards and climate change

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

Council is the steward of approximately 690ha of open space with an estimated 19,074ha of natural areas within the Bathurst region. Council recognises the need to balance population growth with the need to respect our environment, support agriculture and build on our local fresh food production and other rural activities.

A proportion of the region has the potential to be affected by bush fire, particularly in the rural areas. Parts of our region are affected by flooding from the Macquarie Wambuul River and its tributaries as well as the Abercrombie and Turon Rivers.

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

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

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

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

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

Tracking Our Progress

In 2021, Council said it would measure:

Measure	Results as at 30 June 2024
Household water consumption <ul style="list-style-type: none"> Annual household water consumption. 	Residential filtered water consumption in 2023-2024 for the year was an average of 130 kL/household.
Greenhouse gas emissions <ul style="list-style-type: none"> The amount of CO₂ emissions from Council facilities per resident. 	0.95 tonnes CO ₂ e per resident for FY 2023-2024.
Diversion of waste from landfill <ul style="list-style-type: none"> Total tonnes of green waste, recycling and general waste collected. Total items collected via Container Deposit Scheme (CDS). 	Kerbside collection for the 2023-2024 year: Green waste 4,567 tonnes Recycling 2,149 tonnes General Waste 10,040 tonnes The operator of the Return and Earn Program have provided data that is unable to be compared for the period of the report. Council has estimated the volume of containers returned as part of the Return and Earn Program to be approximately 18 million items annually.
Alternative energy sources <ul style="list-style-type: none"> Total electricity consumption at Council facilities per resident. % of Council electricity derived from renewable sources. 	291kWh per resident 100%
Protecting our Waterways <ul style="list-style-type: none"> Catchment area covered by gross pollutant traps (GPT) Riparian Condition in urban catchments. 	Approximately 888 hectares As of 30 June 2024, a total of 5.934 hectares of degraded land, encompassing 1.9km of waterways, have been revegetated. Works commenced on the Grant funded Macquarie Wambuul River Bathurst Flying-fox Habitat Restoration Project.

Council has made significant progress during the term to reduce its environmental footprint, particularly with its Climate Change response. In 2022 Council adopted a Climate Change Position Statement and Emissions Reduction Plan with emissions reduction targets. The first interim reduction Target is 25% reduction compared to baseline emissions in financial year 2019, by end of financial year 2025. As of 30 June 2024, Council has reduced its emissions by 9.3% compared with baseline emissions.

Council continues to prioritise water security with a number of initiatives undertaken to address climate change and population growth pressures on existing water supplies. Extensive modelling, studies and designs to advance the Water Harvesting Project have been completed, with construction of Stage 1 currently underway. A preliminary design for the provision of UV treatment as part of this project has been completed. Additionally, the \$16 million Winburndale Dam Wall Strengthening Project was completed in July 2023.

Landfill waste diversion is supported through a broad range of community education and engagement activities as prioritised in the Waste Education Plan. Recycling contracts and arrangements for 22 different waste streams (e.g. plastics, metals, mattresses, textiles, ink cartridges, oils) are in place to help reduce the amount of waste going to landfill.

Council has replaced the ageing landfill gas system with a new modern setup consisting of 38 new vertical wells into the landfill and connection pipework to a new flare that is able to be monitored remotely. The project has been registered with the Clean Energy Regulator as of March 2024 with one year's data needed to quantify environmental improvements and emissions reductions.

Council has implemented several strategies and actions of the Bathurst Region Vegetation Management Plan and Bathurst Urban Waterways Management Plan. As of 30 June 2024, a total of 5.934 hectares of degraded land encompassing 1.9km of waterways have been revegetated by an estimated 990 community volunteers and Council contractor staff. Two ecological prescribed burns have been undertaken across 1.91 hectares within Hillview Estate Reserve Napoleon Reef to not only increase biodiversity and reduce bushfire-related impacts but also enhance the reserve's resilience to adverse weather conditions, safeguarding homes, cultural values and conservation areas.

STRATEGY 3.1

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

Strategic Context

Our community has told us that the Macquarie Wambuul, Abercrombie and Turon Rivers and their tributaries are valuable environmental assets. Caring for our environment is not only important for the health and well-being of today's community, but also for future generations. The riparian and natural ecosystems within the region require proactive management to prevent further degradation over the long term. Waterways and riparian zones provide fresh water, habitat and support biodiversity and form a critical part of the natural cycle. We need healthy river systems to support our agricultural and commercial industries. Many of our recreation and cultural activities incorporate our rivers.

What is Council going to do?

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

We will update the relevant stormwater developer contribution plans to reflect current industry practices and aim to improve the removal of litter and sediment from stormwater before it reaches our waterways. We will also maintain our stormwater assets, to ensure they function effectively in the long term. Council will implement rehabilitation projects which enhance the water quality and habitat value of our rivers and creeks.

Planning new release areas to provide adequate protection and access opportunities along natural creeks and waterways is important, particularly to restrict development or associated impacts in areas of identified environmental significance.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Manage its stormwater Infrastructure to ensure they function efficiently.	Continued maintenance and improvements to existing stormwater infrastructure. Upgraded and completed construction of new stormwater infrastructure to support our growing development. The removal of non-native vegetation, foreign materials to ensure and improve our waterway health and capacity at Hawthornden Creek, Queen Charlotte's Vale Creek and Raglan Creek.	●
Improve the condition of riparian corridors within the region.	Community and school volunteer programs have contributed to riparian corridor improvements, involving planting in excess of 7,595 trees, shrubs and groundcover plantings to sections of the Macquarie River, Queen Charlotte's Vale Creek, Hawthornden Creek, Jordan Creek and Raglan Creek.	●
Ensure Planning controls minimise vegetation clearing.	<p>An interim report was prepared and considered by Council on the Protection of Trees in the Bathurst Region. Work in response to Council 23 August 2023 Meeting Motion 'That Council staff prepare a policy for the increased protection of trees within the Bathurst Regional Council Local Government Area (excluding rural zones).'</p> <p>Work has commenced (and will be ongoing) to implement changes to the DCP as recommended in that report.</p>	<p>●</p> <p>●</p>

STRATEGY 3.2

Improve water security.

Strategic Context

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

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

What is Council going to do?

Council will adopt an integrated and responsible approach to water management across the region that considers climate change, water security, sustainable demand and growth, and the natural environment. Planning for the effects of a changing climate on water availability and use for the environment, settlements, communities and industry is an important action of Council. Council will investigate alternative methods of water delivery to the Water Filtration Plant together with future investigations on raising the Chifley Dam wall and piping water from Chifley Dam to the Water Filtration Plant. Council will also continue to maintain the raw water supply from Winburndale Dam. Council will promote waterwise practices to our community and manage and implement water restrictions as required. Council will develop education programs for septic tank system owners and work with our community to improve the proportion of compliant systems.

Council will continue to advocate to maintain control and ownership of the City's water supply.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Adopt and implement a range of projects that consider climate change and population growth to improve water security for the region's water users.</p>	<p>Secure Yield Modelling completed for the Bathurst Town Water Supply, inclusive of Climate Change impacts.</p> <p>Completion of Winburndale Dam Wall Strengthening Project.</p> <p>Construction of Water Harvesting Project Stage 1 is underway.</p> <p>Stage 2: Preliminary Design of Water Harvesting Project completed. Grant Application for Detailed design and construction lodged with the Commonwealth Government and is being assessed. Additional progress will not occur until funding is provided.</p> <p>Preliminary Design complete for provision of UV Treatment system to the Bathurst Water Filtration Plant.</p> <p>Proposal obtained for Transmission loss investigation from Chifley Dam to Bathurst Water Filtration Plant. Pending NSW Government Funding.</p> <p>Proposal obtained for Groundwater investigation, including approval pathway for access to water. Pending NSW Government Funding.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>

STRATEGY 3.3

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

Strategic Context

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

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

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

What is Council going to do?

Council's three bin system has significantly reduced the amount of waste being received at the City's landfill. In 2023-2024, 27.5% of waste collected or delivered to the Waste Management Centre is diverted through recycling (9.1%) and composting (18.4%) activities. Council will also investigate other opportunities to increase the amount of waste diverted away from landfill such as collection frequency or alternative bin sizing. Council will continue to support the installation of energy saving options in its assets and offset its energy use through renewable energy projects. Education of our community through delivery of leading sustainability programs is an important undertaking of Council. Programs such as the Sustainable Living Expo, Waterwise, Wastewise and various school programs aim to increase the amount of waste diverted from landfill.

Council will lobby for increased access to intra and intercity public transport, and work with partners to install electric vehicle charge stations. Council will implement the recommendations of its Housing Strategy which aims to manage population growth and the impacts of urban sprawl. A review of the Active Transport Strategy has commenced. The Strategy will support the continued development of the active transport network for the region to support alternative means of transport and reduce our reliance on private motor vehicles.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Implement Climate Change Response Framework to actively reduce emissions.	<p>Mitigation actions are well progressed with 100% of Council electricity now sourced from renewable energy, multiple solar installations at Council facilities installed, energy efficiency projects undertaken, and construction of a new landfill gas collection system completed in March 2024.</p> <p>As of 30 June 2024, Council has reduced its emissions by 9.3% in comparison to the baseline year of FY 2019.</p>	<p>●</p> <p>●</p>
Promote waste diversion away from landfill.	<p>A range of waste education programs, campaigns and community engagement activities have been delivered. These included the annual Waste 2 Art program, website and publication updates, social media messaging, site tours, waste workshops and the 'Don't Waste. Your Future' campaign.</p> <p>Development of a two-year waste education plan is nearing completion.</p> <p>Improved signage at the Waste Management Centre has been implemented to support ongoing diversion of waste items into recycling streams.</p> <p>Waste diversion contracts are in place both directly and through the regional waste group (Netwaste). Materials diverted from landfill include metal, green waste, household recyclables, mattresses, tyres, textiles and e-waste.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>
Support renewable energy projects to reduce emissions.	An additional 274kW solar has been installed at Council facilities across 5 sites, now reaching 845kW.	●

STRATEGY 3.4

Protect and improve the region's biodiversity.



Strategic Context

Important and unique biodiversity assets of the Bathurst region include Box Gum woodlands, natural wetlands, Bathurst Purple Copper butterfly habitat and koala habitat. Humans, domesticated animals as well as the built environment impact on the region's biodiversity.

Actions such as firewood collection, altering natural flows of creeks and vegetation removal have a negative impact on biodiversity. Our community has told us that they value the natural environment, street trees and open spaces. Biodiversity is also valued by our community for the economic benefits such as raw materials that it provides. Our sense of cultural identity is closely linked to our unique biodiversity.



What is Council going to do?

The implementation of the Biodiversity Management Plan, Urban Waterways Management Plan, Vegetation Management Plan, and Roadside Vegetation Management Plan will continue. Council will also petition relevant Government agencies to protect the region's biodiversity and support the strengthening of statewide controls. Council will assess applications for development and take into consideration the need to protect biodiversity, improve vegetation linkages and minimise habitat fragmentation.

Council will encourage the enhancement and management of the region's biodiversity on public and private land. Council will seek opportunities to work with community partners to enhance our biodiversity assets, such as revegetation projects and woody and herbaceous weed control.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Support opportunities to enhance biodiversity in the Bathurst region.</p>	<p>Works have continued for Stage 1 of the Brickpit Wetlands project, which makes a significant contribution to wetland habitat for migratory birds and a variety of amphibian and reptile species.</p> <p>Council commenced installation of red guideposts to mark high conservation roadside vegetation which is a recommendation of the Roadside Vegetation Management Plan. Council rural road crews were trained in working in high and medium conservation value areas .</p> <p>Weed control works were undertaken to protect Purple Copper Butterfly habitat with Council’s Road reserve at Slingsby’s Road.</p> <p>Works commenced on the Local Government NSW and NSW Environmental Trust-funded Macquarie Wambuul River Bathurst Flying Fox Habitat Restoration Project. A recommendation of the Machattie Park & Kings Parade Camp Management Plan, is that the project will see the planting of 3,500 roosting and riparian dominate native plants along 700m of the Macquarie Wambuul River – an area of high conservation value as a seasonal camp for the threatened Grey-headed Flying Fox.</p> <p>The NSW Environmental Trust-funded Queen Charlotte’s Vale Creek Royal Rehabilitation Treatment Project was completed in May 2023, with the planting of 2,500 riparian dominate native plants along 700m of the urban waterway, the installation of 900m of wildlife-friendly rural fencing, and weed control across 1.5ha targeting willow, blackberry, poplar and African boxthorn.</p> <p>Council completed environmental restoration works along 100m of Peppers Creek at Rockley with the planting of 740 native trees, shrubs and groundcovers and the control of invasive riparian weed species including willow, poplar, elm and hemlock. A recommendation of the Bathurst Region Vegetation Management Plan (BRVMP), the project aims to improve water quality and amenity.</p> <p>As recommended in the Perthville Black Gum Offset Site Offset Management Plan, ongoing tree maintenance and annual monitoring of 148 Black Gums (<i>Eucalyptus aggregata</i>) at the North Street Offset Site continues with an average tree survival rate of 94.75%. These offset the removal of this threatened species as part of the Perthville Floodwater Mitigation Works in 2017, 148 genetically pure Black Gums were replanted at the site where they will be maintained and monitored until they reach maturity in around 20 years.</p>	
<p>Advocate for improved vegetation clearing controls.</p>	<p>An interim report into the Protection of Trees within the Bathurst Region Local Government Area (in response to Councillor Notice of Motion) completed. Council is considering options to implement key recommendations through relevant DCP amendments.</p>	

STRATEGY 3.5

Increase resilience to natural hazards and climate change.



Strategic Context

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

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

What is Council going to do?

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

Council has also committed to a number of actions to understand and then reduce our impact on climate change, both as an organisation and as a City.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Map areas of bushfire and flood hazard risk and minimise risk to residents living in those areas.</p>	<p>Council has adopted Bushfire Prone Land Maps for the Bathurst Region Local Government Area. Council has identified the need to update the bushfire mapping for the LGA in line with State Government updates to the NSW Bushfire Prone Land guidelines. The updated mapping remains uncompleted at this time.</p> <p>Council has commenced an update to the Bathurst Flood Study with community consultation occurring during the last Council term</p> <p>Implementation of the Hillview Estate Reserve Napoleon Reef Ecological Burn Plan. Ecological prescribed burns undertaken in 2021 (Burn Unit 1) and 2024 (Burn Unit 3) to not only promote biodiversity and reduce bushfire-related impacts but also enhance the reserve’s resilience to adverse weather conditions, safeguarding homes, cultural values and conservation areas.</p> <p>Bushfire history, NSW RFS operational burn plans, fuel hazard assessments, and ecological assessments are currently being uploaded and integrated into Councils GIS Intramaps.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>
<p>Have plans and processes ready to prepare or recover from natural hazards.</p>	<p>Council has reviewed and tested its Business Continuity Plan in November 2023 together with a review of the Bathurst Regional EMPLAN (Emergency Plan). The EMPLAN was endorsed by the LEMC (Local Emergency Management Committee) in February 2024. Council also partnered with Resilience NSW to prepare a Pre-Event Recovery Plan which was also endorsed by the LEMC in November 2023.</p> <p>The CNSWJO (Central West NSW Joint Organisation) was successful in receiving funding for Disaster Risk Reduction. Council participated in the program and has identified opportunities to implement disaster risk reduction strategies.</p> <p>Council finalised the construction of the Perthville flood levee in April 2022 which was recommended as part of The Flood Study completed in 1995. The construction of the Perthville levee is one of the last recommendations of that study and now protects significant areas in Perthville, Bathurst, Gormans Hill and Kelso from a 1% Annual Exceedance Probability (1 in 100) flood event in the Macquarie Wambuul River.</p>	<p>●</p> <p>●</p> <p>●</p>

OBJECTIVE 4:

We encourage sustainable and balanced growth.

STRATEGIES

- 4.1 Facilitate development in the region that considers the current and future needs of our community
- 4.2 Provide safe and efficient road, cycleway and pathway networks to improve accessibility
- 4.3 Ensure services, facilities and infrastructure meet the changing needs of our region
- 4.4 Provide parking to meet the needs of the City
- 4.5 Work with partners to improve public transport, and passenger and freight transport connections to and from the region
- 4.6 Plan for, assess and regulate development activity

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

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

Objective 4 recognises the desire to ensure our City's future urban growth protects our rural and natural lands, respects our heritage and provides housing that meets community needs balancing the character and amenity of our neighbourhoods. It recognises Council's role in encouraging and regulating high quality development, and ensuring the necessary investment is made in infrastructure and services, and the role the region's Villages play. Council will continue to work with its partners to implement strategies from the Central West & Orana Regional Plan.

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

Tracking Our Progress

In 2021, Council said it would measure:

Measure	Results as at 30 June 2024																																			
<p>Development Application net determination time</p> <ul style="list-style-type: none"> Complying Development gross determination time. 	<p>Yes, achieved.</p> <p>Development Application & Complying Development times against the State Average averages</p> <table border="1"> <thead> <tr> <th rowspan="2"></th> <th>NSW average</th> <th colspan="4">Bathurst Regional Council</th> </tr> <tr> <th>2020-2021</th> <th>2020-21</th> <th>2021-22</th> <th>2022-23</th> <th>2023-24</th> </tr> </thead> <tbody> <tr> <td>DA Average Gross DA time</td> <td>90</td> <td>52</td> <td>79</td> <td>63</td> <td>66</td> </tr> <tr> <td>DA Average Net DA time</td> <td>48</td> <td>41</td> <td>53</td> <td>48</td> <td>47</td> </tr> <tr> <td>CDC Average Gross DA time</td> <td>13</td> <td>4</td> <td>6</td> <td>8</td> <td>9</td> </tr> <tr> <td>CDC Average Net DA time</td> <td>-</td> <td>3</td> <td>4</td> <td>4</td> <td>3</td> </tr> </tbody> </table> <p><i>Note at the time of publishing the latest Statewide Local Development Performance Monitoring comparative data available is for 2020/21.</i></p>		NSW average	Bathurst Regional Council				2020-2021	2020-21	2021-22	2022-23	2023-24	DA Average Gross DA time	90	52	79	63	66	DA Average Net DA time	48	41	53	48	47	CDC Average Gross DA time	13	4	6	8	9	CDC Average Net DA time	-	3	4	4	3
	NSW average		Bathurst Regional Council																																	
	2020-2021	2020-21	2021-22	2022-23	2023-24																															
DA Average Gross DA time	90	52	79	63	66																															
DA Average Net DA time	48	41	53	48	47																															
CDC Average Gross DA time	13	4	6	8	9																															
CDC Average Net DA time	-	3	4	4	3																															
<ul style="list-style-type: none"> % Development Applications determined <40 days. 	55% (Bathurst Regional Council Department of Planning statistics)																																			
<p>Resident satisfaction</p> <ul style="list-style-type: none"> % of residents agree that Council plans for the future % of residents that are satisfied with the provision of parking 	<p>58.8% (2023 Micromex Community Research Survey)</p> <p>There was no data collected for this specific question.</p>																																			
<p>Bathurst Region Local Strategic Planning Statement (LSPS)</p> <p>The LSPS Implementation Plan will measure our success including:</p> <ul style="list-style-type: none"> No. of strategic planning and urban design studies/plans completed No. of amendments to Council's planning controls. 	<p>14</p> <p>6</p>																																			

Council has exceeded the NSW Minister for Planning's expectations in relation to development application assessment and Planning Proposal assessment timeframes.

Council has managed amendments to its planning controls in accordance with the strategic vision established under the Bathurst Region Local Strategic Planning Statement.

Key investigations recommended by the Bathurst Region Local Strategic Planning Statement are underway (or are about to commence) including:

- Investigations into a bypass/alternative distributor road network
- Employment Lands Strategy (currently underway)
- Active Transport Strategy (about to commence and supported by TfNSW Funding)
- Investigations into major urban release area (supported by DPHI funding) including update to Bathurst Traffic Model (ongoing).

STRATEGY 4.1

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

Strategic Context

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

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

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

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

What is Council going to do?

Council will update its long-term strategies and infrastructure plans to ensure that they remain contemporary and ensure that adequate land is zoned, serviced and available to cater for the anticipated growth. Council will work with developers to improve the utilisation of our land resources more effectively, which may include higher density living.

In planning for growth, Council will protect the region's environmental and heritage assets. Council will ensure that essential infrastructure and services will be available to support the future development of the City, such as the future Macquarie Wambuul River crossing, future Southern distributor route and the Hereford Street Corridor upgrade.

Council will work with stakeholders to ensure they are making a fair contribution towards the provision of infrastructure and community facilities. Council will ensure that the region's cultural and community assets remain vibrant and relevant to the changing needs of our community.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Increase urban design of land subdivision and the resulting development to contribute to an improved liveable community.</p>	<p>Laffing Waters LEP and DCP amendment adopted recommendations of the Laffing Waters Master Plan to provide for open space corridors and connectivity.</p> <p>Council is encouraging landowners who are seeking new urban zonings to undertaken master planning to support the appropriate provision of connected open space.</p> <p>Council developed and adopted two new policies to guide the achievement of design excellence in the CBD and in the R3 Medium Density and E1 Local Centre zones.</p>	<p>●</p> <p>●</p> <p>●</p>
<p>Continue its land development activities to support residential, industrial and business development in our region.</p>	<p>Council released and marketed the Windy 1100 subdivision. Challenging real estate conditions have seen weak sales of the land. Feedback has been received about the subdivision and this is being reviewed on an ongoing basis.</p> <p>Council commenced subdivision works for a nine lot industrial subdivision at Hampden Park Road. This subdivision will be available for sale in the 2024-2025 Financial Year.</p> <p>Council was successful in receiving a \$20 million grant for preliminary subdivision works associated with the Laffing Waters Master Plan. Council continues to progress its other subdivisions as resources allow.</p>	<p>●</p> <p>●</p> <p>●</p>
<p>Invest in planning for major road infrastructure projects such as the Southern Distributor Route.</p>	<p>Council completed Bathurst Bypass Economic Analysis Report, including Stage 1 - Early-Stage Proposal for a Bathurst Bypass - submission to Infrastructure Australia.</p> <p>TfNSW has delayed commencement of an Integrated Transport Plan for Bathurst. Council has agreed to participate and agreed to scope of the project brief.</p> <p>Council received funding under the NSW Get Active program to prepare an Active Transport Strategy. The Strategy will be prepared over the next two years.</p> <p>Council is finalising negotiations for an update to the Bathurst Traffic Model.</p> <p>Tender has been accepted by Council for the design for a signalised intersection upgrade of Hereford and Gilmour Street intersection. Design work progressing but not yet finalised.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>

STRATEGY 4.2

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

Strategic Context

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

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

What is Council going to do?

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Develop, adopt and implement the Bathurst Region Active Transport Strategy.	Development of the Strategy was delayed due to limited Council resources. Council has however recently received funding under the NSW Get Active program to prepare an Active Transport Strategy. The Strategy will be prepared over the next two years.	●
Progress the upgrades to the Hereford Street Corridor to reduce traffic congestion.	Preliminary design underway for the upgrade to Hereford/Gilmour Street intersection.	●
Ensuring our road networks are able to cater for future growth scenarios is an important desire for the Bathurst region.	TfNSW has delayed commencement of an Integrated Transport Plan for Bathurst. Council has agreed to participate and agreed to scope of the project brief. Council is finalising negotiations for an update to the Bathurst Traffic Model.	● ●
Finalise and commence the implementation of the Bathurst Regional Active Transport Strategy.	Development of the Strategy was delayed due to limited Council resources. Council has however recently received funding under the NSW Get Active program to prepare an Active Transport Strategy. The Strategy will be prepared over the next two years.	●
Support investigation and planning for a City Bypass and/or Southern Distributor Route.	Council completed Bathurst Bypass Economic Analysis Report, including Stage 1 - Early-Stage Proposal for a Bathurst Bypass - submission to Infrastructure Australia. TfNSW has delayed commencement of an Integrated Transport Plan for Bathurst. Council has agreed to participate and agreed to scope of the project brief.	● ●

STRATEGY 4.3

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

Strategic Context

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

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

What is Council going to do?

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

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

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

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Forward plan for upgrades to key infrastructure as the region grows.	<p>Development of Masterplan of Proctor Park Football Precinct.</p> <p>Development of Masterplan design of Sawpit Creek Windy 1100 Park for future embellishment.</p> <p>Development of Masterplan of George Park Sports Precinct for future upgrade.</p> <p>Development of concept design of Basalt Park for future embellishment.</p> <p>Several Strategies completed or underway for possible new residential and employment land expansion areas of the City.</p> <p>Draft Developer Contribution Plan prepared for the Laffing Waters Master Plan precinct.</p> <p>Council is finalising negotiations for an update to the Bathurst Traffic Model.</p> <p>Update of the Aerodrome Masterplan developed to assist with long term priorities at the Bathurst Aerodrome.</p> <p>Design in progress to upgrade Hereford and Gilmour Street intersection to a signalised intersection.</p> <p>Construction of Water Harvesting Project Stage 1 underway.</p> <p>Preliminary design of Water Harvesting Project Stage 2 completed. Grant Application for Detailed design and construction lodged with the Commonwealth Government and is being assessed. Additional progress will not occur until funding is provided.</p> <p>Preliminary design is complete for provision of UV Treatment system to the Bathurst Water Filtration Plant.</p> <p>Completion of Winburndale Dam Wall Strengthening Project.</p> <p>Draft Landfill Management Closure Plan.</p> <p>Development of a plan for a new waste cell at Hill End.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>
Prioritise water security projects.	<p>Town Water Water Security projects included in the Macquarie Castlereagh Regional Water Strategy.</p> <p>Completion of Winburndale Dam Wall Strengthening Project.</p> <p>Construction of Water Harvesting Project Stage 1 is underway.</p> <p>Preliminary design of water Harvesting Project Stage 2 completed. Grant Application for Detailed design and construction lodged with the Commonwealth Government and is being assessed. Additional progress will not occur until funding is provided.</p> <p>Preliminary design is complete for provision of UV Treatment system to the Bathurst Water Filtration Plant.</p> <p>Proposal obtained for Transmission loss investigation from Chifley Dam to Bathurst Water Filtration Plant. Pending NSW Government Funding.</p> <p>Proposal obtained for Groundwater investigation, including approval pathway for access to water. Pending NSW Government Funding.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>
Support investigation and planning for a City Bypass and/or Southern distributor route.	<p>Council completed Bathurst Bypass Economic Analysis Report, including Stage 1 - Early-Stage Proposal for a Bathurst Bypass - submission to Infrastructure Australia.</p> <p>TfNSW has delayed commencement of an Integrated Transport Plan for Bathurst. Council has agreed to participate and agreed to scope of the project brief.</p>	<p>●</p> <p>●</p>

STRATEGY 4.4

Provide parking to meet the needs of the City.

Strategic Context

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

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

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

What is Council going to do?

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

Through Council's Traffic Committee, alterations to on street car parking will be considered on a city-wide basis. Council will continue to apply parking policies through its Planning Instruments to ensure that new development provides adequate parking on site to reduce pressure on existing parking.

Council will continue to work with developers to ensure they are making a fair contribution towards the future provisions for car parking.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Council will continue to work with developers to ensure they are making a fair contribution towards the future provisions of car parking.	<p>Draft Developer Contribution Plan prepared for the Laffing Waters Master Plan precinct.</p> <p>Amendments to all of the existing plans exhibited to update the rate at which existing contributions are indexed. Final amendments yet to be adopted by Council.</p> <p>Major review of all of Council's developer contribution plans required as a priority. A project plan is currently being developed.</p>	<p>●</p> <p>●</p> <p>●</p>
Council will continue to investigate opportunities to provide additional off street car parking as identified in the Town Centre Master Plan.	Proposals for additional off street car parking within the George St carpark (to complement the Integrated Medical Centre proposal) remain unfunded. Grant application lodged under Growing Regions Fund Round 2.	●

STRATEGY 4.5

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

Strategic Context

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

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

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

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

What is Council going to do?

Council will work with the Government to implement the NSW Future Transport 2056 Plan, particularly transport links to Sydney. Council will continue to advocate to the Government for the timely provision of transport infrastructure and services that support our growing population. This includes road and rail, freight and passenger transport. Council will continue infrastructure investment at the Bathurst Airport, cementing its role as a regional transport hub. Council will work with partners to identify, advocate, coordinate and prioritise local and regional road projects that will strengthen the regional freight network, regional intermodal and cargo handling facilities, catering for increased freight volumes. Council will reconsider the viability of identified bypasses to improve freight efficiency, reduce travel times and costs and improve safety for road users.

Council will work hard to ensure any future bypass corridors are safeguarded in local planning. Council will make sure public transport providers are aware of our community's needs and respond to technological advances in transport options.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Investigate barriers to agricultural and livestock movements in and through the region.	<p>Timber Bridge Replacement program continuing, with Eusdale Creek and Stone Creek Bridges on Tarana Road and also Evans Plains Creek bridge replaced.</p> <p>Replacement of bridge on the Upper Turon Road in progress.</p>	<p>●</p> <p>●</p>
As part of Council's Disability Inclusion Action Plan, Council will advocate for public transport services to be accessible.	Council participated with TfNSW in its 16 Cities program which sought to improve the Bathurst local bus network services. Changes recommended under this program have been implemented including new bus timetable, rearrangement of CBD bus stops, new bus stop signage and new bus shelters.	●
Support investigation and planning for a City Bypass and/or Southern Distributor Route.	<p>Council completed Bathurst Bypass Economic Analysis Report, including Stage 1 - Early-Stage Proposal for a Bathurst Bypass - submission to Infrastructure Australia.</p> <p>TfNSW has delayed commencement of an Integrated Transport Plan for Bathurst. Council has agreed to participate and agreed to scope of the project brief.</p>	<p>●</p> <p>●</p>

STRATEGY 4.6

Plan for, assess and regulate development activity.

Strategic Context

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

What is Council going to do?

Council will continue to review and develop new standards and guidelines to control development and ensure a healthy built environment. We will enhance the quality of neighbourhoods by integrating active transport networks. It will be important to reflect local built form, heritage and character in new housing developments including increased density in a planned way.

Council needs to ensure that its planning instruments and advice we give to developers respond to this changing environment by managing the interface of the old and new development.

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

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

OBJECTIVE 5:

We foster community health, safety and wellbeing.

STRATEGIES

- 5.1 Provide opportunities for our community to be healthy and active
- 5.2 Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life
- 5.3 Help build resilient, inclusive communities
- 5.4 Make our public places safe and welcoming
- 5.5 Plan and respond to demographic changes in the community

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

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

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

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

Council provides quality sports fields, parks and playgrounds which offer a range of recreational and social opportunities for our community.

Bathurst has a strong and proud sporting tradition. Council provides venues for sports such as athletics, cricket, rugby league, soccer, rugby union, AFL, netball, tennis, swimming and touch football. Council's facilities provide opportunities for residents and visitors to the Region to be physically active and improve their health.

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

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

Tracking Our Progress

In 2021, Council said it would measure:

Measure	Results as at 30 June 2024
Gaps in Community Facilities <ul style="list-style-type: none"> • % of residents identifying a gap in artistic or cultural services and facilities. 	<p>Although there is no data collected for this specific question in the 2023 Survey, it did reveal that 61% of respondents agreed that there is a good range of opportunities for cultural and artistic activities and expression in the region.</p>
Public places <ul style="list-style-type: none"> • % satisfaction of appearance of the Bathurst region. • % satisfaction of Bathurst CBD appearance. • % satisfaction of recreation areas along Macquarie River. • % community feeling safe during the day. • % community feeling safe during the night. 	<p>75.4% (2023 Micromex Community Research Survey) 69.4% (2023 Micromex Community Research Survey) Data was not collected however 54% of respondents were satisfied with leisure activities. 92% (2023 Micromex Community Research Survey) 68% (2023 Micromex Community Research Survey)</p>
Recreation facilities <ul style="list-style-type: none"> • % satisfaction of sporting fields and amenities. • % satisfaction of local footpaths and cycleways. 	<p>77% (2023 Micromex Community Research Survey) 59.8% (2023 Micromex Community Research Survey)</p>
Health indicators <ul style="list-style-type: none"> • % of residents who in Western NSW LHD identify as smokers. • Hospitalisations for the Bathurst Regional LGA. • Average length of stay for overnight hospitalisations • Full time equivalent GP's in the Bathurst region per 10,000 residents. 	<p>17.3% 18,238 4.3 days (Period Apr-Jun 2024) 87.2 (Based on PHN Western NSW records as of 2023)</p>
Access improvement grants <ul style="list-style-type: none"> • % fund allocated • % projects completed 	<p>33.3% 100%</p> <p>Council, in partnership with the Bathurst Regional Access Committee, provides grants to assist local businesses, community organisations and sporting groups in the local area to improve access for all members of the community. They may apply for funding of 50% of project costs up to a maximum of \$5,000 on a dollar for dollar basis. Between the years 2022 - 2024 there were four applications, two of such were withdrawn. Of the two recipients that were provided grant funding 100% of projects were completed.</p>

Bathurst Access Improvement Grants program was offered to businesses and non-profit organisations within the Bathurst region.

A range of access improvements were made to three local businesses during this period.

STRATEGY 5.1

Provide opportunities for our community to be healthy and active.

Strategic Context

Physical and mental health are growing issues right across Australia, lockdowns and isolation during COVID-19 has highlighted this issue. Obesity, chronic disease, depression and anxiety are all increasing across all age groups, and while the biggest impact is on individual health, including significant loss of quality of life and overall shortened life expectancy, there are also big implications for the cost to our health care system. Preventing these diseases and lessening their impact on society, requires a coordinated approach, with all levels of government and other organisations having a role to play.

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

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

What is Council going to do?

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

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

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Facilitate ongoing access to recreational and sporting facilities for the community.	<p>Every One Can Play upgrade of Gormans Hill Park.</p> <p>Construction of Stage 1 & 2 Centennial Park Landscape Upgrade.</p> <p>Reconstruction of Ralph Cameron Oval Playspace.</p> <p>Construction of ninja style fitness station, O’Keefe Park.</p> <p>Upgrade to canteen, Bathurst Sportsground.</p> <p>Construction of multi-purpose sports facility, Hereford Street.</p> <p>Upgrade to field lighting, Police Paddock.</p> <p>Replacement of oval fencing, Eglinton Oval.</p> <p>Upgrade of picnic shelter and accessible path, Cousins Park.</p> <p>Resurface of netball courts, John Matthews Netball Complex.</p> <p>Reconstruction of playground equipment, Eglinton Oval Playground.</p> <p>Reconstruction of Bathurst Sportsground’s turf sports field.</p> <p>Provided owners consent to Bathurst Bushrangers AFL for a female change room facility which Bathurst Bushrangers AFL were successful in receiving a grant for its construction.</p> <p>The Property team is activity managing the leasing and licencing of sporting facilities to sporting groups.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>
Advocate for a balanced approach to the proposed Integrated Medical Centre.	<p>Council adopted an amendment to its LEP to facilitate a six storey Integrated Medical Centre within the Bathurst CBD.</p> <p>Council has been involved in ongoing discussions with the proponents of the proposed Integrated Medical Centre to support and facilitate its development. These discussions are continuing.</p> <p>Council at its meeting held July 2024 resolved to immediately investigate suitable sites for private hospital investment in Bathurst.</p>	<p>●</p> <p>●</p> <p>●</p>
Advocate for health services within the Bathurst region.	<p>Council has been involved in ongoing discussions with the proponents of the proposed Integrated Medical Centre to support and facilitate its development. These discussions are continuing.</p> <p>Council at its meeting held July 2024 resolved to immediately investigate suitable sites for private hospital investment in Bathurst.</p> <p>Council led a facilitated conversation on health services in Bathurst in June 2022 with representatives from Western NSW Local Health District (LHD) and Nepean Blue Mountains LHD, hospital manager, Council members and senior staff, a diverse group of medical specialists, GPs, community mental health staff, Western Sydney University (WSU) and a range of Non-Government Organisations (NGOs) attended the meeting.</p> <p>Representations are ongoing with the Minister for Regional Health and support Council’s earlier representations to the Parliamentary Inquiry into health outcomes and access to health and hospital services in rural, regional and remote NSW (submissions made in 2020 and 2021).</p> <p>Economic Development has been working with Western Sydney University to promote Bathurst as a destination for students studying health related subjects. A 3D video has been produced by the University to complement Council’s New Resident Guide.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>

STRATEGY 5.2

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

Strategic Context

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

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

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

What is Council going to do?

Local residents often know better than anyone what they need to improve their local area or solve problems that are affecting their day to day lives. Council will work directly with local communities and stakeholders to understand the issues that affect them day to day and see what we can do to help. We will develop coordinated solutions and help give those communities the skills they need to continue to improve.

The implementation of the Destination Management Plan will assist tourism operators capitalise on visitors to the Bathurst region.

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

Council will continue to develop the Bathurst Region as an important event destination for a variety of genres including motorsport, heritage, sporting and cultural events.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Council has prepared a draft Town Centre Master Plan and will identify opportunities, such as the Streets as Shared Spaces project, continue to activate the CBD and support local business growth.</p>	<p>Bathurst Town Centre Master Plan was adopted as a strategic document by Council. Council implemented two projects under the NSW Streets as Shared Spaces program to trial changes within the CBD.</p> <p>Council adopted a policy to guide design excellence within the CBD as a key outcome of the Bathurst Town Centre Master Plan.</p> <p>Council hosted a Conference of the Villages in 2023, facilitated by Mayor Jess Jennings to connect villages to be better placed to secure grant funding to improve local lifestyles, livelihoods and landscapes for villages and visitors.</p>	<p>●</p> <p>●</p> <p>●</p>

STRATEGY 5.3

Help build resilient,
inclusive communities.

Strategic Context

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

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

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

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

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

What is Council going to do?

Council will support and advocate for community organisations providing direct services or support to the different groups in our community – including young people, older people, children, people with disability, 'at risk' members of our community and people from other cultures.

We will also provide services ourselves, particularly through our library, museums, children's services and community centres, and run events and festivals that provide people with a chance to meet and strengthen social connections. Council will implement community development initiatives that address the needs of the community. Council will also facilitate programs that use the contribution, strengths and skills of the community to build social networks, connections and cohesion.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Council will provide ongoing support to the Kelso Community Hub, Bathurst Regional Youth Council and the Community Safety Committee.</p>	<p>Council hires the Kelso Community Hub to a range of hirers that provide services and programs on a regular, casual and temporary basis. Including but not limited to; Child and Family Health Clinics, Child and Adolescent Mental Health services, Sexual Health Clinics, Bathurst Local Aboriginal Land Council activities and a range of outdoor sporting events over various holiday periods.</p> <p>Council has provided a range of activities through the Marang Connections Program.</p> <p>Council has continued to support Bathurst Regional Youth Council that is made up of young people between the ages of 12-24 years of age that represent the voice of young people who live, work and study in the Bathurst Local Government area. A review of the Youth Council occurred in 2023 with the changes to the formatting of meetings and age of members. Youth Council continues to provide a range of initiatives and a Youth Week event annually.</p> <p>Council continues to administer the Community Safety Committee to develop, enable and monitor the implementation of actions identified in the Bathurst Community Safety Plan. Community Safety Plan 2023-2028 was adopted by Council in June 2023. Committee assisted in the implementation of the plan.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>
<p>Council will support opportunities for volunteering in the Bathurst region.</p>	<p>Volunteering showcase at the Library. Council partnered with the Neighbourhood Centre providing information about volunteering opportunities in the Bathurst region.</p> <p>Community and school volunteer programs have contributed to riparian corridor improvements, involving the planting in excess of 7,595 trees, shrubs and groundcover plantings to sections of the Macquarie River, Queen Charlottes Vale Creek, Hawthornden Creek, Jordan Creek and Raglan Creek.</p> <p>Regular volunteers assist with the layout at the Rail Museum.</p> <p>Volunteers were used in the Somerville Collection pack up and move.</p> <p>Volunteers from the Youth Council assisted with Dino Day and Halloween events at the Australian Fossil and Mineral Museum (AFMM).</p> <p>Economic Development holds two Grant Writing Workshops each year to assist community groups in applying for grants to support their organisations.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>

STRATEGY 5.4

Make our public places safe and welcoming.

Strategic Context

Getting out and about, whether it is to shop, socialise or simply travel from one place to another is an essential part of everyday life, and can also play a big role in helping people feel part of their community.

People use shopping centres, streets and other public areas as places to meet and connect with friends and family. It is important that people feel safe, and that our public places are pleasant places to be, to help encourage people to get out and enjoy our region. We witnessed through the COVID-19 pandemic just how much our Community valued the open spaces as refuges from lockdowns and opportunities to socialise in a safe way. It is also important that these are safe places to be, and that they have the right type of facilities so they can be enjoyed by everyone who wants to spend time there.

What is Council going to do?

Council will continue to maintain public areas in the City – cleaning, collecting litter and maintaining lights, seating, bins and other public infrastructure. We have set ourselves high standards and we will work to meet them, and improve where we can. When we design changes in our public areas, we will be aware of the needs of all members of our community, including those with different abilities or from different cultures. Council will continue to review and implement the Community Safety Plan, undertake crime risk assessments in partnership with NSW Police and support the Community Safety Committee.

Council will help to enhance the appearance of the buildings within the Bathurst CBD through the CBD Main Street Improvement Fund.

Council will review the effectiveness of the Streets as Shared Spaces grant program as a result of the trial elements that have been installed in the Bathurst CBD.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Council will seek to improve the place management of precincts and villages to create safe, functional and accessible spaces for all of our community.</p>	<p>Council has commenced development of a new 'Villages Strategy' for the region's villages.</p> <p>In 2023 Council collaborated with the villages to develop and publish the Bathurst Region Villages Guide. This guide aimed to increase accessibility and awareness of the villages for local community and visitors to the region.</p> <p>Council, through the Bathurst Visitor Information Centre, delivers the Village Event Development Fund which supported six village-based events in this term.</p>	<p>●</p> <p>●</p> <p>●</p>
<p>Council will consider the implementation of opportunities identified in the draft Town Centre Master Plan to improve public spaces in the CBD and Villages.</p>	<p>Bathurst Town Centre Master Plan was adopted as a strategic document by Council. Council implemented two projects under the NSW Streets as Shared Spaces program to trial changes within the CBD.</p> <p>Council adopted a policy to guide design excellence within the CBD as a key outcome of the Bathurst Town Centre Master Plan.</p>	<p>●</p> <p>●</p>

STRATEGY 5.5

Plan and respond to demographic changes in the community.

Strategic Context

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

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

What is Council going to do?

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Develop strategies that address social issues that affect our residents.	<p>Council has continued to implement the Community Safety Plan (2023-2028), Disability Inclusion Action Plan (2022-2027), Positive Ageing Strategy (2021-2026) and Aboriginal Commitment Strategy actions. As well as this, Council has delivered Harmony Week, International Women’s Day, Seniors Festival, Youth Week and NAIDOC Week events.</p> <p>Bathurst Regional Council Children’s Services (Long Day Care and Family Day Care) continues to provide inclusive care environments to meet the specific care requirements for children and families.</p>	<p>●</p> <p>●</p>
Advocate for improved accessibility to buildings and transport.	<p>Council continued the provision of the Bathurst Regional Council Improvement Access Grants during this term.</p> <p>Improvements have been made to the Civic Centre to improve accessibility such as improved signage and a range of seating options.</p>	<p>●</p> <p>●</p>

OBJECTIVE 6:

We advocate for community leadership and collaboration.

STRATEGIES

- 6.1 Communicate and engage with the community, government and business groups on important matters affecting the Bathurst region
- 6.2 Work with our partners and neighbouring councils to share skills, knowledge and resources and find ways to deliver services more efficiently
- 6.3 Advocate for our community
- 6.4 Meet legislative and compliance requirements
- 6.5 Be open and fair in our decisions and our dealings with people
- 6.6 Manage our money and our assets to be sustainable now and into the future
- 6.7 Invest in our people
- 6.8 Implement opportunities for organisational improvement
- 6.9 Progressive local leadership

As the level of government closest to the community, Council plays an important role in making decisions which guide our future and development. The decision-making processes of Council are expected to be reflective of our community's interests and aspirations today, and into the future.

Anyone affected by or interested in a decision should have the opportunity to participate in, and understand, the process for making that decision. Council and the community will need to work together to determine the most appropriate and efficient way to "have the conversation" so that we are inclusive and equitable, transparent and responsive, yet remain operationally effective, sustainable in the long term and compliant with legislative requirements. It is important that Council manages its finances in a sound and sustainable way and gets the basic services right.

As an organisation Council will base its decisions on the principles of sustainability and social justice, and deliver our services according to agreed priorities, value for money, legislative requirements and our available resources. Council has an important role in building strategic partnerships and advocating to other levels of government to ensure our community's needs are met. Council is committed to providing a fair, productive and safe workplace. Council will focus on improving the customer experience for everyone who interacts with Council, whether in person, online, on the phone or in writing.

Tracking Our Progress

In 2021, Council said it would measure:

Measure	Results as at 30 June 2024
<p>Engaged and informed community</p> <ul style="list-style-type: none"> • Number of followers on Council's social media platforms. • Number of users on Council's other digital platforms. • % of residents who feel Council provides opportunities for residents to participate in planning and to have a say about the region's future. • % of residents who feel Council responds to community concerns. • Number of aware and engaged visitors to YourSay 2023-2024. 	<p>BRC Facebook – 20,305 BRC Twitter – 1,740 BRC LinkedIn – 2,853 BRC Instagram – 3,878</p> <p>From 19 October 2023, when the new corporate website launched, until 30 June 2024 there were 122,645 unique users on the site, with 461,670 page views. The Bathurst Winter Festival website had 75,624 unique users for the period 1 July 2023 to 30 June 2024, with 245,010 page views. The new Bathurst Library website was launched on 27 July 2024 with 14,731 unique users and 73,959 page views from launch date to 30 June 2024.</p> <p>59.8% (2023 Micromex Community Research Survey)</p> <p>59.8% (2023 Micromex Community Research Survey)</p> <p>34,580 visits to the site 2,210 submissions lodged 750 new registrations</p>
<p>Council performs well and delivers value for money</p> <ul style="list-style-type: none"> • % of residents who feel that Council manages financial matters well. • % of residents who are satisfied with the overall performance of Council as a professional organisation. • % of residents who feel that Council responds well to community concerns. 	<p>63.6% (2023 Micromex Community Research Survey)</p> <p>68% (2023 Micromex Community Research Survey)</p> <p>59.8% (2023 Micromex Community Research Survey)</p>

Council has engaged the community in a range of ways across a range of platforms and mechanisms. The launch of the new corporate, library and winter festival websites has improved the way information is provided online, with more accessible and searchable websites.

STRATEGY 6.1

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

Strategic Context

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

What is Council going to do?

Different people in our community look for information in different ways.

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

Council will balance the use of appropriate new technologies for engagement with our communities and promotion of Council's activities, including online engagement and social networking with traditional engagement methods. Council will enable information to be available to different sections of our community, whilst meeting its legislative obligations. Council will build a new, more effective website and transition its digital content to meet Web Content Accessibility Guidelines 2.0.

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Council will follow its Community Participation Plan (CPP) to guide engagement about planning matters.	Council amended its CPP in 2024 to reflect changes to our notification processes for development applications. The CPP has been followed to engage with the community on planning matters.	●
Increase the opportunity for its residents and customers to do business with Council using a digital platform.	<p>Council launched its new corporate website in October 2023 and introduced new digitised forms in March 2024, with the capacity for online payments with a range of these forms.</p> <p>In November 2023, a website accessibility widget was added to the corporate website to remove barriers from people accessing Council services.</p>	<p>●</p> <p>●</p>

STRATEGY 6.2

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

Strategic Context

Although local government has boundaries, many of the issues we face are shared by others, particularly neighbouring councils. It is important that Council partner with neighbouring councils to advocate for improvements to the region as a whole.

Regional collaboration initiatives including resource sharing opportunities and joint organisation arrangements benefit the wider region and should be prioritised by Council. These initiatives provide a forum for councils and State agencies to collaborate, plan, set priorities and deliver important projects in regional NSW.

What is Council going to do?

We will look for opportunities to share skills, knowledge and resources between alliance partners, focusing on finding ways to deliver services more efficiently. We will continue regional collaboration to enhance cross border co-operation, recognise growth opportunities and to foster consistency and better use of resources. We will encourage regional connections, collaborations and strategic partnerships including contributing to, and actively participating in, relevant regional joint organisations. We will also foster positive relationships with all tiers of government and peak bodies to ensure a thorough understanding of the challenges and local requirements of the Bathurst region.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Collaborate with local Councils about challenges we are all facing.	<p>Council is a member of the Central NSW JO which facilitates cooperation with Councils in the region. Activities are publicly reported to Council. Among the issues the JO has been advocating on behalf of all councils includes water security, disaster preparedness and recovery, energy and infrastructure.</p> <p>Bathurst Regional Council leads, or participates in, a number of sector based associations, providing avenues for collaboration with other local councils. These include:</p> <ul style="list-style-type: none"> • Board Member and Chair of General Manager Advisory Committee (GMAC) to the Central New South Wales Joint Organisation • Member of the Country Mayors Association of NSW • Board Member of Local Government Professionals NSW • Member of Local Government Association of NSW • Board Member Regional Cities NSW. • Board Member of Regional Development Australia (NSW Branch). <p>In addition, through the relationships that have been established with our immediate neighbouring councils, there remains the opportunity provided through Council's membership of LGNSW..</p>	<p>●</p> <p>●</p>
Participate in regional collaboration activities to leverage purchasing power.	Council participated in regional procurement of electricity for its large sites contract, for renewable electricity to 2030, amongst other tenders with the CNSWJO. Council also collaborated with NetWaste on local tenders.	●

STRATEGY 6.3

Advocate for
our community.

Strategic Context

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

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

What is Council going to do?

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

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Advocate on behalf of its residents to achieve the outcomes of the Community Strategic Plan (CSP).</p>	<p>Launch of new BRC Corporate, Library & Winter Festival websites in 2023. Introduction of online payments via BRC corporate website. Council has grown its social media platform audience year on year. Launch of online BRC Community Directory. Museums Bathurst social media pages continue to grow. Bathurst Bypass Economic Analysis Report, including Stage 1 - Early-Stage Proposal for a Bathurst Bypass - submission to Infrastructure Australia Net Zero group: Australian Energy REgulator (AER) determination for public lighting and electricity network prices Essential Energy liaison for Public Lighting Renewable energy infrastructure planning and implementation</p>	<p>● ● ● ● ● ●</p>
<p>Participation in State Government reforms.</p>	<p>Council continued to review draft SEPPs that may impact on the planning of Bathurst.</p> <ul style="list-style-type: none"> • Council successfully lobbied to be excluded from amendments to the Housing SEPP in the R2 Low Density Zone which may have had negative impacts on the Mount Panorama racing circuit and the sewerage treatment plant. • Council identified how new employment zones titling should be implemented under the Bathurst Regional LEP 2014. • Council successfully lobbied to protect the R2 Rural Landscape Zone at Mount Panorama from agritourism reforms which would have enabled some development without consent. <p>Council participated in NSW Government project to prepare a Regional Housing Delivery Plan for the Bathurst Region and Oberon LGAs. A finalised plan has not been delivered by the Government.</p> <p>Council participated in the review of the Public Lighting Code to advocate for better service levels.</p> <p>Council as part of the Southern Lights group participated in the Australian Energy Regulator review which determines pricing for public lighting and electricity network prices. This advocacy resulted in a 12% reduction in Council's streetlighting operational costs.</p> <p>Council is part of the NSW Planning Portal Council Reference Group. The Group works with the Department of Planning on improving the functionality of the NSW Planning Portal.</p> <p>Council is involved in the NSW Department of Planning Strong Start Cadetship Program. The Program is aimed at increasing the number of town planners to address industry wide shortages. Council staff also act as mentors to new planners within other Councils through the Department of Planning's Mentoring Program.</p> <p>Council has provided stakeholder input into the Macquarie – Castlereagh Regional Water Strategy, to advocate for Town Water Supply priority. The Strategy also included priority Bathurst Town Water Supply projects to address the current Secure Yield gap.</p> <p>Bathurst Regional Council provided submissions to the State Government Reforms relating to:</p> <ol style="list-style-type: none"> (a) The development of guidelines and implementation of Audit, Risk and Improvement Committees for Local Government; (b) The annual review of the Local Government Code of Accounting Practice; (c) The Inquiry into the Financial Sustainability of Local Government; and (d) IPART's review on Local Government's rate peg methodology. <p>Council continues to advocate for reform for the accounting treatment and 'control' of Rural Fire Service (RFS) Assets.</p>	<p>● ● ● ● ● ● ● ● ●</p>
<p>Ensure its leaders represent the best interests for our region.</p>	<p>Councillors sought feedback on the community's vision and integrated this into the Community Strategic Plan 2022 which informed the actions of Council through budgets and long-term planning. Decisions of Council were highlighted to the community through Council's adopted engagement strategy that assisted in the transparency of decision making.</p>	<p>●</p>

STRATEGY 6.4

Meet legislative and compliance requirements.

Strategic Context

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

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

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

What is Council going to do?

When Council is performing activities as part of its operations, Council will comply with its legislative requirements and seek the input from specialist government departments or professionals to ensure that the activity is being managed in an appropriate way. Council will continue to undertake regular inspections of food shops, tattooists, and beauty therapists to be sure they're taking the right steps to protect the health of their customers.

Council will continue to inspect septic systems within the rural areas to ensure they are working efficiently. Council will respond to community requests to undertake enforcement activities with respect to companion animals, parking and new developments because the community expects people to follow Council's rules, regulations and the laws of the land.

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Ensure its operational or new infrastructure provision meets best practice and relevant Australian Standards.	<p>Construction of new infrastructure is subject to Development Control Standards, industry standards such as Austroads, or Australian Standards. Design review documentation in place for key infrastructure projects.</p> <p>Corrective action taken where infrastructure construction does not meet relevant standards.</p>	<p>●</p> <p>●</p>
Council will ensure its governance procedures and access to information meet all legislative requirements.	<p>Council adopted its Privacy Management Plan with respect to accessing Government information.</p> <p>The launch of council's new website in November 2023 has improved the searchability for content.</p> <p>The new website also includes an accessibility widget which improves access to information for all website users. GIPA requests are processed within accepted timeframes.</p>	<p>●</p>

STRATEGY 6.5

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

Strategic Context

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

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

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


What is Council going to do?

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

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Implement and follow a strong governance and management framework that promotes transparent and informed decision making.</p>	<p>The governance team have been improving processes focussing on improving decision making, transparency and confidence. Projects include:</p> <ul style="list-style-type: none"> • Business Continuity Testing • Internal Auditing of 9 Key business areas • Management of Council Policies • Transition to an Audit & Risk Improvement Committee (ARIC) compliant with the 2023 Guidelines • Education of the Management team about Enterprise Risk Management • Undertaking Service Reviews and other Business Improvement/Efficiency Projects • Council reports are linked to strategies in the Community Strategic Plan. 	<p style="text-align: center;"></p>

STRATEGY 6.6

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

Strategic Context

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

What is Council going to do?

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

Council will undertake a rolling program of expenditure reductions, operational efficiencies and revenue measures to operate the additional investment to progressively address its asset renewal shortfall and infrastructure backlog. Council will also consider making an application to IPART for a special rate variation.

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

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
<p>Keep its Developer Contributions Plans up to date to ensure new development is contributing equitable.</p>	<p>Draft Developer Contribution Plan prepared for the Laffing Waters Master Plan precinct.</p> <p>Amendments to all of the existing Contribution Plans exhibited to update the rate at which existing contributions are indexed. Final amendments yet to be adopted by Council.</p> <p>Major review of all of Council's developer contribution plans required as a priority. A project plan is currently being developed.</p> <p>During the term of Council, consideration was given to making an application for an SRV to IPART. Following community feedback Council determined not to pursue this option to address Long Term Financial Sustainability but to puruse other avenues.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>

STRATEGY 6.7

Invest in our people.

Strategic Context

We have 454 people who work for Council, including 13 full-time employees who are trainees, apprentices or cadets, relying on us to treat them fairly at work and send them home safe. The overall employee numbers have reduced since 2022 due to difficulty in filling vacancies. Without our workforce we cannot deliver our services, and if we build Council into a great place to work not only will our current staff feel valued and engaged, but we will attract and keep quality new staff as well.

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

What is Council going to do?

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

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

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Ensure it employs the people with the right skills to deliver services to the community.	<p>People policies and processes are undergoing modernisation and a variety of enhancement and updates.</p> <p>Enhancements to Recruitment and Selection processes are underway.</p> <p>Enhancements to Council's core offerings and brand as an attractive employer as currently being implemented.</p> <p>Amendments to capability building and defining and measuring performance and reward are underway.</p> <p>All these enhancements are aimed at ensuring Council selects, attracts, retains and enables the right people in the right roles.</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p>

STRATEGY 6.8

Implement opportunities for organisational improvement.

Strategic Context

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

What is Council going to do?

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

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

STRATEGY 6.9

Progressive
Local Leadership.

Strategic Context

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

What is Council going to do?

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

Tracking Our Progress

During the previous term of Council, the following achievements were realised:

Strategy	Commentary about whether Council fully/partially achieved the strategy	Status
Ensure its leaders represent our community's best interest in a transparent and professional way.	<p>Councillors sought feedback on the community's vision and integrated this into the Community Strategic Plan which informed the actions of Council through budgets and long-term planning.</p> <p>Decisions of Council were highlighted to the community through Council's adopted engagement strategy that assisted in the transparency of decision making.</p>	<p>●</p> <p>●</p>

NEXT STEPS

As we conclude this end-of-term report and prepare for the upcoming election, it is crucial to look ahead with a focus on continuous improvement and community engagement. With new councillors and a fresh review cycle of the Community Strategic Plan on the horizon, we will be refining the Community Strategic Plan, our long-term roadmap that sets the vision, goals, and priorities for the Bathurst Region. This plan guides Council's decision-making on critical areas like economic development, sustainability, and social wellbeing.

Your voice is vital in shaping our future! The results from our recent community survey highlight the importance of ensuring Council decisions truly reflect community opinion. Our analysis indicates that 'Council decision-making reflecting community opinion' is the top driver of satisfaction with Council performance, yet it currently has one of the lowest satisfaction scores compared to the Regional LGA benchmark. With only 34% of residents agreeing that 'Council adequately considers community concerns and views in making decisions,' we recognise there is much work to be done.

Moving forward, the Council is committed to understanding resident opinions and expectations more deeply, especially in long-term planning. Ongoing and sustained opportunities for the Bathurst Community to interact with Council is key to improving the understanding and relationship of both parties. Council will endeavour to improve the opportunities for the community whether that is for a specific project or a day-today enquiry.

Together, we will refine our plans, align our goals with community aspirations, as they evolve and ensure that every voice contributes to shaping the future of our region. Let's build a better Bathurst Region - together.

Lastly, 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
 AR.....Annual Report
 ARIC.....Audit, Risk and Improvement Committee
 BLALC.....Bathurst Local Aboriginal Land Council
 BRAC.....Bathurst Regional Access Committee
 BRC.....Bathurst Regional Council
 BRLEP.....Bathurst Regional Local Environmental Plan
 CBD.....Central Business District
 CDC.....Complying Development Certificate
 CES.....Community Engagement Strategy
 CMP.....Centre Master Plan
 CNSWJO.....Central West NSW Joint Organisation
 CPP.....Community Participation Plan
 CSP.....Community Strategic Plan
 CW&O.....Central West & Orana Regional Plan
 DA.....Development Application
 DCP.....Development Control Plan
 DDA.....Disability Discrimination Act
 DIAP.....Disability Inclusion Action Plan
 DMP.....Destination Management Plan
 DP.....Delivery Program
 DPHI.....Department Planning Housing & Infrastructure
 DEECCW.....Department of Energy, the Environment,
 Climate Change and Water
 EMPLAN.....Emergency Plan
 EOI.....Expression of Interest
 EPBS.....Environmental Plan & Building Services
 ERP.....Estimated Resident Population
 FRMC.....Floodplain Risk Management Committee
 GIPA.....Government Information (Public Access)
 GNB.....Geographical Name Board
 GRP.....Gross Regional Product

HIP.....Heritage Implementation Plan
 HP.....Heritage Plan
 ICT.....Information Communications Technology
 IP&R.....Integrated Planning and Reporting
 IPART.....Independent Pricing and Regulatory Tribunal NSW
 JO.....Joint Organisation
 KPI.....Key Performance Indicators
 LEMC.....Local Emergency Management Committee
 LEP.....Local Environment Plan
 LGA.....Local Government Area
 LHD.....Local Health District
 LSPS.....Local Strategic Planning Statement
 LTFP.....Long Term Financial Plan
 MGNSW.....Museums and Galleries of NSW
 NAIDOC.....National Aborigines and Islanders Day Observance Committee
 NBN.....National Broadband Network
 NGOs.....Non Government Organisations
 NMRM.....National Motor Racing Museum
 OLG.....Office of Local Government
 OP.....Operational Plan
 PAS.....Positive Ageing Strategy
 RFS groups.....Rural Fire Service
 RPP.....Regional Planning Panel
 RS.....Resource Strategy
 SCP.....Smart City Plan
 SEPP.....State Environmental Planning Policies
 SES groups.....State Emergency Services
 SORR.....State of Our Region Report
 SRV.....Special Rate Variation
 TfNSW.....Transport NSW
 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



BATHURST 
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