

BATHURST REGIONAL COUNCIL ANNUAL REPORT 2019/2020



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FROM THE MAYOR & GENERAL MANAGER



Cr Bobby Bourke
Mayor of Bathurst

The past 12 months have in many ways been a challenging time for Council and our community as the ongoing drought continued to place pressure on our water supply. Council's major focus in much of this time was not only on conserving water but on working on long term water security projects for the city.

The community's support of Extreme water restrictions during the summer period has been instrumental in maximising our water supply in Chifley Dam while works progressed on critical projects to bolster water supplies into the future. Planning for the construction of a stormwater harvesting scheme and a pipeline from Winburndale Dam to the Water Filtration Plant were progressed, and funding sought from the State Government to support these critical infrastructure projects. \$22.5 million has been pledged to date from the State Government.

Another major water project also commenced, with works starting on strengthening the Winburndale Dam wall. The \$9 million project is being undertaken by a local company and funded by Council and the



State Government.

In February we opened the Bathurst Rail Museum, a tribute to the importance of rail to the development of inland Australia. The \$5 million facility was funded by Council with support from the State and Federal Governments. It is a valuable addition to Council's suite of cultural institutions.

In the coming year, works will commence on the Central Tablelands Collection Facility, a large-scale repository, conservation and learning space for regional NSW. Planning has progressed during the year with the state-of-the-art facility to be jointly funded by the State Government and Council.

These major projects sit alongside the work undertaken by Council and its dedicated staff delivering services and facilities to our community every day.



David Sherley
General Manager



THE BATHURST 2040 COMMUNITY STRATEGIC PLAN

In 2009, new guidelines were legislated by the NSW Government to help improve the way Local Government strategically plans for the future. The Bathurst 2040 Community Strategic Plan (CSP) is a document under the NSW Government's Integrated Planning and Reporting (IP&R) Reforms.

Its specific aim is:

To inform the community about the major directions and programs Council is undertaking in shaping the future of the Bathurst Region.

The CSP represents the “blueprint” for the future by describing the focus of Council's activities. It also recognises that others in the community (individuals, businesses, governments and agencies) can also contribute to future outcomes.

The CSP will be revised at the commencement of each term of Council (councils are elected for 4 year terms) in consultation with the community.

The CSP's key themes to provide for sustainability and community well-being are:

- Our sense of place and identity;
- A smart and vibrant economy;
- Environmental stewardship;
- Enabling sustainable growth;
- Community health, safety and well-being; and
- Community leadership and collaborations.

DELIVERING THE PLAN

The 4 year Delivery Program links the “planning” in the Bathurst 2040 Community Strategic Plan (CSP) with its implementation via the annual Operational Plan.

The report on Council's achievements during the last 4 years in implementing the CSP is provided in the End of Term Report.

The Vision of the Bathurst 2040 Community Strategic Plan is:

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

The Key strategies under the plans objectives are as follows:

Our Sense of Place and Identity

1. Respect, protect and promote the region's Aboriginal Heritage Assets.
2. Protect, enhance and promote the region's European heritage assets and character.
3. Enhance the cultural vitality of the Region.
4. Protect and improve the region's landscapes, views, vistas and open space.
5. Promote good design in the built environment.



A Smart and Vibrant Economy

1. Support local business and industry.
2. Grow local employment, investment and attract new businesses by nurturing and supporting entrepreneurs, partnerships and local skills development.
3. Develop Bathurst as a Smart City.
4. Support agriculture, local manufacturing, food production and education as significant contributors to the region's economy.
5. Support Mount Panorama as a premier motor sport and event precinct.
6. Promote our City and Villages as a tourist destination.

Environmental Stewardship

1. Protect and improve our natural areas and ecosystems, including the Macquarie River and other water ways.
2. Protect the City's water supply.
3. Minimise the City's environmental footprint, live more sustainably and use resources more wisely.
4. Protect and improve the region's biodiversity.
5. Increase resilience to natural hazards and climate change.

Enabling Sustainable Growth

1. Facilitate development in the region that considers the current and future needs of our community.
2. Provide safe and efficient road, cycleway and pathway networks to improve accessibility.
3. Ensure services, facilities and infrastructure meet the changing needs of our region.
4. Provide parking to meet the needs of the City.
5. Work with partners to improve public transport, and passenger and freight transport connections to and from the region.
6. Plan for, assess and regulate development activity.

Community Health, Safety and Well Being

1. Provide opportunities for our community to be healthy and active.
2. Help make the Bathurst CBD, neighbourhoods and the region's villages attractive and full of life.
3. Help build resilient, inclusive communities.
4. Make our public places safe and welcoming.
5. Plan and respond to demographic changes in the community.

Community Leadership and Collaboration

1. Communicate and engage with the community, government and business groups on important matters affecting the Bathurst region.
2. Work with our partners and neighbouring Councils to share skills, knowledge and resources and find ways to deliver services more efficiently.
3. Advocate for our community.
4. Meet legislative and compliance requirements.
5. Be open and fair in our decisions and our dealings with people.
6. Manage our money and our assets to be sustainable now and into the future.
7. Invest in our people.
8. Implement opportunities for organisational improvement.

BATHURST SNAPSHOT

Bathurst is Australia's oldest European inland settlement located just over 200 kilometres west of Sydney on the Macquarie River. As the hub of central west New South Wales, Bathurst provides access to a market of more than 8 million people with Sydney just two and a half hours drive away.

An idyllic lifestyle is supported by quality infrastructure and essential services that contribute to an annual growth rate of 1.4%.

Average Temperatures

27.8°C

Summer maximum

11.2°C

Summer minimum

13.4°C

Winter maximum

0.5°C

Winter minimum

Weather



per annum
(Bathurst area)

Rainfall

631mm

Major Industries

Education, Food Manufacturing,
Health Care, Public Administration

Distance from Sydney

Transport

207 km

By road approx. 2.5 hours

239 km

By rail approx. 3.5 hours

144 km

By air approx. 40 mins

43,618

Population

3,815 sq. km

Area Bathurst Region



COUNCIL'S VISION

A vibrant regional centre that enjoys a rural lifestyle The Bathurst Region achieves health and well-being 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.

COUNCIL'S MISSION

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



149°
39.1' E
Longitude

33°
24.6' S
Latitude

Bathurst
Elevation
670 m

Metres above Sea Level
Mount Panorama **874 m**
Mount Ovens (Yetholme) **1276 m**
Mount Tennyson (Yetholme) **1152 m**
Mount Horrible **1204 m**

BATHURST REGIONAL COUNCIL AREA MAP



BATHURST REGIONAL COUNCIL 2019/2020

Mayor, Deputy Mayor and Councillors as at 30 June 2020



Cr Bobby Bourke
Mayor



Cr Warren Aubin



Cr Alex Christian



Cr John Fry



Cr Jess Jennings



Cr Graeme Hanger OAM



Cr Monica Morse
OAM



Cr Ian North
Deputy Mayor



Cr Jacqui Rudge

COUNCIL STRUCTURE

Senior Staff as at 30 June 2020



General Manager
David Sherley



Communications



Director
Corporate Services
& Finance

Aaron Jones

-
- Payroll
 - Administration
 - Governance
 - Stores/Purchasing
 - Information Services
 - Geographic Information System
 - Records
 - Human Resources
 - Risk Management/Insurance
 - Rates
 - Creditors/debtors
 - Business Papers
 - Government Information (Public Access)
 - Public Interest Disclosures
 - Work, Health & Safety
 - Internal Audit
 - Annual Report
 - Delivery & Operational Plan
 - Financial Management
 - Committee Secretariat
 - Switchboard
 - Customer Request Management System
 - Customer Service
 - State Emergency Service
 - Rural Fire Service
 - Emergency Management
 - Events
 - Property Development & Management
 - Mount Panorama Business



**Director
Engineering
Services**

Darren Sturgiss



**Director
Environmental,
Planning & Building
Services**

Neil Southorn



**Director
Cultural &
Community
Services**

Alan Cattermole

- Water
- Sewer
- Waste & Recycling Collection
- Waste Management Centre
- Parks & Gardens
- Aquatic Centre
- Depot
- Plant (Workshop)
- Floodplain Management
- Mount Panorama Operations
- Maintenance (roads, bridges, kerb & guttering)
- Construction (roads, bridges)
- Contract Management
- Design Works
- Disaster Planning
- Aerodrome
- Asset Management
- Project Management
- Forward Planning:
 - Environment
 - Recreation
 - Infrastructure
- Rural Works
- Indoor Sports Stadium
- Tennis Courts
- Traffic Management
- Buildings Maintenance
- Subdivision Design & Construction
- Vegetation Management Plan
- Cemeteries
- Drainage/Stormwater
- Private Works

- Land Use Planning
- Corporate Planning
- Environmental Planning Control
- Building Control
- Health
- Pollution Control
- Development Control & Applications
- Traffic Inspectors (parking control)
- Rangers
- Stock Impounding
- Heritage & Conservation
- Regulatory Functions
- Animal Control
- Companion Animals
- Food/Health Inspections
- Immunisation
- State of Environment
- Tree Preservation Order
- Septic Tanks
- Strategic Planning
- Subdivision Planning
- Ordinance Control
- Licence Monitoring
- Section 94 Contributions
- Plumbing & Drainage
- Environmental Management
- Contamination
- Economic Development

- Art Gallery
- Library
- Chifley Home & Education Centre
- Somerville Collection
- Bathurst Memorial Entertainment Centre
- Children's Services
- Community Services
- Cultural Planning
- Community Social Planning
- Community Development
- Destination Management
- Historical Society
- Youth Council
- Crime Prevention
- Community Facilities
- Community Halls/Groups
 - Eglinton
 - Raglan
 - Perthville
- Community Organisations
 - Rockley
 - Hill End
 - Sofala
 - Eglinton
 - Wattle Flat
 - Trunk Creek
 - The Neighbourhood Centre
 - Home & Community Care Centre
 - Kelso Community Centre
- Club Grants
- Community Interagencies
- Senior Citizen Centre
- National Motor Racing Museum
- Bathurst Rail Museum
- Tourism
- Sister City



CORPORATE SERVICES & FINANCE

Bathurst Regional Council recognises the importance of attracting and retaining a capable, efficient and skilled workforce who can deliver the key outcomes contained in its Community Strategic Plan. Employing around 430 staff across 20 locations, considerable focus has been placed on the development and wellbeing of our people as this is integral in ensuring we retain talented staff to drive a productive working culture and achieve outcomes for the Bathurst community.

HUMAN RESOURCES & RISK MANAGEMENT

Establish and build on effective networks with other councils to identify areas for operational improvements and efficiencies.

CSP 2040 Strategy Reference	4.5, 6.1, 6.2		
Regularly participate in cross-functional teams with NSW JO councils to identify opportunities for efficiencies. In addition to continue to work with “Evo-city” councils HR bi-annually	<table border="1"><tr><td>Review minimum 2 HR functions and outline how efficiencies will be made.</td><td>Council regularly meets with other Councils within the NSW JO area as part of quarterly HR Group meetings, to discuss current HR issues and exchange ideas for improved service delivery. HR meetings with “Evo-city” council’s HR staff also ongoing as all Council’s are of similar size to Bathurst Regional Council.</td></tr></table>	Review minimum 2 HR functions and outline how efficiencies will be made.	Council regularly meets with other Councils within the NSW JO area as part of quarterly HR Group meetings, to discuss current HR issues and exchange ideas for improved service delivery. HR meetings with “Evo-city” council’s HR staff also ongoing as all Council’s are of similar size to Bathurst Regional Council.
Review minimum 2 HR functions and outline how efficiencies will be made.	Council regularly meets with other Councils within the NSW JO area as part of quarterly HR Group meetings, to discuss current HR issues and exchange ideas for improved service delivery. HR meetings with “Evo-city” council’s HR staff also ongoing as all Council’s are of similar size to Bathurst Regional Council.		

Ensure all staff complete induction training, ongoing compliance updates and professional development.		
CSP 2040 Strategy Reference	1.1, 5.3, 6.4, 6.7	
Review & improve staff induction program and identify opportunities to streamline into HRIS onboarding and performance areas.	Induction program redevelopment now commenced. New process to be developed and aligned with HRIS.	As at the end of April all new staff have attended the appropriate induction training. (Modified for COVID-19 from mid-March) Computer terminals have been set up at the Depot training area to further improve training opportunities for our outdoor staff and maximise use of our e-learning platform. New position to focus on Training & WHS implemented and work to improve this area commenced. A revised induction and employee on-boarding program will be implemented by end July 2020.

Provide a range of education and training opportunities for Council's workforce.		
CSP 2040 Strategy Reference	6.2, 6.7, 6.8	
Identify areas across Council to target education and training to support the achievement of the KPI's in the Workforce Plan. Implement dedicated resource to focus on training & development.	Education and training programs align to KPI's contained in Council's Workforce Plan.	Recent review identified a need for further action. Work has commenced for 2020/2021. The COVID-19 Performance Appraisal Process for 2019/2020 has been developed and will be rolled out from June. Improvements in relation to education & training will be implemented as part of this process, including dedicated resources to support.

Develop and implement programs and initiatives to foster a strong leadership culture.		
CSP 2040 Strategy Reference	6.7, 6.8	
Review current framework that underpins leadership capability and identify areas for improvement.	Review completed and improvement areas highlighted.	Review commenced with a trial of leadership capability assessments being undertaken. Further improvements will be implemented as part of the revised Performance Strategy across all staff levels.

CORPORATE COMMUNICATIONS

Communicate and engage with the community.		
CSP 2040 Strategy Reference	6.1	
Bathurst Regional Council Community Survey.	Overall satisfaction rating > 70%.	Report completed and submitted to Council. 90% of residents are at least somewhat satisfied with the performance of Council. (96% are at least somewhat satisfied with the courteousness of staff; 91% are at least somewhat satisfied with the helpfulness of staff; 93% are at least somewhat satisfied with the knowledge of staff & 84% are at least somewhat satisfied with the responsiveness of staff).
Ensure community consultation occurs.	All consultation projects included on the "Your Say" platform.	As at 30 June 2020: 100% consultation projects on Your Say Bathurst (Mitre, Suttor, Lambert St roundabout, Bathurst Rail Museum, Irrigators Portal, BMEC User Survey, Bathurst Town Centre Master Plan, Financial Assistance COVID-19 stimulus measures, Bathurst Reads & Writers Festival Survey, Draft Delivery Program 2020-2024 & Operational Plan 2020-2021) In the 12 months 1 July 2019- 30 June 2020 157 surveys were added to YourSay Bathurst with 898 contributors lodging more than 1,140 submissions. 209 articles were added to the news feed in the 12-month period.

	Followers on social media > 9,000	<p>Social media followers:</p> <p>July: 9,456 August: 9,609 September: 9,791 October: 10,079 November: 10,166 December: 10,376 January: 10,592 February: 10,872 March: 11,026 April: 11,180 May: 11,312</p> <p>June: 11,480 (sum of FB & Twitter)</p>
	BRC Website visits > 40,000	<p>Website visits</p> <p>July: 74,438 August: 46,713 September: 58,733 October: 128,538 November: 41,756 December: 41,884 January: 69,454 February: 78,237 March: 60,241 April: 27,907 May: 34,040</p> <p>June 54,479</p> <p>* A new combined Museums Unit website has replaced the AFMM, NMRM and Chifely Homes Websites.</p>

PROPERTY

Manage development of new residential land releases to ensure appropriate level of supply.		
CSP 2040 Strategy Reference	1.5, 6.4, 6.5, 6.8	
Complete development of residential land in accordance with Council plans.	Release of Sunnybright Stage.	<p>Release of Stage A completed in April 2019. 60 lots out of 95 sold as of 30 June 2020.</p> <p>Stage B – 39 lots (registered May 2020) planned ballot release late 2020.</p> <p>Stage C – 19 lots due for completion by end of 2020.</p> <p>Stage D – 75 lots due for completion by mid-2021.</p> <p>Stage E – 70 lots due for completion 2022.</p>

Manage development of new commercial and industrial land releases as required to meet the needs of new businesses.		
CSP 2040 Strategy Reference	2.1, 4.1, 6.4	
Development in Bathurst Trade Centre and Kelso Industrial Park as required.	Provision of land to meet demands.	Registration in September 2019. 15 out of 15 Lots sold as at 30 June 2020. Stage 11 Planning underway. Release 11 lots in 2022.

FINANCIAL SERVICES

Ensure Council's long term financial sustainability.		
CSP 2040 Strategy Reference	6.1, 6.6	
Review need for special variation in rate income.	Long Term Financial Plan complete and adopted by Council. Special Rate Variation considered by Council.	Long Term Financial Plan completed for 2020/21. Council did not apply for a special rate variation for 2019/20 or 2020/21 Operating/Delivery Plan.
Improve Council's cash flow.	Rates and Charges Outstanding Ratio less than 10%.	As per 2018/19 Financial Statements achieved 6.30% (2017/18 6.17%). (2016/17 5.68%). (2015/16 5.85%). (2014/15 6.63%).
Ensure Council's level of debt is manageable.	Debt service cover ratio less than 10%.	As per 2018/19 Financial Statements achieved 2.17% (2017/18 3.66%). (2016/17 4.12%). (2015/16 3.95%). (2014/15 4.10%).
Maximise invested funds within prudential guidelines.	Outperform monthly 90 day Bank Bill Swap rate.	At 30 th June 2020 current year average: • Investment earnings – 1.58% (2018/19 average 2.63%) • 90 day Bank Bill Swap Rate – 0.77%

INFORMATION SERVICES

Improve long-term viability and availability of electronic data for both the current and long term.		
CSP 2040 Strategy Reference	2.3, 2.5, 6.8	
Develop suite of IT Policies taking into account relevant information from Australian Signals Directorate and The Australian Privacy Act	Goals defined and suite of policies developed to match goals. Education program being delivered to facilitate staff understanding.	Policies have been developed. Workshops were run in September 2019 for relevant staff to ensure accuracy and relevance of policies. Policies will then be rolled out progressively with an education process for Council staff. Policies currently being discussed with Corporate Governance and HR to establish roll out process.
Develop strategy for the transition away from on premises file storage to use of Microsoft SharePoint cloud storage.	Strategy developed and implementation in process.	Strategy has been developed. Currently three sections of Council have been migrated to SharePoint. These include Parks & Recreation, BMEC & Visitors Centre. The transition continues and will be complete by end December 2020.
Renewal of Council's fleet of Desktop and Notebook computers.	Computers purchased and deployed.	The rollout of the new PC's is largely complete. Specialist PCs (water filtration etc) will be deployed through first half of 2020. COVID-19 has delayed the progress of some of the specialist sites, however, will continue when easing of restrictions permits.

Develop Information Services Strategic Plan.	Plan Completed.	Sloan & Taylor Consulting have been retained to assist in the development of the strategic plan. Workshops have been run with staff of Bathurst Regional Council to gather data, with a view to having the strategy completed and in place by end 2020. Draft strategy is currently under review with management.
Develop Software Asset Management protocol including the implementation of a system to assist in software Budgeting, auditing and reporting.	Software installed staff trained and software assets being managed.	The SNOW Software Asset Management system has been procured through Data3. The implementation of this system is now complete, IT staff are now using the software and training is being identified.
Support the Smart Cities project.		
CSP 2040 Strategy Reference	2.2, 2.3, 2.6, 5.2	
Complete CCTV system for the Bathurst CBD.	System implemented staff and police trained.	The underboring company (PT&S) has completed the underground work. Kelso Electrical was successful in the tender process for the wiring work. They began work on Wednesday June 3 rd with a projected completion date of 21 st August 2020.

EVENTS

Coordinate and deliver events to enhance the cultural life of residents and promote the Bathurst Region.		
CSP 2040 Strategy Reference	1.3, 2.1, 2.2, 2.6, 5.2, 5.3, 6.3	
Deliver events including New Years Eve, Australia Day, Bathurst Cycling Classic, NRL game, Bathurst 1000 off track events	90% or more of residents attend an event.	<ul style="list-style-type: none"> • Winter Festival planned and executed in July 2019. Overall successful year. Data still being collated, approx. 55% from inside 2795 postcode and 45% from out of region attended; • Squiz events scheduled and held to encourage business engagement. Strategies and 'how to' presented to assist businesses leverage economic benefit from events in Bathurst; • New course released for Bathurst Cycling Classic, major stakeholders notified prior to public launch. Little negative feedback to date; • Bathurst 1000 off track events was successful - event in October to support the race; • Garage sale one month earlier due to availability of Mount Panorama. Similar numbers to previous years; • Due to drought and serious bushfire season, changes were made to NYE Party in the Park. Fireworks were cancelled and the event was moved into Machattie Park as a greener and shadier option. An estimated 5,000 people attended; • Elton John was a huge success for Bathurst on 22 January. 20,000 people attended Carrington Park for his farewell tour. Council ran free buses to and from the event; • Australia Day was a successful celebration of our culture with Citizenship ceremony, Australia Day Awards and an afternoon at the Manning Aquatic Centre;

		<ul style="list-style-type: none"> • Business planning in place for a 3 year operational plan for annual events and two key owned events – Bathurst Cycling Classic and Bathurst Winter Festival; • Bathurst 12 Hour was successful. For a second year Town to Track featured all grid cars down town in the CBD; • The World Championship BMX Event was unfortunately cancelled due to serious weather conditions; • Small restructure of event positions, with changes to the Events and Promotions role. New roles; Event Operations Officer and the Events Marketing Officer to better represent the growing needs of the events team and annual event calendar; • Implemented Bathurst Cycling Classic. Numbers were low due to the start of Covid-19; • Staff in the process of reporting on previous events; BCC, Elton John, BMX event; • Working on what can be implemented for the Winter Festival; in July 2020. • Events Manager has completed Strategic Plan for 2020 - 2025 and will commence implementation over coming weeks; • Working on social strategies to engage the community and provide good news stories to followers; • Created and Implemented new Mother's Day campaign to support local businesses during COVID-19; • Created new music and food events for every week in June: live music streamed from businesses every Saturday 7pm in June. Every Friday night is Bite night, which encourages locals to support Bx Businesses during Covid-19; • Created online directory to support Bathurst businesses; • Formed the Covid-19 recovery team to look at supporting community and business during and post Covid-19; • Plan for Bathurst winter festival 2020; includes: illumination, drive in movie, online activities, community activities and • Implemented Strategic planning actions – implement new WIP tool, Monday.com. Work with new sustainability practices for events. Streamline online event documents.
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GOVERNANCE

Ensure Council policies reflect community needs and organisational requirements.		
CSP 2040 Strategy Reference	6.4, 6.5, 6.8	
Regular review of Council's policies (Policy Manual).	Individual Policies reviewed for relevance and compliance with statutory requirements.	Manual monitored regularly and updated as required. Last update issued January 2020. Council Code of Meeting Practice and Code of Conduct updated and placed on Council website.
Implementation of the Government Information Public Access Act (GIPA Act).		
CSP 2040 Strategy Reference	6.4, 6.5	
Provision of Contract Register on Council's website.	Register updated monthly.	Information available on website up to June Council meeting. Better system of recording to be developed for website publishing.
Action requests for information under GIPA Act.	Information requests (formal and informal) actioned in accordance with statutory guidelines.	Two formal applications received in June. 20 formal applications received year to date. 18 completed. 1 application completed (from 2018/2019).
Ensure Council's continuity of operations.		
CSP 2040 Strategy Reference	4.3, 6.4	
Review of Disaster Recovery Plan and Business Continuity Plan.	Plan reviews completed.	Civic Centre Business Continuity Plan (BCP) completed. Information Services (IS) BCP in draft form being reviewed.



REVIEW OF FINANCIAL ACCOUNTS

[Local Government Act 1993 - Section 428]

The following information on Council's financial statements for the year ended 30 June 2020 has been provided by Council's Auditor, Audit Office of New South Wales.

INCOME STATEMENT

Operating result	2020 \$m	2019 \$m	Variance %
Rates and annual charges revenue	46.8	44.3	5.6
Grants and contributions revenue	30.3	35.4	14.4
Operating result for the year	4.1	11.6	64.7
Net operating result before capital grants and contributions	(12.7)	(11.7)	8.5

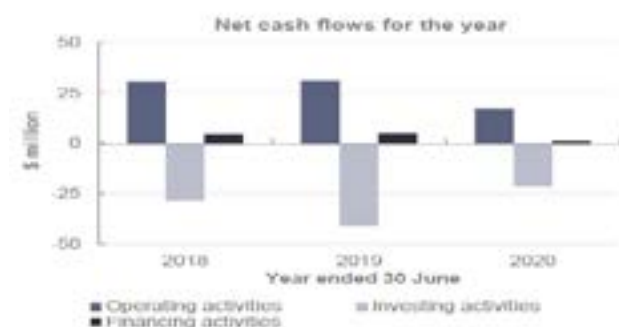
Council's operating result (\$4.1 million surplus including the effect of depreciation and amortisation expense of \$25.4 million) was \$7.5 million lower than the 2018–19 result. User charges and fees were \$4.8 million lower than in 2018–19 primarily due to a decrease in water usage due to ongoing and increased water restrictions. Council realised \$6.7 million in gains from the sale of real estate assets in 2019–20 compared to \$1.3 million in the previous financial year. The net operating result before capital grants and contributions (\$12.7 million deficit) was \$1.0 million lower than the 2018–19 result.

Rates and annual charges revenue (\$46.8 million) increased by \$2.5 million (5.6 per cent) in 2019–2020. This increase is higher than the approved rate pegging of 2.7 per cent as continued development within the Council area has increased the number of rateable properties.

Grants and contributions revenue (\$30.3 million) decreased by \$5.1 million in 2019–2020. The initial application of Australian Accounting Standard AASB 15 resulted in the recognition of \$4.1 million of contract liabilities for unsatisfied contractual grant obligations that had previously been recognised as revenue on receipt.

STATEMENT OF CASH FLOWS

- Cash balances decreased from \$6.8 million to \$3.2 million at 30 June 2020.
- Net cash used in investing activities reduced in the current year.
- Council drew down \$6.6 million in new borrowing during the 2019–20 financial year, but also repaid \$5.4 million. The borrowing was used for urban roads and improvements at Bathurst Airport and Mt Panorama.



DEBT

Council has an approved overdraft facility of \$0.65 million and an approved credit card facility of \$0.12 million. At 30 June 2020, Council had not used either its approved credit card facility or its approved overdraft facility.

FINANCIAL POSITION

Cash & Investments

Cash & Investments	2020 \$M	2019 \$M	Commentary
External restrictions	75.8	85.9	Council's externally restricted cash for water fund has decreased in the current year as unexpended loan funds were used for works at Winburndale Dam and the associated pipeline.
Internal restrictions	1.1	0.0	Balances are internally restricted due to Council policy or decisions for forward plans including works program.
Unrestricted	0.1	0.0	Unrestricted balances provide liquidity for day-to-day operations.
Cash and investments	77.0	85.9	

PERFORMANCE

Operating Performance Ratio

Council's result is consistently below the benchmark due to its reliance on land sales as source of general fund revenue. Gains from land sales in 2019–20 of \$6.7 million are excluded from this ratio. The delays experienced in the completion of some residential developments has seen this ratio further decrease in the 2019–20 year.

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



Own Source Operating Revenue Ratio

Council has continued to exceed the benchmark for this ratio.

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



Unrestricted current ratio

Council's unrestricted current ratio has fallen below the benchmark in the last three years as a result of delays in completion of residential subdivisions for sale by Council.

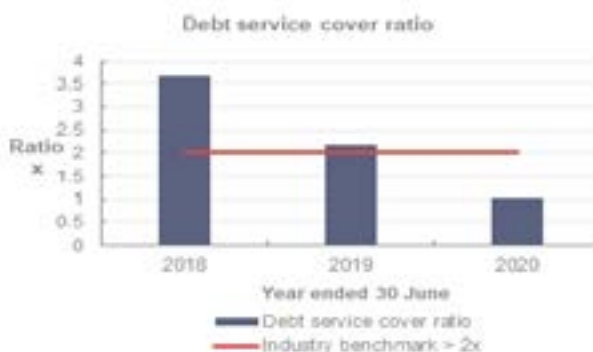
The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by the former OLG is greater than 1.5 times.



Debt service cover ratio

Council's debt service cover ratio has fallen for the last three years and is now below the industry benchmark. The reduction in this ratio over the last few years has been due to new borrowings undertaken by Council to fund key infrastructure projects.

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



Rates and annual charges outstanding percentage

The ratio has increased slightly over the last three years, but is still well below the benchmark of 10 per cent.

For the 2020 year, this ratio has also increased due to the first-time adoption of new revenue standards resulting in re-classifying rates received in advance as a liability. In prior years this was reported as a reduction in rates and annual charges receivable.

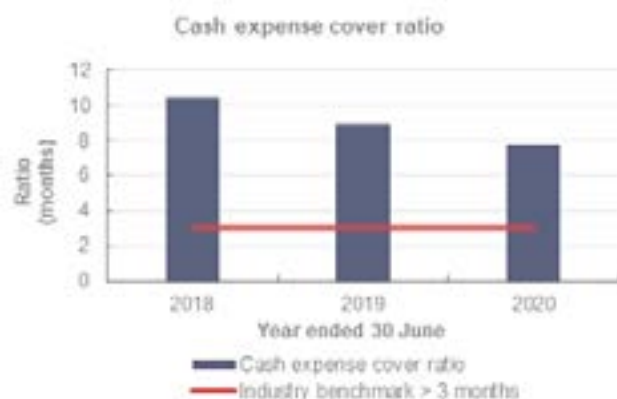
The 'rates and annual charges outstanding per centage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by the former OLG is less than 10 per cent for regional and rural councils.



Cash expense cover ratio

Council's strong liquidity is reflected by this measure. Council has exceeded the benchmark for a number of years.

This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by the former OLG is greater than three months.



Infrastructure, property, plant and equipment renewals

Council has renewed \$20.1 million of assets in the 2019–20 financial year compared to \$16.9 million in the 2018–19 financial year. A large portion of this was increase in spending on water infrastructure renewals (2020 - \$7.8 million, 2019 - \$1.5 million). Council also spent \$20.0 million on new infrastructure in the current year (2019 - \$32.8 million).

Legislative Compliance

The audit of Council's annual financial statements did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the General Purpose Financial Statements to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.

LEGAL EXPENSES

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a3)]

Area	Matter	Cost	Status
Corporate Services & Finance	Public Liability – Violet Street	99,838	Finalised
	Public Liability – Fulton	81,864	
	Trademark fees	9,155	Ongoing
	SAI copyright fees for standards	11,712	Ongoing
	COVID-19 Mayoral Minute	2,470	Ongoing
	Audit & Risk Management Committee	2,940	
	BMX World Cup	1,235	
	Property Leasing	9,788	Finalised
	Property Search Fees	1,904	Finalised
	Debt recovery	57,502	Ongoing
	Other general matters - small amounts	18,432	Finalised
	Total Administrative Legal Costs	296,840	
Environmental, Planning and Building Services	Development Assessment - various small matters	2,791	Finalised
	Hynash	18,134	
	Parking Rangers	953	
	Dog Attacks	3,500	
	Economic Development – Smart Communities	880	Finalised
	Total Planning Legal Costs	26,258	
Engineering Services	Minor Road Adjustments	20,492	Finalised
	Leasing	11,784	Finalised
	Second Circuit	7,102	Finalised
	Stormwater Harvesting project	161,798	Finalised
	Other general matters - small amounts	5,422	Finalised
	Total Engineering Legal Costs	206,598	
Cultural & Community Services	Leasing	1,045	Finalised
	Total Cultural & Community Legal Costs	1,045	
Total Legal Expenses		530,741	

COUNCILLORS' FEES AND EXPENSES 2019/2020

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a1)]

Money Expended during the 2019/2020 Financial Year on:

Mayoral fees	\$44,250
Councillors' fees	\$182,250
Councillors' expenses	\$48,213
Total	\$274,713

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

Provision of dedicated office equipment allocated to Councillors	\$3,186
Telephone calls made by Councillors	\$5,415
Attendance of Councillors at conferences and seminars	\$33,099
Training of Councillors and provision of skill development	Nil
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
Expenses of any spouse, partner or other person who accompanied a Councillor	Nil
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	Nil

Council's Policy on Payment of Expenses and Provision of Facilities for Councillors can be viewed on the Public Documents section on Council's website www.bathurst.nsw.gov.au. Councillors all participated in Council's e-learning program. This is an eight course program that covers Council's compliance requirements and includes courses on Code of Conduct, Bullying & Workplace Violence, Aboriginal Cultural Awareness, WHS, Privacy etc.

OVERSEAS VISITS

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a1)]

Council has a sister city relationship with Ohkuma in Japan. No visit occurred in this year.

SENIOR STAFF REMUNERATION

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (b)]

Five senior staff were employed by Council during 2019/2020:

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

The total expenditure for 2018/2019 in respect of employment of these senior staff, including salary, motor vehicle expenses, package benefits, fringe benefits tax, superannuation and provision for leave entitlements was \$1,439,513

The annual remuneration paid to senior staff for year ended 30 June 2019 was as follows.

General Manager	\$376,263
Directors	\$1,063,250

DONATIONS UNDER SECTION 356

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a5)]

During the year 2019/2020 Council donated a total of \$185,914 under Section 356 to a range of community groups.

General	\$93,551
BMEC Fee Waivers	\$53,251
Mount Panorama Fee Waivers	\$39,112

CONTRACTS FOR GOODS AND SERVICES

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a2)]

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

Australia Post	Postage, envelopes, parcels and stationery	\$164,255
Bathurst Landscapes	Landscaping services Haymarket Reserve, Museums, Tennis Centre	\$282,587
Bathurst Regional Security	Security services	\$357,816
Bathurst Broadcasters Pty Ltd	Advertising	\$161,332
BT Cyber Pty Ltd	IT equipment purchases	\$514,911
Chris Horton Manufacturing	Upgrade Pit Straight Walkway Bridge, various maintenance works Council buildings	\$164,437
Skillset	Hire of staff and apprentices	\$756,802
Eodo Pty Ltd	Winburndale Dam upgrade, various construction works	\$9,241,403
MAIA Financial Pty Limited	Lease payments for telephone system, supply of computers	\$416,248
Omega Chemicals	Water treatment chemicals	\$515,595
Calare Civil Pty Ltd	Engineering services	\$204,226
Hibbo Hire Pty Ltd	Hire of plant, supply of sands and soil	\$611,503
GB Bathurst Pty Ltd	Supply of vehicles and spare parts	\$264,933
Central NSW Joint Organisation	Annual fees and online training services	\$240,322
Chugg Entertainment Pty Ltd	Promotion costs	\$188,127
Cidweld Pty Ltd	Fabrication services various locations	\$221,009
Creative Outdoor & More Pty Ltd	Landscape works Freeman Park	\$267,495
Ever-Ready Concrete	Ready mix concrete	\$361,396
Connor Earthmoving Orange Pty Ltd	Demolition old tennis centre, Hargraves House	\$252,383
Crennan Legal Pty Ltd	Legal Services	\$159,139
Fitt Resources Pty Ltd	Sewer mains maintenance and construction	\$412,605
Dialog Information Technology	IT Support service fees	\$151,994
Enacon Group Super Security Pty Ltd	Power supply upgrades various locations	\$159,904
Freeman Ryan Design	Construction works Chifley Home and Rail Museum	\$471,211
Interflow Pty Ltd	Sewer relining various locations	\$188,906
Caltex Australia Petroleum P/L	Petroleum products	\$282,609
Glenray Industries Ltd	Mowing maintenance - 3 year contract	\$258,921
Tracserv Pty Ltd	Supply of heavy vehicles	\$1,241,013
S & S Electrical	Electrical works	\$184,083
Excel Roofing & Waterproofing	Roofing repairs various locations	\$179,041
Alto Valves & Fittings	Water pipes, valves and fittings	\$1,451,740
Civica Pty Ltd	Authority fees, computer software	\$431,518
JB Civil Concreting Pty Ltd	Footpath construction various locations	\$227,161
James Nagy Pty Ltd	Road & pedestrian works various locations	\$216,223
PC Brunton Electrical	Electrical works and equipment	\$555,558
Nimdor Cleaning Services Pty Ltd	Cleaning Council and public buildings	\$248,999
Ethan Group Pty Ltd	Supply of computers and computer software/online storage	\$199,597
MRG Electrical Services	Electrical works and equipment	\$280,938

Australian Native Landscapes	Top soil, sand, processing of food and garden waste	\$329,535
WesTrac Equipment Pty Ltd	Supply of heavy plant	\$527,221
Kennards Hire Pty Ltd	Vehicle and plant hire	\$307,844
Colas NSW Pty Ltd	Road sealing works	\$1,741,783
Downer EDI Works Pty Ltd	Cold mix, hot mix, stabilise and pave various locations	\$1,226,909
Meek Design & Construction	Plant hire	\$462,614
J R Richards & Sons	Household recycling and food and garden waste	\$2,428,654
Mojo Events and Promotions	Equipment hire various events	\$164,016
Belgravia Health & Leisure Group	Management of Aquatic Centre	\$720,979
Bathurst Automotive Group Pty Ltd	Purchase vehicles, spare parts	\$227,683
Tinbilla Pty Ltd	Plant hire	\$280,122
Aussie Digger Bobcat Pty Ltd	Plant hire	\$204,085
L Don Sporting Areas Pty Ltd	Construction multipurpose courts Perthville Village, Wattle Flat	\$910,211
McIntosh McPhillamy & Co	Legal services	\$787,809
Oilsplus Holding Australia Pty Ltd	Petroleum Products	\$679,940
Upper Macquarie County Council	Contribution for control of noxious weeds	\$273,452
Essential Energy	Electricity & Street lighting charges	\$2,348,571
Data#3 Limited	Computer support, system licences and new software	\$393,049
TFH Hire Services Pty Ltd	Hire of temporary fencing	\$158,568
Terra Farma	Acceptance, reprocessing and reuse of biosolids - 4 yr contract	\$430,974
O.S Trees Pty Ltd	Tree maintenance various locations	\$150,243
Office of State Revenue	Emergency services levies	\$1,237,563
P & TS Group Pty Ltd	CCTV conduit works	\$405,677
Hothams Sand, Soil & Gravel Supplies Pty Ltd	Sand and gravel supplies and plant hire	\$374,898
Hynash Constructions Pty Ltd	Perthville Flood Mitigation works	\$3,606,991
Premise Australia Pty Ltd	Storm water harvesting project construction works	\$750,536
Kelso Electrical	Electrical repairs, installation vehicle charging stations	\$443,456
Origin Energy Electricity Limited	Electricity & Street lighting charges	\$601,101
JD Events Pty Ltd	Equipment hire for events	\$156,765
Public Works Advisory	Winburndale Dam consultancy services	\$296,480
Oberon Quarries Pty Ltd	Supply and delivery of roadbase material	\$825,291
Reece Pty Ltd	Plumbing supplies	\$255,779
Riverpark Constructions	Repairs to fire damaged building	\$251,299
Roller Australia Pty Ltd	Plant hire	\$165,327
Redox Chemicals Pty Ltd	Water treatment chemicals	\$538,524
Renascent Regional Pty Ltd	Sallywags Childcare Centre Upgrade	\$719,893
C J Scerri	Plant hire	\$170,918
Nick Harvey Constructions	Construction of tennis club, amenities buildings	\$295,498
ESEM Projects	Winter festival design and installation	\$271,865
Rosmech Sales and Services Pty Ltd	New truck	\$377,540
Ryan's Drilling & Civil	Plant hire	\$481,349
Work Control Pty Ltd	Traffic control services	\$1,517,725
SIC Surface Australia Pty Ltd	BMX track upgrades	\$204,818
Spizvac Marketing	Installation of playgroud equipment at Berry Park	\$153,104
Lowes Petroleum Service	Diesel and fuel products	\$308,838
Extent Heritage P/L	Aboriginal cultural heritage assessments - Mount Panorama	\$260,090

Still Engineering Pty Ltd	Repair and maintenance works on water infrastructure	\$172,150
Central Commercial Printers	Printing services	\$157,074
Tablelands Builders Pty Ltd	Construction works Rail Museum and other various locations	\$4,503,611
Talis Civil Pty Ltd	Construction works of Sutor/ Lambert Street roundabout	\$2,252,058
The trustee for Numac Drilling Trust	Ground water exploration	\$183,836
The Trustee for VFG Trust	Skate Park upgrades	\$484,312
Spinifex Recruiting	Recruiting services, supply of staff	\$264,814
Steelworks Engineering Pty Ltd	Upgrade reservoir	\$152,680
Thompson's Irrifab	Eglinton sewer construction works	\$357,433
NSE Group Pty Ltd	Various works Chifley Dam	\$413,666
Iveco Sydney	Purchase of truck	\$410,480
Energy Australia Pty Ltd	Electricity Charges	\$2,739,466
TPG Network Pty Ltd	Internet services	\$365,785
Boral Construction Materials Group Limited	Supply of coldmix	\$199,173
Webber Concrete Constructions	Mount Panorama Walkway constructions	\$2,155,879
Heartz Electrical Constructions	Installation of solar system, Aquatic Centre	\$152,755
Leed Engineering Construction	Stormwater harvesting project works	\$206,896
JE & SL Bennett Pty Ltd	Plant hire	\$246,611

HUMAN RESOURCES WORK HEALTH AND SAFETY

[Local Government Act 1993 - Section 428]

Council undertook the following human resource activities during 2019/2020:

- Established a dedicated function to support staff training & career development.
- Ongoing commitment to financial support and study leave for eligible staff under Council's Staff Education Assistance Scheme.
- Reviewed and developed strategies and provision of resources to more proactively provide HR support to all business units.
- Continued commitment under Memorandum of Understanding with Charles Sturt University by hosting three paid industry placements for engineering students.
- Implemented new Recruitment and On-Boarding system.
- Continuation of review and updating of staff policies and supporting procedures.
- Delivered a new Performance Appraisal Process to meet Council needs during COVID-19.
- Developed more structured Induction process to cover compliance requirement and new staff needs.
- Recognition and presentation of service awards to long serving staff members at the regular staff afternoon teas until required to modify due to COVID-19 safety restrictions.
- Integral part of the Council COVID-19 response and ongoing support & communication with management & staff.

[Local Government Act 1993 - Section 428]

Major Work Health and Safety achievements include the following:

- Introduction of the VAULT safety system to all of Council including indoor and outdoor workers. Training was also designed and conducted for staff and supervisors in reporting, investigation and capability. Due to this effort, Council now has a paperless, online incident and accident reporting system.
- BRC was a major player in association with CWNSWJO in the advocating for, designing content, and trialling the conversion of the CENTROC safety induction into an online version. This change is expected to further enhance the integration of contractor management in member Councils as well as delivering resource, time, and financial efficiencies.
- Council's alcohol and other drug testing program continued 2019/2020 with approximately 80 staff tested. No adverse results were confirmed.
- In the second half of the reporting period, major effort was expended in COVID-19 related activities including researching and producing tools and information to assist in the COVID-19 response, sourcing and advising on hygiene products and PPE, and assisting in, and offering guidance on remote site relocation and setup issues.

- Training during 2019/2020 was provided for staff members, volunteers and contractors in areas such as warden responsibilities, emergency management, evacuation, basic risk management, volunteer induction, Mount Panorama General Induction, armed holdup and loss prevention, and resuscitation and defibrillation use. Training activities were impacted due to COVID-19 from end March 2020.

EQUAL EMPLOYMENT OPPORTUNITY

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a9)]

Activities undertaken to implement Council's EEO Management Plan include:

- Inclusion of information as part of the revised staff inductions on fairness & equity, bullying & harassment, and EEO practices relating to all aspects of the employee lifecycle.
- Continuation of online training modules in Bullying and Harassment, Aboriginal Cultural Awareness and Equal Employment Opportunity (EEO).
- Staff exit surveys continue to be analysed to collect data on EEO comments or input.
- Inclusion of key strategies and actions in Council's Disability Inclusion Action Plan and Reconciliation Action Plan.
- During the financial year, a total of 1,279 job applications were received.

EMPLOYEE ASSISTANCE PROGRAM

Council continued to provide access to free, confidential professional counselling services for staff and their family members during the year through the provision of the Employee Assistance Program. During this period, we moved to a new provider who offers additional services targeting Managers, Money Assist, Family Assist and Legal Assist. During the period 1 August 2019 to 30 June 2020, 32 initial assessment sessions were conducted. A total of 56 hours of service activities took place during this period which resulted in an overall utilisation rate of 7.4% when family members are taken into account.

EXTERNAL BODIES EXERCISING FUNCTIONS DELEGATED BY COUNCIL

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a6)]

During the 2019/2020 financial year the following external bodies exercised functions delegated by Council.

- **Eglinton Hall and Park Committee**
Management of Eglinton Hall and Park
- **Perthville Development Group Inc**
Management of Perthville Hall and Multi Purpose Court Complex
- **Raglan Hall & Park Committee**
Management of Raglan Hall & Park
- **Rockley Mill Museum Management Committee**
Management of Rockley Mill Museum
- **Sofala Showground Hall Committee**
Management of Showground facilities
- **Trunkey Creek Recreation Reserve Management Committee**
Management of Recreation Reserve
- **Upper Macquarie County Council**
(noxious weeds) Operating with delegates from Bathurst Regional Council
- **Wattle Flat Bronze Thong Committee**
Management of Racecourse
- **Wattle Flat Progress Association**
Management of Recreation Ground

CONTROLLING INTEREST IN COMPANIES

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a7)]

Council had no controlling interest in any companies during the year.

PARTNERSHIPS, COOPERATIVES AND JOINT VENTURES

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (a8)]

- The Somerville Collection Ltd – Council is a member of this company limited by guarantee with the

Australian Museum, Charles Sturt University, Mr Warren Somerville and the Australasian Institute of Mining and Metallurgy. The Australian Fossil and Mineral Museum housing the Somerville Collection opened in June 2004;

- NetWaste – regional collection of waste materials
- Evocities;
- Upper Macquarie County Council (control of Noxious weeds);
- Central NSW Joint Organisation (formerly CENTROC) and
- Bathurst and Orange Councils (internal audit program).

RATES AND CHARGES WRITTEN OFF

[Local Government Act 1993 - Section 428], Local Government (General) Regulation 2005 - Clause 132]

During the year Council abandoned \$1,319,173 in rates and charges (including postponed rates).

Pensioner rebate	\$1,225,279
Postponed rates	\$49,347
Other rates & charges	\$44,547

ACCESS TO INFORMATION

[Local Government Act 1993 - Section 428, Government Information (Public Access) Act 2009 - Section 125(1), Government Information (Public Access) Regulation 2009 - Clause 13]

The Government Information (Public Access) Act 2009 was introduced on 1 July 2010. As a result of the introduction of the Government Information (Public Access) Act 2009 Section 12 of the Local Government Act 1993 and also the Freedom of Information Act were repealed. The Government Information (Public Access) Act 2009 provided a general "Right to Information" presumption that was not evident in previous legislation.

METHODS OF ACCESSING COUNCIL INFORMATION

The Council can make information available to the public in 4 different ways:

1. Mandatory Release – where Council is required under legislation to make information available free of charge to the public
2. Proactive Release – Councils are encouraged to release as much other information as possible in an appropriate manner (though this may sometimes result in a cost)
3. Informal Release - Councils are encouraged to release information in response to an informal request subject to reasonable conditions (e.g. may be copying charge involved)

4. Formal Release - Councils may release information in response to a formal request. This is the last resort, if the information is not available in any other way. There is a fee associated with a formal application (currently \$30) and an application form is available on Council's website. Other processing charges may also apply in accordance with the Act.

Review of proactive release program – clause 7(a)

Section 7 of the Government Information (Public Access) Act 2009 (GIPA Act) requires Council to undertake a review of the manner in which it releases government information to identify the kinds of information held by Council that should in the public interest be made publicly available and that can be made publicly available without imposing unreasonable cost on the agency.

Council has a website which is able to be accessed by members of the public at any time. Many of the council's publicly available documents are listed on this website and the majority are available for download.

During 2019/2020 financial year Council undertook a review of the documents that it makes publicly available and the methods by which it makes those documents available. In completing this review Council undertook a number of steps including:

1. Council reviewed the requirements under the GIPA Act.
2. Examined other documents that were publicly available and how they were made available to the public.
3. Investigated whether there were any new reporting requirements.
4. Identified training needs of staff members.
5. Following the review and as a result of ongoing monitoring new documents were added to the website during the year.

The review resulted in Council updating its website to facilitate the provision of information to the public. Council has a Public Documents section on its website that lists the documents that are available and, in many instances, makes them available for download at no cost. Should any document listed on the website be required they can be requested by contacting council. Depending upon the document required there may be some copying charges involved but all documents listed are available for viewing free of charge.

Proactive Release of Documents throughout the year

As part of its requirements under separate Integrated Planning and Reporting legislation Council has developed a Community Strategic Plan. There were a significant number of plans that formed the development of this document as well as significant public consultation. As part of its review under the GIPA Act Council decided in early 2014 to proactively release the majority of the strategic plans that were used to facilitate the development of the Community Strategic Plan.

The documents are available for public access in the Public Documents section of the website.

Other documents developed throughout 2019/2020 have also been added to Council's public document section on the website.

Mandatory Release of Documents

The Council also developed a Publication Guide in accordance with the statutory requirements and this is also publicly available on the website. This document lists in detail the many methods by which residents and other interested parties are able to access Council information. It provides a detailed schedule of publicly available documents and the means by which they can be accessed. Council also has its contracts register available for viewing on the Council website.

There are many other documents that Council must make available and these are listed on the website or in the Publications Guide together with methods by which they can be accessed.

Number of access applications received - Clause 7(b)

Council during the 2019/2020 financial year received 19 formal access applications under the Government Information (Public Access) Act. All 19 applications were accepted as valid applications. One application requested information not held by Council and the remainder of the applications were either provided in full or part. A summary of the applications received is detailed in the table below which is in the format required under Schedule 2 of the Government Information (Public Access) Regulation 2009.

Number of refused applications for Schedule 1 information - Clause 7(c)

During the reporting period, our agency did not refuse any formal access applications because the information requested was information referred to in Schedule 1 of the GIPA Act.

PUBLIC INTEREST DISCLOSURES ACT

[Local Government Act 1993 – Section 428, NSW Public Interest Disclosures Act Section 31 and Public Interest Disclosures Regulation 2011 Clause 4]

Council must report annually on its obligations under the Public Interest Disclosures Act 1994. The report for the year ended 30 June 2020 is detailed below.

No of public officials who made public interest disclosures to your public authority	0
No of public interest disclosures received by your public authority	0
Of public interest disclosures received, how many were primarily about:	0
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
If so, please select how staff have been made aware	
Policy briefing from senior managers, Staff undertaking that they have read and understood your Organisation's internal reporting policy, Training provided by your organisation, Email message to all staff, Messages in staff newsletters, Messages in payslips	
Training provided to new staff during induction	

PRIVACY ACT

[Local Government Act 1993 - Section 428, NSW Privacy and Personal Information Protection Act 1998 - Section 33 (3)]

In complying with the requirements of the PPIP Act, Council has adopted the Model Privacy Management Plan developed by the Department of Local Government. Additionally, Council is subject to the Privacy Code of Practice for Local Government. Council's investigative functions are subject to further policies and procedures imposed by various government bodies.

Council was not required to undertake any review under Part 5 of the Privacy and Personal Information Protection Act, 1998 during 2019/2020.

Statistical information about access applications - Clause 7(d) and Schedule 2

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	0	1	0	0	0	0	0	0	1
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0
Members of the public (application by legal representative)	7	3	0	1	0	0	0	0	11
Members of the public (other)	4	3	0	0	0	0	0	0	7
Total	11	7	0	1	0	0	0	0	19

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

Table B: Number of applications by type of application and outcome*

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm/deny whether information is held	Application withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	11	6	0	1	0	0	0	0	18
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1
Total	11	7	0	1	0	0	0	0	19

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

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

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act	
	Number of times consideration used*
Overriding secrecy laws	0
Cabinet information	0
Executive Council information	0
Contempt	0
Legal professional privilege	0
Excluded information	0
Documents affecting law enforcement and public safety	0
Transport safety	0
Adoption	0
Care and protection of children	0
Ministerial code of conduct	0
Aboriginal and environmental heritage	0
Total	0

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

Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of the Act	
	Number of times consideration used*
Responsible and effective government	0
Law enforcement and security	0
Individual rights, judicial processes and natural justice	6
Business interests of agencies and other persons	1
Environment, culture, economy and general matters	0
Secrecy provisions	0
Exempt documents under interstate Freedom of Information legislation	0
Total	7

Table F: Timeliness	
	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	16
Decided after 35 days (by agreement with applicant)	1
Not decided within time (deemed refusal)	2
Total	19

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

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)			
	Decision varied	Decision upheld	Total
Internal review	0	0	0
Review by Information Commissioner*	0	0	0
Internal review following recommendation under section 93 of Act	0	0	0
Review by NCAT	0	0	0
Total	0	0	0

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

Table H: Applications for review under Part 5 of the Act (by type of applicant)	
	Number of applications for review
Applications by access applicants	0
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0
Total	0

Table I: Applications transferred to other agencies	
	Number of applications for review
Agency-Initiated Transfers	0
Applicant-Initiated Transfers	0
Total	0

ACCESS TO COUNCIL

COUNCIL MEETINGS/ DISCUSSION FORUMS

Council meets on the third Wednesday of the month at 6.00pm in the Council Chamber (except the December meeting is held on the second Wednesday in December, and the January meeting is held on the first Wednesday in February). There is a public forum session for the public from 6.00 pm.

On the first Wednesday of each month, Council holds a Policy Committee Meeting and, when required, discussion forums on matters of interest to the community. This provides a platform where the community can readily access the decision-makers of Council. Three Discussion Forums were held during the year.

(COVID-19 has meant public are not able to attend Council and Policy Committee Meetings in person since April 2020)

Council continued to hold monthly sessions whereby community groups and organisations met with Council to discuss issues of relevance.

The following groups attended sessions throughout the year:

- Marist 180;
- Wattle Flat Golf Club;
- Wattle Flat Progress Association;
- Bathurst Hospital & Western Area Health;
- Rotary Club of Bathurst - Chops - Dementia Friendly

Communities;

- Towri Macs Centre;
- Agricultural Forum;
- Bathurst Seymour Centre;
- RYDA;
- Bathurst District Cricket Association;
- Lifeline;
- Bathurst Correctional Centre;
- Bathurst Community Climate Action Network;
- Bathurst Golf Club;
- NSW Fire + Rescue;
- Tremains Mill;
- Charles Sturt University - CSU;
- Skillset;
- Motorsport Australia;
- Valuer General;
- IntSAR (International Search and Rescue);
- Altura Group;
- Neoen Group and
- Arts OutWest.

In addition to the regular program, Council held community meetings at the following villages: Hill End, Sofala, Rockley, Yetholme, Trunk Creek, Wattle Flat, Peel, Eglinton, Raglan, Perthville and Sunny Corner.

COUNCIL BUSINESS PAPERS

Council Business Papers are available on Council's website (www.bathurst.nsw.gov.au) for viewing or printing prior to each Council meeting. Council business papers can also be viewed at the Council foyer and the Library. Copies may be obtained from the Corporate Services Department, 1st Floor, Civic Centre, or at the Council or Committee meetings.

DELIVERY AND OPERATIONAL PLAN

Council has a four-year financial plan which establishes the framework for expenditure and services for the future. The plan is reviewed and updated every financial year. Before the plan is adopted each June, it is placed on public exhibition for a period of 28 days. Comments are encouraged and considered prior to the final adoption of the Delivery Plan. Council's Delivery and Operational Plan is available on Council's website (www.bathurst.nsw.gov.au) in the public documents section.

COMMITTEE MEMBERSHIP

Council operates several committees that involve active representation from members of the community. Council representatives also participate in many community committees.

This assists groups to access resources provided by Council and promotes close involvement in the decision-making processes of local government.

Council continued to nominate delegates to community organisations to assist in meeting community needs.

The following groups have delegates/duty delegates appointed:

- Accessible Living Options;
- All Saints Cathedral Chapter;
- Arts OutWest;
- Australian Airport Owners Assoc;
- Bathurst Airport Users' Group;
- Bathurst AH&P Association Inc;
- Bathurst & District Bicycle User Group;
- Bathurst Arts Council;
- Bathurst Business Chamber;
- Bathurst City & RSL Concert Band;
- Bathurst Community Climate Action Network Inc;
- Bathurst Community Interagency Group;
- Bathurst Correctional Complex Community; Consultative Committee;
- Bathurst District Historical Society;
- Bathurst District Sport and Recreation Council;
- Bathurst Domestic Violence Liaison Committee;
- Bathurst Education Advancement Group;
- Bathurst Family History Group;
- Bathurst Liquor Accord;
- Bathurst Meals on Wheels Service;
- Bathurst Neighbourhood Centre;
- Bathurst Refugee Support Group;
- Bathurst Regional Access Committee;
- Bathurst Regional Art Gallery Society (BRAGS);
- Bathurst Regional Community Safety Committee;
- Bathurst Regional Youth Council;
- Bathurst Senior Citizens Management Committee;
- Bathurst Seymour Centre;
- Bathurst Town Square Working Party;
- Boundary Road Nature Reserve Landcare Group;
- Carillon Working Party;
- Central West Heritage Network;
- Central West Women's Health Centre;
- CENTROC (Central NSW Joint Organisation);
- Chifley Dam Catchment Steering Committee;

- Chifley Local Area Command – Community Safety Precinct Committee;
- Combined Pensioners & Superannuants Association;
- ClubGRANTS Committee;
- Country Mayors Association;
- Eglinton Hall & Park Committee;
- Evans Arts Council;
- Floodplain Management Authority;
- Greening Bathurst;
- Hill End & District Volunteer Bush Fire Brigade;
- Joint Regional Planning Panel - Western;
- Local Emergency Management Committee – Bathurst Region;
- National Trust of Australia – Bathurst Branch;
- NSW Inland Forum;
- NSW Rural Fire Service - Chifley Zone Bushfire Liaison Committee;
- NSW State Emergency Services – Bathurst Unit;
- Perthville Development Group Inc;
- Public Libraries Association;
- Rail Action Bathurst;
- Skillset;
- Somerville Collection Board of Directors;
- The Australian Milling Museum (Bathurst);
- Upper Macquarie County Council;
- Wattle Flat (Bronze Thong) Racecourse Committee;
- Wattle Flat Heritage Lands Trust;
- Western Regional Access Committee;
- Western Sydney University Advisory Group and
- White Rock Progress Association.

MEDIA ANNOUNCEMENTS

Bathurst Regional Council actively promotes its facilities, services and activities to residents and other users across the Bathurst Region across a range of media.

Events and a range of Council activities, projects and decisions are publicised to all sections of the local media through regular media releases, which are also made available on Council's online News Centre on the Your Say Bathurst website. Information about Council and upcoming events is also advertised regularly through a program of community service announcements on the Bathurst Region's main radio stations, Radio 2BS, B-Rock FM and 2MCE FM. Council also supports this with a range of paid radio ads to promote specific projects and activities.

Each week the local daily newspaper, the Western Advocate, carries a Mayoral Column which the Mayor uses to discuss issues, activities and events relating to Council. Regular weekly advertisements are also published in the Western Advocate promoting matters of relevance to the community. Council's weekly advertising is also included in a free local newspaper, Bathurst City Life, to extend the reach of this messaging in the local community. These public notices are also made available via Council's website, and promoted through Council's Social Media Channels.

In addition to these channels of communication, Council produces a Community Newsletter four times a year which is direct mailed to ratepayers and is made available at a number of Council facilities and on Council's website.

Council is increasing its use of social media channels to reach the community and provides links to media announcements, Council activities, events and projects via these channels. The increasing use of social media to connect with the community and support traditional media activity is in response to community feedback from the 2016 Community Survey saying it was a preferred mechanism for hearing from Council.

In 2019/2020 Council's digital audience has continued to grow with increased numbers of followers on all our social media platforms.

Month	Facebook	Twitter
July 2019	7866	1570
June 2020	9843	1632

COMMUNITY EVENTS

Council as part of its community engagement programs runs several large community events to encourage physical activity, public participation and general entertainment for members of the community.

Some of the main events include:

BATHURST CYCLING CLASSIC

Held in March, the Bathurst Cycling Classic underwent major changes, starting and finishing in Bathurst CBD. Two new courses were revealed with a short 50km course and a 100Km course which included a lap around Mount Panorama. The event went ahead with lower numbers than expected due to the COVID-19 outbreak.

BATHURST NRL

The Penrith Panthers were due to play in Bathurst on Sunday 10 May against the Cronulla Sharks. Due to COVID-19, all National Rugby League games were suspended at the time.

BATHURST WINTER FESTIVAL

Held in the 2019 July school holidays, in excess of 60,000 people passed through Kings Parade during the two weeks of the festival. Activities included an Ice Skating Rink, Ferris Wheel, two storey carousel and illuminations on city buildings. Specifically themed events during the Festival included Ignite the Night, LiveBetter Accessibility Day, Brew & Bite and Groove & Grill.

NEW YEAR'S EVE PARTY IN THE PARK

Several climatic reasons meant Party in the Park was temporarily moved from the Adventure Playground to Machattie Park with approximately 5,000 people enjoying the evening in 2019. Council livestreamed the Sydney Fireworks display to the park as fire bans and tight water restrictions meant fireworks were unable to proceed in Bathurst.

COMMUNITY GARAGE SALE

Held in December, the Community Garage Sale is a community event organised by Council where community members can establish a stall to sell unwanted or new items.

HARMONY DAY 2020

Due to COVID-19 restrictions Harmony Day 2020 was redesigned as a static display in the forecourt of the Bathurst Library. A whimsical installation was created by Carl Shead which could be viewed from the street or people were encouraged to wander through without lingering.

SUSTAINABLE LIVING EXPO

This year's event was cancelled two weeks prior due to the COVID-19 pandemic and restrictions on gatherings. Plans for the event included Friday night cooking classes with Fast Ed from Better Homes and Gardens and usual Saturday events as part of the Farmer's Markets. The event plan has been saved and this format will be used for SLE 2021.



Ignite the Night 2019



ENGINEERING SERVICES

The key to developing a sound foundation for growth and prosperity of the Bathurst Region is by ensuring infrastructure needs are keeping pace with demand. With a budget in excess of \$90m Council's Engineering Services Department has the responsibility to ensure the current needs of the community are met and the capacity exists to cater for future growth. A clean, safe and reliable water supply, quality local road network, and environmentally responsible waste management systems are all high priorities for engineering the future of the Bathurst Region.

ASSET MANAGEMENT

Improve pedestrian access within the urban area.		
CSP 2040 Strategy Reference	4.1, 4.2, 5.1	
Completion of additional concrete footpaths/cycleways in accordance with the Bathurst Regional Community Access and Cycling Plan 2011.	200 lineal metres of footpath and or cycleway completed.	Total 1,825 metres completed: Howick St – Bentinck to Havannah 320m Bentinck St – Howick to Durham 200m Durham St – Bentinck to Havannah 360m Durham St – Mitre to Commonwealth 175m Howick St – Mitre to Hope 200m Piper St – Mitre to Hope 200m Havannah St – Keppel to Piper 200m Russell St – Lyall St to Macquarie Care 170m Bant Street – Lewins to Busby – 80% complete
Monitor condition of footpaths.	100% of urban footpath inspected	Ongoing maintenance as and when required.

Protection of urban areas on the Bathurst Floodplain.		
CSP 2040 Strategy Reference	4.1, 4.3	
Completion of flood mitigation works as outlined in the Bathurst Flood Management Plan.	Complete construction of Perthville Levee.	Tenders issued and construction well advanced.



Maintain and improve the existing road infrastructure consistently throughout the network.		
CSP 2040 Strategy Reference	4.1, 4.5	
Improvement of road infrastructure to upgrade sub-standard sections of the sealed network.	Reconstruction and resealing works as per Council's 2019/2020 capital works and routine maintenance programs. Completion of 2019/2020 Roads to Recovery Program.	Turondale Rd widening – 2km completed Bathurst St Perthville – Complete Rural Reseal program – Complete: Urban Reseal program – Complete: Ophir Rd Reconstruction – Complete Eleven Mile Drive rehabilitation – Complete Limekilns Rd – Underway 50% Complete Bridle Track widening – Underway 75% complete
Renewal of gravel road surface throughout the network.	Completion of 2019/2020 Unsealed Roads Gravel Resheeting program.	The Bridle Track – 8km from Hill End Houses Lane reconstruction – Complete Hen & Chicken Lane – Complete
Undertake maintenance program in accordance with allocated budget.	Greater than 90% of the urban road network remains at condition index 3 or above.	As at 31/05/20: <ul style="list-style-type: none"> Condition 1 – 34% Condition 2 – 38% Condition 3 – 23% Next rating scheduled for 2021

MOUNT PANORAMA

Increase profile of Mount Panorama as the premier motor racing venue in Australia.		
CSP 2040 Strategy Reference	6.4, 6.5, 6.8, 2.5	
Construction of additional spectator facility - Conrod Straight	Spectator debris fencing purchased and installed. Spectator mound at Conrod Straight complete.	Spectator fence purchased. Spectator mound earthworks complete. Grass coverage to be established.
Development of the second circuit	Development Consent obtained.	Masterplan Complete. Preliminary Design Complete Aboriginal Cultural Heritages Assessment completed. Environmental Impact Assessment commenced. Community Consultation commenced.

RECREATION SERVICES

Plan for increasing population and ageing population in the provision of suitable recreational projects.		
CSP 2040 Strategy Reference	1.4, 5.1, 5.5	
Construct additional facilities as determined in budget.	Construction of 2 x additional rugby league fields between Ashwood Park and Jack Arrow Complex.	Project postponed for 2019/20 due to drought conditions and introduction of level 4-5 water restrictions, due to small window of opportunity to construct new playing fields during the spring summer period. Project now to be considered for 2020/21 Management Plan, subject to water availability and funding.
	Amenities / club room complex installed at the Bathurst Bike Park Precinct.	Works involved the construction of a Club house building at the BMX Track incorporating Club room, toilets, canteen, storage rooms and BMX operations rooms. Storage also provided for Mountain Bike Club. Works completed February 2020.
	Carrington Park Grandstand Design.	Tender for Design closed and report sent to Council in June 2019. Council rejected all tenders due to excessive tender costs. Severe drought conditions has placed priority for Engineering resources to be directed to other projects. Quotations called 25 April 2020 for a consultancy to develop a concept plan and D&C documentation for future D&C tendering purposes. Quotations awarded on 11 June 2020. Anticipate completion of consultancy by end December 2020.
Update sporting venues, including associated infrastructure.	Construction of the Bathurst Skate Park extension.	Construction works completed and facility opened to the public on 13 March 2020. Works included the construction of new skate elements designed for intermediate and beginners. Works included the installation of a water refill station and a shade structure.
	Construction of multi-purpose sports courts within the Perthville Village Square.	Tenders called and contract awarded in December 2019. Works completed April 2020. Project included the removal of existing asphalt tennis and basketball courts and construction of 2 x multi purpose courts on a concrete base, inclusive of new perimeter fencing.
	Redevelopment of the Bathurst Sportsground.	Project postponed for 2019/20 due to drought conditions and introduction to level 4-5 water restrictions, due to small window of opportunity to construct new playing fields during the spring summer period. Project now to be considered for 2021/22 Management Plan, subject to water availability and funding.



	Reconstruct fields at Proctor Park.	<p>Project postponed for 2019/20 due to drought conditions and introduction to level 4-5 water restrictions, due to small window of opportunity to construct new playing fields during the spring summer period.</p> <p>Project now to be considered for 2021/22 Management Plan, subject to water availability and funding.</p>
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Continue construction of new playgrounds in expanding residential areas and upgrade existing.

CSP 2040 Strategy Reference	1.4, 5.1, 5.5	
Plan for the construction of new playgrounds in expanding residential areas.	Install new playground at Coates Drive, Mendel Drive and Keane Drive Open Space Parks.	<p>BRC has not been able to proceed further with works until notice of a number of grant applications had been made.</p> <p>Council advised in April that previously applied grant submissions were unsuccessful. Available council funds now not sufficient to undertake development works to these parks.</p> <p>Successful Drought Assistance funding advised at the end April has identified possible additional funds to implement a reduced scope playground development project. Proposed to rollover Council project funding into 20/21 financial budget, with works to commence August 2020.</p>

Maintain existing and future recreational areas.

CSP 2040 Strategy Reference	1.4, 5.1, 5.5	
Maintain existing levels of service to all parks, reserves, open space areas and other recreational facilities	Maintenance activities undertaken to all recreation Assets in accordance with adopted maintenance service levels in the Asset Management Plan.	<p>Ongoing as part of adopted maintenance service levels and funding provisions of the current Council Operational Plan. The condition of all irrigated recreational facilities in Bathurst has been affected by the current drought.</p> <p>Council has agreed to continue irrigation (at reduced rates) to keep these facilities open and usable for the community. Further assessment of such water use may change if Bathurst is required to implement higher water restrictions.</p>

Continue environmental programs identified within the Bathurst Vegetation Management Plan.		
CSP 2040 Strategy Reference	1.4, 5.1, 5.5	
To ensure that appropriate Environmental Management Plans for the Bathurst Region are current, relevant and provide long term strategies for the Region.	Arrange for 10 Tree Planting and volunteer engagement activities.	Eight community planting days have been held this year. Further planting days had been programmed over the Autumn period, however significant restrictions have been required as a result of COVID-19 Pandemic, forcing the cancellation of community planting programs for the rest of 2020 financial year.
	Complete the revegetation component of the Macquarie River Corridor Grant Project	Plants have been ordered. Contract for works has been awarded. Planting works completed October 2019. Ongoing weed control and maintenance to be performed over the next 2 years under contract & grant requirements.
	Complete revegetation project at Peppers Creek, Rockley	Works Completed. Planting works completed in March/April 2020. Watering and weed control maintenance to be conducted over the next 6 months.

WATER, SEWER & WASTE

Maintain and upgrade existing water and sewer infrastructure to meet the needs of all stakeholders into the future.		
CSP 2040 Strategy Reference	3.2, 3.3, 3.5, 4.3, 6.2, 6.6	
Operate, maintain, repair and upgrade Water Filtration Plant.	Achieve the Australian Drinking Water Standards 90% of the time.	Water Filtration Plant daily operations are ongoing, with maintenance and repairs conducted as required. The treatment processes are constantly monitored through a SCADA system and reviewed daily by staff. To the 15 June 2020, 2,854 tests were undertaken and there was 96.9% compliance with Australian Drinking Water Guidelines.
Operate, maintain, repair and upgrade water distribution system.	Customer complaints regarding flow and pressure are kept below 52 p.a.	Water distribution system operations are ongoing, with monitoring, maintenance and repairs conducted as required. New water mains are being laid in Piper Street between William Street and George Street to replace aged mains that have required increased maintenance in recent years. Significant reservoir improvements have been completed, with further work planned, to continue to improve the integrity of the drinking water system around Bathurst. Complaints regarding flow and pressure to end of June is 2 (financial year to date 7). Work has commenced and is continuing on relaying/ adjusting water mains at Sutor and Mitre Street Roundabout.
Respond effectively to discoloured water complaints.	Respond to 90% of complaints within 4 hours.	Complaints regarding discoloured water are actioned within the required timeframe. 90% of customer calls are responded to within 4 hours. Complaints regarding discoloured water for June is 2 (financial year to date 48).

Review, update and adhere to Drinking Water Management System (DWMS).	Australian Drinking Water Guidelines & DWMS compliance.	<p>A Drinking Water Management System (DWMS) document has been completed and is in effect. Details on addressing the actions to ensure continuous improvement are being documented.</p> <p>A weekly internal review takes place, along with an external check of our water quality results through the NSW Health laboratory.</p> <p>Financial year to date 96.9% compliance.</p>
Winburndale Dam Flood Security Upgrade.	Project is constructed and commissioned.	Work in progress and is currently 24% complete.
Eglington Village expansion – provision of trunk water mains and sewer mains for new subdivisions.	Project is constructed and completed.	<p>In order to cater for the doubling in size of Eglington, a number of new water and sewer trunk mains were required. So far, for East Eglington 70% of the required new trunk mains for water and sewer are in place. Works will be completed once land acquisition is finalised. For West Eglington, 100% of the required new trunk mains for water and sewer are in place.</p> <p>Upgrades to the pumps, pumping station and operational flexibility have been completed.</p>
Review and update existing Best Practice Guidelines plans as required.	Best Practice Guidelines compliance reported quarterly.	<p>There are no new Best Practice Guidelines introduced since the 2007 Best Practice Guidelines.</p> <p>Compliance remains at 100%.</p>
Continue implementation of Trade Waste Policy.	Maintain approvals at over 90% of active businesses.	<p>Trade Waste Policy is current, has been approved by NSW Office of Water, and adopted by Council.</p> <p>As at the end of June 2020 there are 321 approvals in place, with 340 active businesses (94%).</p>
Monitor and action developments from State Government regarding changes in the Best Practice Guidelines.	Review Guidelines monthly, then action as required.	<p>The existing level of compliance with the Best Practice Guidelines is 100% for both Water and Sewer.</p> <p>The review of further initiatives will be commenced, once DPI Water advises the outcomes of their proposed review of the guidelines.</p> <p>As at the end of June 2020 DPI Water is yet to release their issues paper and monitoring of this continues.</p>
Prepare reports and studies for Winburndale Dam and Chifley Dam to achieve compliance with NSW Dams Safety Committee regulatory requirements.	Compliance with Dam Safety NSW requirements, reported quarterly.	<p>For both Chifley and Winburndale, a Dam Safety Emergency Plan is in place, and has been updated.</p> <p>Chifley Dam is safe to withstand a 1 in 1,000,000- year flood event.</p> <p>A surveillance inspection of Chifley Dam was undertaken in August 2019. Winburndale Dam inspections are on hold for the next 12 months during the construction period.</p> <p>Winburndale Dam is not safe to withstand a 1 in 100,000-year flood event, however detailed design is complete, the tender has been awarded and construction has commenced to improve the dam safety.</p> <p>Grant funding was sought through the NSW Safe and Secure Water Program. Council has been successful in procuring \$2.225 million towards this project under the Program.</p> <p>A tender was awarded at the 3 July 2019 Council Meeting to EODO for Winburndale Dam Safety Upgrade. Work is currently 24% complete.</p>

Work with CENTROC on Water Utilities Alliance goals.	Meeting attended. Relevant projects supported. Goals delivered.	Work is continuing, through meetings and projects. Alliance Business Plan has been developed and adopted. Bi-monthly meetings attended, with other projects and correspondence dealt with as required.
Operate, maintain, repair and upgrade Waste Water Treatment Works to comply with licence conditions.	Achieve over 90 % compliance with EPA licence conditions.	Waste Water Treatment Works operations are ongoing, with maintenance and repairs conducted as required. Plans for minor upgrades are underway. Daily and weekly sampling and monitoring of the plant's performance are continuing, with internal and external testing performed. Ongoing testing of waste water discharged to the Macquarie River as per EPA Licence 1647 for the test period commencing 1 April for the licence period to date 24 tests have been completed and 100% compliance achieved.
Continue program of sewer main CCTV inspection, and lining if warranted.	Mains where blockages or overflows occur are inspected.	Identification of appropriate locations for CCTV is ongoing through customer issues, staff advice and development proposals. Any issues found are scheduled for repair or replacement as required. Financial year to date 920m sewer main inspected and relined.
Identify, plan and undertake water and sewer construction works.	Complete 2019/2020 capital works program.	Liaison with Technical Services staff to obtain advice on road projects and / or developments is continuing. The aim is to ensure water and sewer services are relocated prior to RMS or BRC projects commencing, such as roundabouts (Mitre/Suttor Street roundabout being the current project).

Reduce waste to landfill.		
CSP 2040 Strategy Reference	2.2, 3.3, 6.1, 6.2, 6.6	
Work with NetWaste on waste projects and opportunities, for greater diversion from landfill and increased efficiencies.	Meeting attended. Relevant projects supported and delivered.	Several ongoing projects are supported, with bi-monthly meetings attended. New projects or opportunities are assessed as they arise. All options available to Bathurst Regional Council through NetWaste are supported. Examples include recycling of waste tyres, mattresses, Household Chemical Cleanout, Waste 2 Art and collection and recycling of scrap metal. Recycling and organics collection service started in April 2016. The contract is proceeding well.
Council to continue education and promotion of appropriate WasteWise behaviours regarding green waste and recycling. Promote recycling to maximise diversion from landfill.	25 recycling promotion and education programs run. Combined diversion target is 5,000 tonnes.	The roll out of promotional information and education continued throughout 2019/20. For 2019/20 to the end of May 2020, food and garden tonnage is 3,147 and recycling is 2,086 giving a total of 5,233 tonnes. 15,240 tonnes of food and garden waste have been sent for composting in the first 49 months (April 2016 to May 2020). Combined with recycling totals show a diversion from landfill of over 24,862 tonnes, or 24.786 million kilograms over this time. WasteWise education works are continuing, and the recycling contract education strategies are also underway.

Identify, assess and implement appropriate diversion opportunities.	Opportunities reviewed to determine cost/benefit and reported quarterly.	Council participates in all 9 NetWaste Regional Collection contracts being used - motor oil, scrap metal, E-waste, wood/timber processing, landfill environmental monitoring, regional waste services, tyres, household chemical cleanout, and mattress recycling new contract commencing.
Maintain and upgrade existing waste infrastructure to meet stakeholder requirements.		
CSP 2040 Strategy Reference	1.4, 3.3, 4.3, 6.2, 6.6	
Replace waste collection vehicles on a 4 yearly cycle.	One waste collection vehicle replaced in 2019/2020.	The waste collection vehicle fleet is up to date.
Review Waste Management Centre filling plans to ensure the optimum long-term strategy is delivered, and to enable future planning timelines to be developed.	Survey and monitor the remaining air space of the landfill annually. Air space reduction minimised.	A stormwater management audit of the WMC has been conducted by EPA staff. A review has been conducted by an independent consultant. The final report has been received and recommendations are being put into effect. Planning is underway to conduct a future aerial survey, which is done annually to monitor actual fill and the final fill plan.

PRIVATE WORKS

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005-Clause 217(1) (a4)]

In accordance with Section 67 of the Local Government Act, 1993 Council from time to time carries out work on privately owned land in accordance with the fee structure adopted as part of the management plan at the beginning of the year. There were no works carried out during the year that required a resolution from Council (in accordance with Section 67 2(b) of the Local Government Act, 1993) to waive or reduce the fees charged under this section.

STORMWATER MANAGEMENT

[Local Government (General) Regulation 2005 - Clause 217(1) (e)]

Council did not levy a stormwater management charge in 2019/2020, however, Council undertook the following stormwater management works as part of its Annual Operational Plan.

• Roads	\$1,137,605
• Recreation	\$26,204
• Perthville Levee	\$1,624,111
• Land Development	\$160,865
Total 2019/2020	\$2,948,765

NATIONAL COMPETITION POLICY

[Local Government Act 1993 - Section 428]

Council has identified its water, sewer and waste activities as Category 1 business activities. Council has not identified any Category 2 businesses. A summary has been prepared in accordance with the NSW Government Policy Statement 'Application of National Competition Policy to Local Government' and the Office of Local Government guidelines 'Pricing & Costing for Council Businesses: A Guide to Competitive Neutrality'.

The summary is provided in the 'Notes Forming Part of the Special Purpose Financial Reports' and 'Income Statements' shown in the Special Purpose Financial Statement. (Part of the Financial Statements document which forms part of this Annual Report.)

The following progress has been made on the implementation of competitive neutrality principles: Category 1 businesses have:

- been identified
- had strategic Business Plans prepared
- been separated within Council's reporting system
- had competitive neutrality pricing requirements applied, including calculation of tax equivalents, debt guarantee fees and appropriate rates of return on capital.



Ben Chifley Dam August 2019



ENVIRONMENTAL, PLANNING & BUILDING SERVICES

MAJOR STUDIES AND STRATEGIES 2019/2020

Vision Bathurst 2040 - the Bathurst Region Local Strategic Planning Statement

Council adopted the Vision Bathurst 2040 – the Bathurst Region Local Strategic Planning Statement (LSPS). The LSPS outlines the Bathurst Region's economic, social and environmental land use needs of the next 20 years as the Region grows and changes. It highlights those characteristics that make the Region special and outlines how growth and change in land uses will be managed into the future. The LSPS is a new requirement under the Environmental Planning and Assessment Act 1979, and responds to the NSW Government's Central West and Orana Regional Plan.

Other Studies/ Strategies

Council's Strategic Planning Section completed the following major studies and strategies in 2019/20:

- Bathurst 2040 - Open Space Strategy
- Bathurst City Traffic Model and Options Report (in conjunction with the RMS)

Work commenced on the preparation of:

- Bathurst Town Centre Master Plan (in conjunction with Charles Sturt University)

- Health and Knowledge Precinct Master Plan (in conjunction with Department of Planning, Industry and Environment).

PLANNING CONTROL AMENDMENTS

Council amended the Bathurst Regional Local Environmental Plan (LEP) 2014 as follows:

- Housekeeping amendment with various minor updates including updates to exempt development provisions.

Council amended the Bathurst Regional Development Control Plan (DCP) 2014 as follows:

- Repeal chapter 2 and refer instead to the Community Participation Plan.
- Alteration to Map No. 3 Eglinton to reduce the amount of land reserved for school purposes.

Work commenced on other key amendments to Council's planning controls including:

- Implementation of the Laffing Waters Master Plan.
- Listing of 23 moveable and monumental heritage items on the LEP.
- Rezoning lands used for open space purposes to a REI Public Recreation Zone as recommended by the Bathurst Open Space Strategy 2040.



DEVELOPER CONTRIBUTION PLANS

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

HERITAGE MANAGEMENT

Council's Strategic Planning Section continued to implement the Bathurst Region Heritage Plan 2017-2020.

Key projects and programs included:

- Heritage Advisory service – free advice to property owners to encourage the maintenance and conservation of the region's heritage – 139 site visits undertaken in the year.
- The Bathurst Region Local Heritage Fund – a small grants program to encourage the maintenance and conservation of the built heritage of the Bathurst Region by property owners. Forty-six (46) projects were completed in 2019/20 at a value of \$502,583.
- The Bathurst Region Conservation and Interpretation Fund – a small grants program to encourage the interpretation and promotion of the region's heritage. Eleven (11) projects were completed at a value of \$105,938.
- The Bathurst CBD Main Street Improvement Fund – a small grants program to encourage maintenance and improvements to buildings in the Bathurst CBD. Nine (9) projects completed at a value of \$110,440.

The Bathurst Macquarie Heritage Medal Project/ scholarship (grant of \$10,000) for 2020 was awarded to Kim Bagot-Hiller.

Other key projects completed in 2019/20 included:

- Interpretative signage for Alan Morse Park, Centennial Park and the Wambuul Ceremonial site.


- Adoption of the Bathurst Heritage Conservation Area Review 2018.
- Presentation to Council of the Bathurst Region Aboriginal Heritage Interpretation Strategy.
- Conservation Management Plan for the former St Martin's Church at Perthville.

ABORIGINAL CULTURAL HERITAGE

An Aboriginal Cultural Heritage Assessment for the lands associated with the proposed second motor racing circuit at Mount Panorama was completed.

The Bathurst Region Aboriginal Heritage Interpretation Strategy was completed with ongoing consultation occurring with local Aboriginal groups in relation to its implementation.

ENVIRONMENTAL

Meet Council's responsibilities under the Companion Animals Act 1998 by continuing to provide community programs relating to responsible pet ownership.		
CSP 2040 Strategy Reference	6.4, 5.2, 5.4	
Complete Responsible Pet Ownership community programs. Maintain and enhance areas for off-leash recreation for dogs.	Two Community desexing programs conducted. Pet Education event held. Educational radio interviews conducted weekly. Educational social media posts conducted monthly. Maintain Kefford Street Off Leash areas fortnightly.	The first desexing program commenced on 18 November 2019 with 110 dogs and cats desexed. The second program was completed in June 2020 with 110 dogs and cats desexed. The pet education event was scheduled for 21 April 2020, but was cancelled due to social distancing regulations. Educational radio interviews held weekly with Senior Ranger between July and December 2019. Interviews re-commenced in March 2020 and were held through until June 2020 on a weekly basis. Twenty-two educational posts uploaded in between 1 July 2019 and 30 June 2020. Peak reach was 7300 and engagement 193. Maintenance undertaken throughout the reporting period. The solar LED light was replaced in March 2020 (as the original lamp was 10 years old).
Meet Council's responsibilities under the Companion Animals Act 1998 and Impounding Act 1993 by promptly responding to customer requests and implementing enforcement action for breaches.		
CSP 2040 Strategy Reference	6.4, 5.4	
Investigate animal related complaints, including matters reported after hours. Undertake regulatory action consistent with Council's enforcement Policy for identified breaches.	95% of customer requests responded to within adopted corporate standards. 100% response to customer requests reported out of hours.	98.73% of customer requests responded to within the service standard between 1 July 2019 and 30 June 2020. 1,335 customer requests were received during the reporting period. 100% of customer requests responded to out of hours between 1 July 2019 and 30 June 2020.
		
Sustainable Living Expo		

Meet Council's responsibilities under the Prevention of Cruelty to Animals Act 1979 and the Impounding Act 1993 in the operation of the Small and Large Animal Impounding Facilities.

CSP 2040 Strategy Reference		6.4
Operate Small Animal Pound at Vale Road site.	<p>Implement electronic impounding register by December 2019.</p> <p>Implement social media program to promote rehoming of impounded dogs and cats.</p> <p>Increase the % of impounded dogs returned to owner or sold or released to welfare organisation.</p> <p>Increase the % of impounded cats returned to owner or sold or released to welfare organisation.</p>	<p>Discussions ongoing with IT regarding an electronic impounding register. No solution provided to date.</p> <p>Thirty-one adoption posts were uploaded between 1 July 2019 and 30 June 2020. Peak reach was 49,900 and engagement 3,780.</p> <p>Forty-three Feel Good Furiday (stories of successful adoption posts) were uploaded between 1 July 2019 and 30 June 2020. Peak reach was 5,200 and engagement 290.</p> <p>73.27% of dogs impounded were returned to owner, sold or released to welfare organisations between 1 July 2019 and 30 June 2020. This is an increase from 68.62% of dogs in the previous reporting period.</p> <p>47.68% of cats impounded were returned to owner, sold or released to welfare organisations between 1 July 2019 and 30 June 2020. This is an increase from 39.56% in the previous reporting period.</p> <p>103 dogs found their forever home and 62 were rehomed with rescue organisations between 1 July 2019 and 30 June 2020.</p> <p>88 cats found their forever home and 54 were rehomed with rescue organisations between 1 July 2019 and 30 June 2020.</p>
New Small Animal Impounding Facility designed and construction commenced.	<p>Design 100% complete by December 2019.</p> <p>Construction 50% completed by 1 April 2020.</p>	<p>Grant applications to both Commonwealth and State government to provide funding assistance to the proposed facility were announced as being successful in mid-2020. This has provided a total of \$1,091,000 (ex GST) in funding. The additional funds will allow the project to meet the long term needs for the facility. The architect is continuing works to finalise the design.</p> <p>The Statement of Environmental Effects is being prepared by a consultant. An acoustic assessment has also been prepared and the design modified to minimise any offsite impacts from noise emissions.</p>

Meet Council's responsibilities under the Road Rules 2014 and Fines Act 1996.

CSP 2040 Strategy Reference		6.4, 4.4, 5.2, 5.4
<p>Monitor and enforce parking regulations on public roads.</p> <p>Implement a community education program regarding the Australian Road Rules.</p>	<p>Daily monitoring undertaken.</p> <p>Educational social media posts conducted monthly.</p>	<p>Daily monitoring undertaken. Regulatory activities were modified to reflect community needs during COVID-19 for the period March to June 2020. Educational posts were made monthly updates as a minimum with a total of 12 uploaded between 1 July 2019 and 30 June 2020.</p>

Meet Council's contractual obligations under the Local Government Act 1993 in monitoring and enforcing parking regulations in off street car parks.		
CSP 2040 Strategy Reference	6.4, 5.2	
Monitor and enforce parking regulations in off street car parks in accordance with contractual obligations.	100% compliance with contractual obligations.	Car parks regularly monitored in accordance with contractual requirements. Regulatory activities were modified to reflect community needs during COVID-19 for the period March to June 2020.

Meet Council's responsibilities under the Protection of the Environment Operations Act.		
CSP 2040 Strategy Reference	3.1, 3.2, 3.3, 3.4, 6.4, 1.4	
Investigate customer requests and pollution incidents. Undertake regulatory action consistent with Council's Enforcement Policy for identified breaches.	95% of customer requests responded to within adopted corporate standards.	99.29% of customer requests responded to within the service standard during 1 July 2019 and 30 June 2020. 282 customer requests were received during the reporting period. Regulatory actions initiated as and when required in accordance with Council's Enforcement Policy. Seven PINs issued for POEO Act offences between 1 July 2019 and 30 June 2020.
Undertake educational programs to enhance community knowledge.	Monthly posts on the @sustainablebathurst Facebook page.	Sustainable Schools program projects were all finalised during October, with some schools opting to receive site visits from an experienced horticulturalist to assist in managing their gardens during extreme water restrictions. The final newsletter was issued in November 2019. The 2020 program was modified to adjust to the needs of schools during the COVID-19 restrictions. Council launched its participation in the "Get Grubby" program in June 2020, with more than twenty schools and childcare facilities signing on in June.

Continue to improve the community's awareness and capacity with regard to environmental sustainability.		
CSP 2040 Strategy Reference	3.3, 3.5, 6.1	
Communicate sustainability messages via a range of on-line and traditional media sources. Conduct sustainability education programs.	Weekly posts on the @sustainablebathurst Facebook page. Conduct Sustainable Living Expo in March 2020. Conduct a sustainability education program targeting primary school aged students by December 2019.	@sustainablebathurst page had an average reach of 2179 and post engagement of 858 during the period 1 July 2019 to 30 June 2020. This represents a general trend of increasing engagement by the community with the page. Likes at end of June 2020 were 1,298, an increase of 292 from the beginning of July 2019. The Sustainable Living Expo and Friday evening event "An Evening with Fast Ed" were cancelled due to social distancing regulations. Resources developed for the 2020 event will be rebranded for a great event in 2021. Enviromentors program was delivered in October and November 2019 with a focus on Water conservation and catchments. Positive feedback was received regarding the presentations.

Implement Council's Onsite Sewage Management Strategy and meet Council's obligations under the Local Government Act 1993.		
CSP 2040 Strategy Reference	3.1, 3.2, 6.4	
Conduct inspections and issue approvals for existing onsite sewage management systems without approvals or requiring renewal.	Increase the number of onsite sewage management systems with a current approval to operate.	<p>438 approvals to operate were issued between 1 July 2019 and 30 June 2020. This is compared with a total of 198 approvals to operate issued in 2018/19. Liaison with the community is ongoing.</p> <p>An article appeared in Council's community newsletter in October 2019 encouraging residents to ensure their system had an approval to operate and was regularly maintained.</p>

Meet Council's obligations under the Local Government Act 1993 and community expectations to manage, restore, enhance and conserve the natural environment.		
CSP 2040 Strategy Reference	3.1.3.4, 3.5, 1.4	
<p>Implement the Urban Waterways Management Plan</p> <p>Implement the Biodiversity Management Plan</p> <p>Implement the Pest Bird Management Plan</p> <p>Implement the Roadside Vegetation Management Plan</p>	<p>Implement a priority project identified in the Urban Waterways Management Plan.</p> <p>Implement a priority project identified in the Biodiversity Management Plan.</p> <p>Implement a priority project identified in the Pest Bird Management Plan.</p> <p>Implement a priority project in the Roadside Vegetation Management Plan.</p>	<p>Maintenance, tree planting and weed control on the Sawpit Creek catchment was the main Urban Waterways Management Plan project in 2020 and was completed in mid 2020.</p> <p>Community biodiversity projects such as the Backyard Bird Count and Backyard Ranger projects were successfully implemented in the reporting period.</p> <p>Implementation of the project identified at the Brick Pit wetlands has been put on hold until assessments can be conducted to determine if an Aboriginal Cultural Heritage Report is required. Design components almost complete.</p> <p>Pigeon surveys undertaken in July 2019. Control activities during February 2020 resulted in the removal of 185 birds, 141 removed in April 2020 and 187 in June 2020. Trapping of Indian Myna birds undertaken at one site in November and December 2019 with limited success. Construction of 30 and purchase of 160 nest boxes completed in May, with 38 provided to the public by 30 June 2020.</p> <p>Council completed an \$8,000 weed control grant project, funded by the Central Tablelands Local Land Services focusing on parts of Duramana Road and the Bridle Track road reserves. Works were completed in May 2020. Minor maintenance activities were undertaken at other sites.</p>

Implement energy efficiency and renewable energy projects at Council facilities.		
CSP 2040 Strategy Reference	3.5, 3.3, 6.6	
Identify and prioritise energy efficiency projects at Council facilities.	Implement an energy efficiency upgrade at a Council facility.	The installation of a 100kWh solar array at the Bathurst Manning Aquatic Centre was completed on 11 July 2019. Since the installation was completed 16.0% of electricity use has been supplied by the solar array.
Identify and prioritise renewable energy projects at Council facilities.	Implement a renewable energy project through the Revolving Energy fund.	<p>The installation of a 25.7kWh solar system at the National Motor Racing Museum was completed in late November 2019. To date the system has produced 46% of the site's electricity requirements and fed more than 10.0MWh to the grid.</p> <p>The installation of a 10kWh solar array and 13kWh of battery storage (in addition to the existing 6kWh system) was completed at Scallywags in late May 2020. From installation to 30 June 2020 the system has produced 37.5% of the site's electricity requirements from the solar arrays, 6% from the battery and fed 300kWh to the grid.</p>

Meet Council's obligations under the Biodiversity Conservation Act 2016, Fisheries Management Act 1994 and Water Management Act 2000.		
Meet Council's obligations under SEPP55 and related planning policies.		
CSP 2040 Strategy Reference	3.1, 3.4, 6.4, 1.4, 4.6	
<p>Ensure the assessment of development applications meets all of the requirements of the Biodiversity Conservation Act 2016, Fisheries Management Act 1994 and other relevant planning policies.</p> <p>Ensure that Council activities are compliant with the requirements of the Biodiversity Conservation Act 2016.</p> <p>Ensure the assessment of development applications meets all of the requirements of SEPP55 and Council's Contaminated Land Policy.</p>	<p>A number of development applications assessed and professional advice provided.</p> <p>Council policies and plans are reviewed and updated where required to ensure consistency with current legislation.</p> <p>Assess vegetation removal applications in urban zones in accordance with the vegetation SEPP in Council's DCP.</p> <p>Professional advice provided including pre-DA advice on contaminated land matters.</p>	<p>Council has now adopted changes to its Development Control Plan (DCP) which provide protection to native vegetation through the Vegetation SEPP.</p> <p>Environmental Staff were assigned 159 DAs for assessment between 1 July 2019 and 30 June 2020, and have provided specialist advice on a range of current and proposed development matters.</p> <p>Liaison with other departments is ongoing to ensure that activities are compliant with relevant legislation. Training with rural works crews was completed in September 2019.</p> <p>Environmental Staff have continued investigations into alleged illegal clearing of vegetation and managed applications for tree removal and roadside grazing permits.</p> <p>Environmental Staff provided specialist advice and updated Council's land use information system to ensure ongoing compliance with the Contaminated Land Policy during the reporting period.</p> <p>A NSW EPA funded Contamination Project Officer commenced in April 2020 and will provide support and capacity building to staff at BRC and the other project partners (Oberon, Lithgow and Mid-Western).</p>

Contribute to the development of Bathurst as a Smart City.		
CSP 2040 Strategy Reference	2.3, 3.3, 5.2	
<p>Identify the optimum efficiency LED luminaires for the street lighting upgrade.</p> <p>Identify the optimum technology for smart controls to be incorporated into LED street lighting upgrade.</p> <p>Establish the Bathurst Region as an EV charging destination.</p>	<p>Complete upgrade of all standard P3, P4 and P5 street lights to LED luminaires.</p> <p>Complete upgrade of all V category lights to LED luminaires.</p> <p>Identify and install universal EV charge stations at two rural villages.</p>	<p>The bulk lamp replacement for P & V category lighting commenced in late November 2019. Approximately 5,100 luminaires were replaced by 30 June 2020. Essential Energy stood down all of its contractors in March 2020 in accordance with its Pandemic Emergency response plan, resulting in some delays to the project.</p> <p>Trials were conducted to assess the suitability of various luminaires for area lighting in parks and other public spaces, as well as LED alternatives for the lamps within the Heritage lamp standards.</p> <p>210 luminaires have been quarantined from BLR until Zhaga enabled luminaires are available. These sites were chosen to ensure that all parts of the city were covered, with a higher density of Zhaga enabled luminaires in the CBD.</p> <p>Staff worked extensively with Central JO to establish the Electric Vehicle charging toolkit as a guide to the installation of chargers across Central NSW. The guide was launched in June 2020.</p> <p>Grant application made for placement of EV charge stations in three rural villages in mid-2019. Outcome not yet known.</p> <p>Installation of a Tesla and a universal charger at the Bathurst Rail Museum was completed in May 2020. This brings the total to 7 Tesla chargers and 4 universal chargers at Council facilities (BVIC, Rail Museum, Civic Centre and Depot).</p>
Meet Council's statutory reporting obligations under the Local Government Act 1993.		
CSP 2040 Strategy Reference	3.3, 3.5, 6.4, 3.1	
<p>Monitor the operational footprint of Council's operations and report on trends identified.</p> <p>Measure and collate the trends in environmental condition across the Local Government Area.</p>	<p>Collate data to allow for preparation of the State of Environment report as required by the Local Government Act 1993.</p>	<p>The Regional SOE and Bathurst SOE were presented to Council at its ordinary meeting in November 2019 and are now available on Council's website.</p> <p>Data collection for the 2020 report is ongoing.</p>



Meet Council's obligations in the Food Regulation Partnership and the Food Act 2003.		
CSP 2040 Strategy Reference	6.4, 5.4	
Conduct a program of inspections of food premises including home-based food premises and Bed & Breakfast establishments to ensure compliance with regulations.	<p>Conduct an inspection of all high and medium risk food premises by June 2020.</p> <p>Implement a risk based inspection program for B&B and home-based food premises.</p> <p>Prepare and distribute educational material on food safety three times annually.</p> <p>95% of customer requests responded to within adopted corporate standards.</p>	<p>702 inspections were undertaken between 1 July 2019 and 30 June 2020 (including temporary food premises). Council has met the requirements of the Food Regulation Partnership for the reporting period. Many food businesses were required to or chose to close due to Public Health orders relating to COVID-19 during the reporting period. This has resulted in fewer inspections than previous years, particularly in relation to temporary food premises inspections.</p> <p>Five improvement notices, one prohibition order and no PINs were issued between 1 July 2019 and 30 June 2020.</p> <p>B & B premises a low priority at present as many are low risk premises. Further most B&B premises were not operating due to COVID-19 restrictions on travel during the reporting period.</p> <p>Food safety newsletter was distributed to all food businesses in October 2019, December 2019 and June 2020. The December 2019 edition included a food safety calendar. The June 2020 edition contained critical advice on the preparation of Covid-safe plans and complying with Public Health Orders.</p> <p>100% of customer requests responded to within the service standard between 1 July 2019 and 30 June 2020. Five food related customer requests were received during the reporting period.</p>

Meet Council's obligations under the Public Health Act 2010 and associated regulations.		
CSP 2040 Strategy Reference	6.4, 5.4	
Conduct a program of inspections of skin penetration premises, public swimming and spa pools and cooling towers.	<p>Conduct an inspection of all skin penetration premises.</p> <p>Conduct an inspection of all public swimming pools and spa pools.</p> <p>Implement the activities identified as Council's role in Legionella management and the inspection of cooling towers.</p> <p>95% of customer requests responded to within adopted corporate standards.</p>	<p>Four inspections of skin penetration premises conducted between 1 July 2019 and 30 June 2020. Many skin penetration premises were required to close due to Public Health Orders during the reporting period.</p> <p>All public swimming pools and spa pools in operation were inspected between 1 September 2019 and 31 December 2019. Re-inspections were undertaken where necessary.</p> <p>Liaison with the owners and operators of cooling towers ongoing. Register is up to date with requests made to owners to provide certificates of compliance where they have not already been provided.</p> <p>96.77% of customer requests responded to within the service standard 1 July 2019 to 30 June 2020. 26 customer requests were received during the reporting period.</p> <p>Total number of private swimming pools inspected - 61 Tourist and visitor accommodation - Nil Premises with more than 2 dwellings - Nil Certificates of compliance issued - 60 Certificates of non-compliance issued - 1</p>

STRATEGIC PLANNING

Prepare relevant planning proposals to ensure Council's planning controls remain relevant and up to date.		
CSP 2040 Strategy Reference	1.5, 2.1, 3.3, 4.6, 5.5, 6.4	
Prepare draft LEP and DCP amendments.	Planning proposals referred to NSW Department of Planning & Environment for gazettal.	<ol style="list-style-type: none"> 1. Moveable and Monumental Heritage LEP Amendment – Planning Proposal finalised. Gateway determination received from the Department of Planning. Awaiting public exhibition. 2. Health Services LEP Amendment to the RE2 Private Recreation Zone. Adopted by Council. Gazetted. 3. Housekeep LEP Amendment. Adopted by Council. Gazetted. 4. Laffing Waters Master Plan LEP and DCP Amendment – design guidelines for the new R3 zone prepared. Public exhibition of Master Plan completed to inform the LEP amendment. Draft Planning Proposal and DCP controls being prepared. 5. Bathurst DCP Amendment – repeal chapter 2 and refer to the Community Participation Plan. DCP amendment adopted by Council, Community Participation Plan is in force. 6. Heritage Conservation Area Review LEP Amendment – Planning Proposal being prepared. 7. Eglinton (West) DCP Amendment – Reduce amount of land reserved for school purposes – adopted by Council. 8. Open Space LEP Amendment – implement the recommendations of the Bathurst 2040 Open Space Strategy - Gateway determination received from the Department of Planning. Awaiting public exhibition. 9. Heritage Item update LEP Amendment - research being undertaken on approximately 75 properties being considered for heritage listing under the LEP.



Investigate relevant land use and planning issues of the Bathurst Region.		
CSP 2040 Strategy Reference	1.5, 2.1, 3.3, 4.6, 5.5, 6.4	
Prepare studies and plans. 1. Local Strategic Planning Statement 2. Bathurst Integrated Transport Plan.	Draft studies/plans are well underway by 30 June 2020.	<ol style="list-style-type: none"> 1. Draft Local Strategic Planning Statement exhibited until 20 May 2020. Being referred to July Council meeting for consideration of its adoption. 2. Bathurst 2040 Open Space Strategy – adopted by Council. 3. Bathurst City Traffic Model and Traffic Options Report. Final reports completed. 4. Aboriginal Cultural Heritage Assessment – 2nd circuit lands. Completed. 5. Duramana Master Plan – adopted by Council. 6. Bathurst Town Centre Master Plan – Preparation of masterplan underway. Visioning consultation completed. Draft concepts prepared and being presented to community in early July prior to finalisation of a draft Master Plan. 7. Review of Rainwater tank policy to reference latest exemption criteria – new draft policy being prepared. 8. Health and Knowledge Precinct Plan (being led by Department of Planning) - Preparation of masterplan underway. Stakeholder workshops to be held in early June. 9. Bathurst Region Heritage Plan 2020-2024 – Bathurst Region Heritage Reference Group asked for feedback on the current plan. 10. Village Plans – investigations and background research underway. Awaiting staff recruitment. 11. Rainwater Tank Discussion Paper and Policy Review - Discussion paper prepared.

Review and update Council's section 7.11 plans.		
CSP 2040 Strategy Reference	4.1, 4.6, 6.4	
Review existing or prepare new s7.11 Plans	Draft plans considered and adopted by Council	Stormwater drainage – draft plan being prepared. Peer review of draft plan completed. Consultants completing additional work with agreed timeframe of approximately 16 weeks.



Implement the Bathurst Regional Heritage Strategy.		
CSP 2040 Strategy Reference	1.1, 1.2, 1.5, 4.6, 5.5	
Provide a Heritage Advisory Service.	Number of site visits undertaken by the heritage advisory service.	Site visits for 2019/20 (including on-line referrals): 139 Site visits postponed from 9 March due to 24 June 2020 due to COVID-19 – referrals to heritage advisor occurred on-line during this period.
Provide heritage incentive funding programs to protect, maintain, enhance and promote the regions heritage assets.	Value of works generated from Council's incentive funds.	<ol style="list-style-type: none"> 1. Bathurst Region Local Heritage Fund – 67 applications received. 59 projects offered funding. 46 projects completed at a value of \$502,583. Applications for funding under the 2020/21 program closed 29 May 2020, 89 applications received and being assessed. 2. Bathurst Region Conservation and Interpretation Fund – 17 applications received. 15 projects offered funding. 11 projects completed at a value of \$105,938. Applications for funding under the 2020/21 program closed 29 May 2020, 14 applications received and being assessed. 3. Bathurst CBD Main Street improvement program – 19 applications received. 17 projects offered funding. 9 projects completed at a value of \$110,440. Applications for funding under the 2020/21 program closed 29 May 2020, 23 applications received. 4. Bathurst Macquarie Medal Heritage Project/ Scholarship 2018/19 – the Church Block Eglinton. Project underway. 5. Bathurst Macquarie Medal Heritage Project/ Scholarship 2019/20 – Kim Bagot-Hiller – Cultural Museums study and archiving of Theo Barker's research material.
Prepare and implement projects for the interpretation and display of cultural heritage and history information.	New interpretative /promotional information made available.	<ol style="list-style-type: none"> 1. Interpretation sign installed at Alan Morse Park. 2. Interpretation sign installed at Centennial Park. 3. Interpretation sign installed at the Wambuul Ceremonial Ground. 4. Aboriginal Heritage Interpretation Strategy referred to the Wiradyuri Elders and the BLALC for consideration and ongoing discussions. 5. 11 Plaques for 2020 Pillars of Bathurst completed. Proclamation Day event for 2020 cancelled due to COVID-19. 2020 Pillars announced virtually at the beginning of May. 6. Mount Panorama Boardwalk interpretation – strategy for Aboriginal Interpretation completed.
Prepare research/studies into the region's heritage values.	<p>Studies/plans considered and adopted by Council.</p> <p>Number of local heritage items included in the Local Environmental Plan</p>	<ol style="list-style-type: none"> 1. Bathurst Heritage Conservation Area Review – adopted by Council. 2. Archaeological Assessment 128 Bentinck Street – awaiting finalisation of the report and permit from NSW Heritage. 3. St Martin's Church (Perthville) Conservation Management Plan – completed. 4. Maintenance plan being prepared for Chifley Cottage.

DEVELOPMENT ASSESSMENT

Ensure the assessment of development and other applications, in accordance with planning instruments, development control plans and policies, occurs within appropriate timeframes.

2040 Strategy Reference	4.5, 4.1, 4.6, 6.4				
Ensure the assessment of development and other applications, in accordance with planning instruments, development control plans and policies, occurs within appropriate timeframes.	To be at or below the state average for determination times of development applications.		NSW State Average 2015-2016	Bathurst Regional Council June 2020	Bathurst Regional Council year to date average
		Average gross days taken to determine a DA	75	67.09	52.79
		Average nett days taken to determine a DA	52	36.06	41.80
	To be at or below the state average of determination times for complying development		NSW State Average 2014- 2015	Bathurst Regional Council June 2020	Bathurst Regional Council year to date average
		Average days taken to determine a CDC	22	2.67	3.39

ENVIRONMENTAL AND HEALTH PROGRAMS

Council actively engaged with the community in 2019/2020 through a range of environmental health compliance and education programs. Council assists local food businesses through access to free online food handling training, advice on premises fit-outs and the provision of regular educational newsletters. These activities are supported by routine inspections of food and skin penetration premises, and implementation of Council's Onsite Sewage Management Strategy. Council continues to work with landholders to increase the number of systems which have a current approval to operate in place, with a focus on high risk systems upstream of the Water Filtration Plant and in rural residential estates.

Environmental Projects cover a broad range of issues from sustainability initiatives in the home to land rehabilitation works in our local waterways. Key activities include the Bathurst Backyard Bird Count - an interactive survey of local bird species held in October 2019 and the Bathurst Backyard Ranger program which includes the provision of nest boxes and insect hotels for local residents. Throughout the year the @sustainablebathurst Facebook page was used to communicate, educate and promote sustainability in the Bathurst Region.

Council implemented several projects to address high priority actions which have been identified in Council's Pest Bird Management Plan, Biodiversity Management Plan and Roadside Vegetation Management Plan. Two key projects completed in 2019/2020 included design of a rehabilitation and enhancement project at the Brick Pit wetlands and weed removal and rehabilitation on the Bridle Track. Pigeon removal activities took place throughout 2019/2020. Natural environment activities focused on maintenance works and revegetation in various urban tributaries of Sawpit and Raglan Creeks.

During 2019/2020 the bulk lamp replacement of street lights with LED luminaires commenced in November 2019 with 5100 replaced by the end of June 2020. Research and trials were undertaken to find suitable LED solutions for the Heritage Lamp Standards and area lighting for parks and public spaces. Council also took a leading role in a regional project to negotiate new energy contracts with the contract commencing on 1 January 2020 resulting in a 9% decrease in the price per kWh (relative to the previous contract). The installation of renewable energy infrastructure continued with major projects including a 25.9kW solar array installed at the National Motor Racing Museum in November 2019 and expansion of the Scallywags solar array to 18kWh (from 7.22kWh) with a 13.8kWh battery in May 2020. The total solar energy capacity on Council facilities was 481kW. In June 2020 Council adopted a Renewable Energy

Action Plan to guide activities for improving energy efficiency through the installation of renewable energy infrastructure. Council also facilitated the installation of a Tesla destination charger and one universal charger at the Bathurst Rail Museum in May 2020.

STATE OF THE ENVIRONMENT REPORT

[Local Government Act 1993 - Section 428A]

The 2019/2020 State of the Environment report provides Council and the community with a snapshot of the condition of the environment in the Bathurst Regional Local Government Area. The Integrated Planning and Reporting system requires that a State of the Environment report is produced every four years, rather than annually as previously required. The annual snapshot provides an update on trends under the themes of land, biodiversity, water and waterways, people and community, and towards sustainability. Data will continue to be collated on an annual basis.

Council will participate in the Regional State of the Environment Report with 13 other Councils from the Greater Central West Region of NSW. This will report on regional trends in the above mentioned themes on a four yearly basis.

The 2018/2019 Bathurst State of the Environment Report (SOE Report) was available on Council's website from 30 November 2019. The new SOE Report will be available on Council's website from 30 November 2020.

PLANNING AGREEMENTS

[Environmental Planning & Assessment Act 1979 - Section 7.4]

Council agreed to enter into the following Voluntary Planning Agreements (VPA):

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

COMPANION ANIMALS

[Local Government Act 1993 - Section 428, Local Government (General) Regulation 2005 - Clause 217(1) (f)]

LODGE MENT OF POUND DATA COLLECTION RETURN

Council lodged its 2019/2020 Survey of Council seizure of cats and dogs with the Office of Local Government in October 2019.

DOG ATTACKS

Council, during 2019/2020 financial year, notified the Office of Local Government of 26 dog attacks.

COMPANION ANIMALS MANAGEMENT AND ACTIVITIES

Council's budgeted expenditure on Companion Animal management and activities for 2019/2020 was \$597,644. This includes all activities related to Companion Animals, impounding and regulatory control, necessary upgrades, maintenance and running of the animal pound, desexing programs and the provision of off leash areas.



COMMUNITY EDUCATION - COMPANION ANIMALS

Council had planned a number of community education activities, including a responsible pet ownership presentation in April 2020, but these were postponed due to the implementation of Public Health Orders. Community education has focused on social media activities through both the "Happy Tails" rehoming program and educational information on desexing, registration and other relevant matters.

STRATEGIES TO PROMOTE AND ASSIST THE DESEXING OF DOGS AND CATS

Council conducts a desexing program in conjunction with the RSPCA and local veterinary clinics which allows pensioners and health care card holders to have their dogs and cats desexed at a subsidised rate. Council contributed \$22,000 this year towards this program and encourages eligible residents with pets to take advantage of this opportunity. Council has allocated a further \$22,000 in the 2020/2021 Budget to continue this program.

STRATEGIES AS AN ALTERNATIVE TO EUTHANASIA

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

- A weekly radio segment which is utilised to advise the public of animals that are currently available at the pound;
- Posts on Council's Facebook page at least weekly promoting animals that are currently available at the pound, as well as posts detailing successful pet adoption stories. The success of the "Happy Tails" social media program was recognised by Local Government NSW, winning the "Excellence in Communication" category in August 2019;
- Desexing program;
- Community Education Program including social media posts;
- Rehoming program with the RSPCA;
- Partnerships with other rescue organisations and
- A volunteer program which assists in exercising and socialising impounded dogs, assisting in the transition to a new forever home.

Off-Leash Areas

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

- Centennial Park (Subject to exclusion of playground area and operating hours before 8am and after 5pm).

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

COMPANION ANIMALS FUND MONIES

Council received \$53,311 from the Companion Animals Fund. Activities where these funds were expended include:

Dog registration clerk salary	\$46,471
Dog Pound expenses	\$30,172
Dog Microchipping expenses	\$2,938
Dog Community Desexing program	\$21,000
Cat Impounding expenses	\$272

ECONOMIC DEVELOPMENT

Implementation of the Economic Development Strategy 2018-2022 and associated actions.		
CSP 2040 Strategy Reference	2.1, 2.2, 2.3, 2.4, 2.6, 4.1, 4.5, 5.5, 6.3	
Nurture economic infrastructure development by supporting the development of the aerodrome, industrial precincts and telecommunications.	Seek funding for economic infrastructure projects.	<p>\$4.9M GLE/Drought Stimulus Package application successful for expansion of Kelso Industrial Estate.</p> <p>\$2.8M Growing Local Economies grant application successful to upgrade the Bathurst Airport.</p> <p>Unsuccessful bid for additional telecommunications towers under Round 5 of the Federal Mobile Black Spots Program (MBSP).</p> <p>Successful matched funding (\$11,500) for the installation of 4 Smart Benches in the CBD under the NSW Building Community Partnerships Grant.</p>
Market-leading promotional campaigns and events through continued participation in Evocities, destination marketing, and maintenance of promotional assets.	<p>Representation at all Evocities meetings.</p> <p>All 4 entrance billboards updated/ maintained, and entrance signs erected in selected villages.</p>	<p>Evocities participation extended to June 2020. Alternative relocation campaigns under investigation with NSW Regional Cities Group.</p> <p>Decision from Councillors to consider the installation of new entrance signs under the new Village Planning process.</p> <p>Existing entrance signs updated to include "European"</p> <p>New lifestyle promotional "post card" under development.</p>

	New Bathurst Lifestyle promotional prospectus developed.	AIME Trade Show attended (Melbourne) to sell Bathurst as a business events/conference location.
Support local business growth, partnerships and skill development through management of Councils business database (eNewsletters), business cluster groups, business management programs, business events and the ID platform.	<p>12 eNewsletters issued.</p> <p>Cluster Strategy developed and cluster groups activated.</p> <p>Run BizMonth, Buy Local Gift Cards and Business Leaders Lunch programs.</p> <p>Bathurst Business Hub website updated/maintained.</p>	<p>All monthly eNewsletters sent out to date.</p> <p>Consultants for Cluster Strategy selected; Bremer & Co. Initial industry consultation workshops held. Project placed on hold due to COVID-19 restrictions.</p> <p>BizMonth 2019 successful, 240 attended BizMonth Lunch with Ita Buttrose. 9 programs/events held during the month.</p> <p>129 local shops participating in the Buy Local Gift Card and \$500k milestone achieved for dollars loaded on cards.</p> <p>Business Hub website fully updated with new content/events.</p> <p>Doors Open! Campaign launched to support local businesses during COVID-19.</p> <p>COVID-19 Economic Stimulus and Recovery plan started to coordinate Events, Economic Development and Tourism programs.</p>
Support local start-up hubs and manage Council's relationship with the Business Chamber.	<p>Attendance at 75% of Business Chamber After-Hours events.</p> <p>Representation at all "Upstairs Start-up Hub" board meetings and implementation of a marketing campaign for "Upstairs".</p>	<p>Business Chamber "Business on Toast" and After-hours events attended. 75% attended to date (either Manager Economic Development or Business Development Officer).</p> <p>Chamber Christmas Party held 10/12/19 at BRAG, 70 attendees.</p> <p>All Upstairs board meetings attended.</p> <p>New marketing campaign for Upstairs start-up hub completed.</p>
Grow local employment, investment and attract new businesses.	<p>Organise the Bathurst Jobs Expo with minimum 40 stalls and minimum 1,500 attendees.</p> <p>Minimum of 60 new jobs loaded on Evojobs each month.</p> <p>Develop relocation proposals, relocation materials and support the relocation of new businesses.</p>	<p>Jobs Expo held 30th July, approx. 2,000 attendees and 64 stalls.</p> <p>1,284 jobs loaded on Evojobs to date.</p> <p>Ongoing discussions with various new business ventures inclusive of solar farms, petrol stations, information technology, medical and education/innovation precincts.</p>

Develop Bathurst into a Smart Community of national significance.	Monthly Project Group meetings held.	NSW government funding received for the installation of 4 Smart Benches in the CBD.
Support innovative practices from industry.	Seek funding and roll out Smart Community priority projects.	Average of 150 devices connecting to the free CBD Wi-Fi network each day.
	Promote Bathurst as a Smart Community through marketing campaigns and speaking at events.	Smart Community Plan adopted by Council.
		Ooh! Media Smart Community marketing campaign completed with digital billboards at Mascot and Eastlakes.
		Presentation at the KPMG/Public Sector Network Smart Cities Workshop in Sydney on 3rd September.

ECONOMIC DEVELOPMENT PROJECTS/STRATEGIES

Smart Community Development

- The Smart Community Strategy 2020-2025 was adopted by Council in December 2019;
- CCTV stage 1 completed;
- CCTV stage 2 construction underway. This will include a link directly to Bathurst Police Station;
- Optic Fibre network installed between Council owned properties in the CBD;
- The rollout of 5,600 new LED street lights throughout the city completed;
- 25 start-up businesses operating at the Upstairs Start-up Hub with Council as an active Foundation Partner;
- Upstairs winner of the 2019 Bathurst Business Chamber “Best New Business” award;
- Presentation by the Manager Economic Development at the Smart Cities Conference in September 2019 conducted by the Public Sector Network and promotion of the Bathurst region as a centre of innovation;
- 1 x Tesla and 1 x universal EV charging stations installed at the Bathurst Rail Museum;
- Mitsubishi PHEV trial ongoing;
- Ongoing strategic partnership with the University of Wollongong’s SMART Infrastructure Facility and joint projects underway to develop sensors for use in traffic management in the CBD;
- Part of the national funding bid for a Cooperative Research Centre (CRC) “Future Cities”;
- Monthly meeting of the Smart Community Project Group (cross-departmental) and
- Active members of the Australian Smart Communities Association (ASCA) and the Smart Cities Council.

Sponsorship, Funding and Grants

- Development of a Regional Deal proposal incorporating Bathurst, Orange, Oberon, Cabonne and Blayney and presented to the Deputy Prime Minister for consideration;
- \$4.9M received for the Kelso Industrial Development Project under the NSW Government “Drought Stimulus Package” (application submitted under the Growing Local Economies Fund);
- Business Case submitted for the Aerodrome (\$1.9) under the Growing Local Economies Fund – still under assessment;
- \$37,563 funding received for an Industry Cluster Strategy under the Building Better Regions (BBR) Community Investments Stream;
- \$40,000 contribution from CSU to support the development of the Industry Cluster Strategy;
- \$100K contribution from CSU to develop the Town Centre Masterplan and
- Sponsorship secured from commonwealth bank, CSU, VERTO, Rydges, B-Rock and the central west careers advisers association across the numerous 2019/2020 economic programs.

Business Support Programs

- 134 businesses participating in the Bathurst Buy Local Gift Card program;
- In the financial year 19/20, 2,005 cards with a value of \$151,047 purchased;
- Approximately 900 active local businesses on Council's Business database with 12 eNewsletters sent out (one for each month) and numerous business alerts to promote Council projects;
- BizMonth held in September 2019 in partnership with the Western Advocate, 2BS B-Rock, Rotary Club of Bathurst, Bathurst City Life, CenWest Innovate, Central West Business HQ and the Bathurst Business Chamber. Major events/promotions included; Crazy Day, Corporate Duck Race, Bizmonth Business Lunch featuring Ita Buttrose (238 attendees) and the Business Chamber Awards Finalist Night;
- Jobs Expo held 30 Jul 2019 with 2,000+ attendees, 65 exhibitors with major sponsor, CSU and support sponsor NSW TAFE and
- Bathurst Business Hub Facebook site, Bathurst Region (Live section) and Evocities websites regularly updated and refreshed with new information.

New Residents and Evocities

- 36 household relocations resulting from Evocities across 2019/2020, ROI of \$3.04M in local consumption spending from new families;
- 1,479 jobs loaded on Evojobs;
- All Operations Group meetings and Steering Committee meetings attended (2020 virtually) and
- Welcome Wagon Mayoral Receptions held 19 November 2019 with 35 people in attendance. COVID restrictions prevented the April 2020 event from being held.

New Business Attraction, advocacy and promotion

- 8 new businesses brought to Bathurst with Economic Development support;
- Approval/permits for 8 filming and photography projects;
- Coordination and approval of major filming projects and photography in the Bathurst Region including TV commercials (Prime) and documentaries (SBS);
- Representation at public hearings for parliamentary and senate enquiries;
- Presentations to groups of visiting Western Sydney University and University of NSW students;
- Representation of Council at numerous events including Bathurst Business Chamber After Hours, CSU functions and other industry events;
- Continued partnerships with NSW Government to support and promote the Small Biz Bus;
- Hosted the Bathurst Business Chamber Christmas event, Mount Panorama Pit Complex, 11 December 2019 with 60 attendees and
- Memorandum of Understanding (MOU) signed with the Bathurst Business Chamber.

Economic Development Strategies

- Smart Community Strategy implemented (2020-2025) and
- Development of Industry Cluster Strategy.

SIGNAGE

- Bathurst entrance signs updated to Australia's first inland European settlement.



CULTURAL & COMMUNITY SERVICES

Bathurst Regional Council supports a vibrant culture and community. Lifestyle in the Bathurst Region is enriched by providing a diverse range of cultural facilities and programs and by promoting cultural diversity. Community well-being is promoted through social planning, community development and ensuring access to community services.

CULTURAL & COMMUNITY SERVICES

Work in partnership with key stakeholders to develop administer and deliver community planning that reflects the strengths and needs of specific sectors and the community as a whole.

CSP 2040 Strategy Reference	5.1, 5.2, 5.3, 5.5 - 6.3	
Undertake the actions identified in the Bathurst Community Safety Plan in partnership with the Bathurst Regional Community Safety Committee.	Provide administrative support to 4 meetings of the Bathurst Regional Community Safety Committee.	Community Safety Committee meeting held 18 June 2020. Community Safety Committee meeting scheduled for 26 March 2020 cancelled due to COVID-19. YTD five (5) Community Safety Committee meetings held.
	Relevant campaigns /projects developed and implemented as per actions identified in the Bathurst Community Safety Plan.	<ul style="list-style-type: none"> Red Bench project launched 26 September 2019 - Red Benches installed in Machattie Park and Kings Parade. Additional Red Bench installed at Kelso Community Hub 6 March 2020. Red Bench installed at Haymarket Reserve 4 May 2020. Media event held 13 May 2020. “Avoid Being Scammed – Tips for Seniors” Campaign launched 5 March 2020. NSW Crime Prevention Grant application submitted 28 April 2020 for Break and Enter Dwelling campaign.



Implementation of the strategies and actions identified in the Disability Inclusion Action Plan (DIAP) that address each of the four focus areas of the plan 2017-2021.	Undertake annual review and evaluation of actions.	YTD 46 actions in progress. 50 actions exist across four areas with 5 actions complete. Review of actions and strategies listed in the Disability Inclusion Action Plan undertaken. COVID-19 has had a significant impact on the DIAP with 21 out of the 50 actions affected.
	Ensure continuing public awareness raising and promotion of DIAP.	Public awareness raising and promotion items listed in Disability Inclusion Action Plan have continued during June 2020.

The provision of the Kelso Community Hub as a safe community hub and venue for outreach service provision that meet the needs of the community.

CSP 2040 Strategy Reference	5.1, 4.3, 1.3, 5.4, 6.2, 6.3	
Continue to provide ongoing review of service delivery for future direction of Kelso Community Hub.	Facilitate 2 meetings with Kelso Community Hub stakeholders. Provide 3 Kelso Community Hub update reports to Council.	No Kelso Community Hub stakeholder meetings were held during June 2020. Kelso Community Hub stakeholder meeting scheduled for 1 April 2020 was cancelled due to COVID-19. YTD two (2) stakeholder meetings have been held. No Kelso Community Hub update reports provided to Council during June 2020. YTD two (2) update reports provided to Council.
Encourage and facilitate the use of the Kelso Community Hub by outside services, organisations and businesses to meet the needs of the community.	10% increase on 2018/2019 utilisation by external services, organisations and businesses	KCH reopened to the public from 16 June 2020 with limited opening hours throughout June. KCH opened Tuesday, Wednesday and Thursday during this period. All external services except NSW Health did not operate during June 2020 due to COVID-19. External services suspended programs from 16 March 2020. Therefore, performance measure is not expected to be achieved. NSW Health delivered three health clinics during June 2020 through a dry hire arrangement (Sexual Health, Child & Family Health and NSP Clinic). Due to grants received, major capital works were delivered during July to November 2019 effectively closing the centre for six months. Capital works were completed December, growth in use was evident.

		<p>January-March 2020.</p> <p>YTD 169 services, being an average of 18.77 per month and 48.32% decrease in utilisation based on 2018/2019 figures (up until March 2020).</p> <p>YTD 4,696 people serviced, both through external programs, as well as drop-ins and Council programs, which is a decrease of 25.21% based on 2018/2019 figures (up until March 2020).</p>
Develop and provide programs and activities that meet the identified needs of the community	Deliver the breakfast program 3 days per week during school terms.	<p>Breakfast program did not operate during June 2020 due to COVID-19.</p> <p>Breakfast program operated 3 days per week up until 19 March 2020, when it was suspended due to COVID-19.</p> <p>YTD 856 young people serviced and average of 10.19 during 84 days of operation.</p>
	15 young people accessing afterschool programs per session.	<p>After school programs did not operate during June 2020 due to COVID-19 (programs suspended from 18 March 2020)</p> <p>YTD 406 young people serviced, being an average of 14.5 per session during 28 days of operation.</p>
	10 young people accessing school holiday activities per session.	<p>No school holiday activities operated during the month of June 2020.</p> <p>April school holiday activities were cancelled due to COVID-19.</p> <p>YTD 318 young people have accessed school holiday activities, being an average of 15.14 per session during 21 sessions held.</p>
	2 Community celebrations per year	<p>No community celebrations were held during June 2020. YTD three (3) Community Celebrations have been held YTD. 3 July 2019 – Playground Opening 6 November 2019 – Open Day 18 December 2019 – Christmas Party.</p>

Value and support opportunities for young people to understand the processes of Local Government and be involved in relevant projects.

CSP 2040 Strategy Reference	5.1, 5.3, 1.3, 6.2, 6.3, 6.7	
Providing support for the Bathurst Regional Youth Council and their related activities, programs and events.	Facilitation of 6 Bathurst Regional Youth Council meetings, including attendance numbers	<p>Youth Council meeting held 9 June 2020 with 13 Youth Councillors in attendance.</p> <p>Youth Council meeting scheduled for 31 March 2020 was cancelled due to COVID-19.</p> <p>YTD five (5) Youth Council meetings have been held with a total attendance of 62 Youth Councillors.</p>
	Undertake at least 2 youth initiatives, activities, programs and events including attendance numbers.	<p>No Youth Council activities were undertaken during June 2020 due to COVID-19.</p> <p>YTD fourteen (14) initiatives, activities, programs and events held and/or undertaken with overall Youth Councillor attendance being 106.</p>

Provision of high quality child care facilities to cater for children aged 0-12 years in the Bathurst Community.		
CSP 2040 Strategy Reference	5.1, 5.2, 5.3, 5.4, 6.3, 6.4, 6.7	
Update policies and procedures to ensure alignment with: 1. Education and Care services National Quality Standards. 2. Education and Care Services National regulations and Law 3. The Early Years Learning Framework	25% of policies reviewed.	YTD 100% of policies for Children's Services (Sallywags and Family Day Care) have been reviewed. YTD a total of forty-two (42) policies for Children's Services have been reviewed and amendments made as per regulatory changes (Sallywags and Family Day Care).
	Develop combined Quality Improvement Plan (QIP) for Council's combined Long Day Care service.	During June 2020 Sallywags undertook the Self-Assessment Checklist to align with Service QIP. Family Day Care made no further updates to the service QIP during June 2020. YTD a total of five (5) review processes occurred to the Services QIP – prior to and after Service amalgamations. The review process ensures services are looking to improve service provisions at all levels.
	7 National Quality areas to be reviewed.	Family Day Care: One (1) for the month of June 2020 – Quality Area 2 was reviewed and updates completed regarding Child Health and Safety, COVID related and child management plans. Sallywags: One (1) for the month of June 2020 – Quality Area 2 was updated to reflect COVID 19 restrictions easing. SOP's were reviewed as needed. YTD all seven (7) National Quality areas have been reviewed across the two services (Sallywags and Family Day Care).

The provision of Council's Children Services, setting a benchmark for education and care in the Bathurst LGA.		
CSP 2040 Strategy Reference		
Ongoing review of service delivery for future growth of occupancy rates of all services.	Facilitate 1 survey for Family Day Care (FDC) for review of service delivery.	No updates were made in the month of June 2020. YTD one (1) survey has been completed for Family Day Care through the completion of the service Business Review.
	Facilitate 1 survey for Long Day Care (LDC) for review of service delivery.	No surveys distributed in June 2020. YTD there have been no surveys distributed.
	Provide 2 Children's Services update reports to Council.	No update reports were provided to Council during June 2020. YTD two (2) reports were completed for Council for the Children's Services Section. 1. Children's Services update report following the amalgamation of the Child care section. 2. Updated report regarding COVID related information around service provisions.
Open and operate newly refurbished Long Day Care Services.	>75% occupancy.	Two new families commenced care during June 2020, increasing occupancy rates. YTD occupancy 92%.
Build profile of Family Day Care (FDC) Scheme in the Bathurst Community.	Facilitate 2 marketing mechanisms.	During June 2020, Family Day Care has actively been enrolling families as they recommence seeking out care following COVID isolation. YTD three (3) marketing strategies have been utilised for Family Day Care through the social media platform Facebook.

Promotion of Children's Services.		
CSP 2040 Strategy Reference		
Communicate and engage with the community and stakeholders.	Undertake 3 promotional initiatives.	During June 2020 there has been no active promotion of Scallywags or Family Day Care, yet families have been seeking out enrolments through community recommendations. YTD seven (7) promotional initiatives have been used for the Children's Services section, Scallywags and Family Day Care.
	2% growth on 2018/2019 in followers on Council's Children's Services Social media platform – (Facebook).	During the month of June 2020, the page saw a spike in engagement following the release of the Essential Service Workers videos. YTD there has been 14% growth in the Children's Services Facebook page. The greatest growth period being in the early part of year, coinciding with the amalgamation of the section.
	Review and update Council's Children's Services website.	No updates to Children's Services website during June 2020. YTD two (2) Children's Services website updates occurred, including online enrolment processes and bring information together for the amalgamated services.

Connect and collaborate with Children's Services networks locally and regionally to ensure service provision reflects strengths and needs of the sector.		
2040 Strategy Reference		
Participate in existing services and networks relevant to Council's Children's Services.	Attendance/ participation at 2 relevant forums.	Scallywags: No participation at forums for month of June 2020 due to COVID-19. Family Day Care: No participation in face to face forums during the month of June 2020. Engagement with Local Government service providers occurred through Zoom meetings. YTD five (5) networking forums have been attended.

MUSEUMS UNIT

The 2019/20 financial year saw the continued development of the Bathurst Regional Council Museums Unit, despite some challenges with COVID-19 and the resulting of temporary closure of museums in March. Highlights included the opening of the Bathurst Rail Museum on 21 February, and post-COVID reopening of three museums in early June to record attendance. Chifley Home remains closed due to COVID-19 restrictions. A total of 52,690 individuals visited the museums throughout this financial year taking advantage of Council's diverse collections.

AUSTRALIAN FOSSIL & MINERAL MUSEUM (AFMM) – HOME OF THE SOMERVILLE COLLECTION

In the 2019/2020 financial year a total of 18,673 individuals visited the Australian Fossil and Mineral Museum with a turnover of \$245,177 through shop sales and admission.

Other highlights of the year included the October School Holidays Torchlight Tours, Grandparents Day, the Somerville Lecture and Museum Selfie Day.

The exhibition held in the temporary gallery was the Albert Chapman Collection, from the Australian Museum, to be housed in the temporary exhibition space for two (2) years.

CHIFLEY HOME AND EDUCATION CENTRE

In the 2019/2020 financial year a total of 603 individuals visited Chifley Home and Education Centre with a turnover of \$6,786 through shop sales and admission.

Temporary exhibitions held included the Chifley Album photographic exhibition and the Gathering Threads online exhibition of works by 19 CSU students in response to Chifley Home. Other highlights included International Museum Selfie Day with 105 people visiting the house on that day.

BATHURST RAIL MUSEUM

Construction of the Bathurst Rail Museum was completed during 2019/2020 with the opening event occurring on Friday 21 February and subsequent public opening Saturday 22 February.

In the 2019/2020 financial year a total of 5,864 individuals visited Bathurst Rail Museum with a turnover of \$64,335 through shop sales and admission.

The overall design choices have proven fruitful, with the various spaces (Public Gallery, Layout Gallery, Kids Central, Café) working well. Feedback on the Museum has been positive with the Kids Central area proving very popular with Annual Membership holders.

CENTRAL TABLELANDS COLLECTIONS FACILITY (CTCF)

Development of the CTCF in 2019 / 2020 progressed well with activities around the detailed planning and procurement process.

A six-month consultation process has been undertaken and completed with advice received on physical design and operation from prospective regional users, State Collections agencies and other stakeholders

Procurement for the design and build of the facility has followed a staged process with initial Expressions of Interest being sought and received and from these select groups then being invited to provide a formal tender. From the formal tenders Council has chosen to enter discussions for a contract with one construction company.

Design planning incorporating high standard climate control, security, fire control, access systems and purpose-built racking is currently under way with added input from sector leaders.

NATIONAL MOTOR RACING MUSEUM (NMRM)

In the 2019/2020 financial year a total of 27,204 individuals visited the National Motor Racing Museum with a turnover of \$653,114 through shop sales and admission.

The 2019/2020 financial year saw the continuation of the Museum's special exhibitions program, with the 40 years of Racecam exhibition opened in October 2019, and the Around the Clock: Bathurst 12- and 24 Hour Endurance Races exhibition in February 2020. These exhibitions continued to gain significant specialist and general media exposure for the museum and were major contributors to the increased visitation and retail sales for the museum during the period.



BATHURST REGIONAL ART GALLERY (BRAG)

In 2019/2020 BRAG worked with consultant Overton Creative, stakeholders, and the community to develop a new Strategic Plan for the Gallery.

MISSION: A cultural anchor for the city and region. Deliver unique and bold cultural experiences underpinned by excellence in programming and lifelong learning. Building and fostering opportunities for artists and community to have a voice and to express their cultural ideas and aspirations.

VISION: BRAG is a respected, resilient, dynamic and accessible facility that celebrates the visual arts which inspires, challenges and connects our community and plays a leading role in developing Bathurst's reputation as the city of culture and heritage in regional NSW.

ATTENDANCE: Visitation to BRAG exhibitions and programs from 1 July 2019 to 30 June 2020 was 29,178 (this figure includes 8,390 visitors to BRAG satellite programs) representing a 10% increase on 2018/2019 visitation figures. This is despite gallery closure due to COVID-19 (23 March – 9 June 2020) and reduced visitation as a result of COVID-19 for the month of June.

GRANTS & SPONSORSHIP: BRAG received \$245,000 through grants and sponsorship including: Create NSW Multi-year funding (\$80,000), Stronger Country Communities Fund (\$100,000), IAS Sponsorship (\$7,000), CSU Cup Grants (\$1,000), Private Donation (\$50,000), Margaret Olley Trust (\$12,500), Gordon Darling Foundation (\$7,000).

AWARDS: BRAG won the 2019 M&G NSW Capacity Building, Capital and Sustainability Program with the RE_ORG Bathurst collection project.

EXHIBITIONS: In 2019/2020 BRAG presented 26 exhibitions (24 of which were generated in-house) with a focus on Indigenous engagement, design and architecture, local artists and the artists of Hill End including incoming touring projects (2), BRAG Major Projects (3), Collection (8), Local Artist Projects (4), Hill End AIR (5), Off-site/ Public Art Projects (2), and Education Exhibition Projects (2). A total of 219 artists were represented in the BRAG exhibitions program, including 20 indigenous artists and 130 regional artists. BRAG developed two major touring exhibitions: RocoColonial (developed with Hazelhurst Regional Gallery – 3 venues), and Void (developed with UTS Gallery and M&G NSW – 8 venues).

EDUCATION & PUBLIC PROGRAMS: In addition to tours and school visits, BRAG developed 24 audience engagement programs to augment its exhibition program, with highlights including talks by David Stratton and Tim Ross. Major education programs included HOME (developed with DET Arts Unit & AGNSW), Backyard Bila (an interactive children's exhibition developed with Wiradyuri Elders), and the Void Education Symposium. BRAG delivered 105

education and public programs 2019/20, with 2,779 participants including 726 students and 74 groups.

PUBLIC ART PROJECTS: BRAG worked with a range of partners to develop and deliver public art projects including Ways of Seeing (with BRC Events Team), RocoColonial @ Abercrombie House.

DIGITAL ENGAGEMENT: BRAG adapted quickly to COVID-19 closure, developing a range of innovative online projects under the banner The Iso Chronicles including BRAG City: Our Town, Letters From The End, Saturday Studio Tours (24 artists - ongoing), and a curated program of posts including collection highlights and profiles. Views and reach for BRAG's digital platforms (bathurstart.com, hillendart.com, BRAG Insta, Hill End Insta, BRAG Facebook and BRAG YouTube) reached 162,929 people. Digital advertising (Arts Hub, Art Almanac) reached an additional 100,000 people.

Facebook: 20% increase in average monthly reach, 12% increase in average monthly engagement, 32% engagement rate. (NB an anomaly in the 18/19 period with engagement rate of 105% for the month of April 2019)

Instagram: 155% increase in reach, 80% increase in engagement, 11% engagement rate.

Websites: increase of 5% on average session duration and -2% on bounce rate.

HILL END AIR: 11 artists participated in the Hill End Artists in Residence Program (HEAIR). Due to COVID-19, The Hill End AIR program was suspended from March 2020 with residencies postponed to 2021.

PERMANENT COLLECTION: 19 works entered the collection through donation, Cultural Gift, purchase and commission valued at \$109,537, including a major tapestry commission by Luke Sciberras and the Australian Tapestry Workshop. BRAG continued its loans program, lending 10 works to six galleries including Queensland Art Gallery of Modern Art, Penrith Regional Gallery, Orange Regional Gallery, Canberra Museum & Gallery, Lismore Regional Gallery and Newcastle Art Gallery. Visitation: 269,970.

ART COLLECT: This major collection project was initiated by BRAG to maximise use of the gallery during COVID-19 closure, utilise staff skills during this time, and provide employment opportunities for casual staff. During a 10-week period, BRAG documented, digitised, catalogued and condition reported 980 objects comprising its entire painting and framed works collection in preparation for the relocation of the collection to the new Central Tablelands Storage Facility in 2021.

BATHURST REGIONAL ART GALLERY

Provide a focus on the visual arts for the community by providing education and public programs that challenge thinking and stimulate creativity, and promote cultural vitality in the region through the development and care of the permanent collection, temporary exhibitions and research facilities.

CSP 2040 Strategy Reference

I.3

Develop community access and inclusion to the Gallery's exhibition program through the development education, outreach and public programs.

Staging of 6 education/ public programs in conjunction with BRAG exhibitions.

YTD: 105 education and public programs staged

1. YTD: Starstruck/Solness (July)
Ed Programs: 4
Public Programs: 6
Total: 10
2. RocoColonial (Aug/Sept)
Ed Programs: 11 Public
Programs: 11 Total: 22
3. Threads through Art/Lyons/Dunn (Oct/Nov)
Ed Programs: 9
Public Programs: 17
Total: 26
4. VOID/ HOME/ Backyard Bila (DEC/JAN)
Ed Programs: 6
Public Programs: 10
Total: 16
5. Marion Hall Best / Paul Davies
Ed Programs: 7
Public Programs: 8
Total: 15

COVID 19 Online Projects (March 23 – June 30): 7
(BRAG Our Town, BRAG Art Challenge, BRAG Saturday Studio, Voices of BRAG, Letter to the End, collection profiles, Pictures of You.

At least 1,200 students from school and 15 community groups or organisations accessing BRAG education / outreach / public programs including the Art in a Suitcase program.

YTD 726 students have participated in programs YTD
72 community groups accessed programs

1. Starstruck/Solness (July)
Ed Program participation: 43
Public Program participation: 177
Community Groups: 12
2. RocoColonial @ BRAG (Aug/Sept)
Ed Program participation: 113
Public Program participation: 695
Community Groups: 18
3. Threads Through Art (Oct)
Ed Program participation: 81
Public Program participation: 385
Community Groups: 12
4. Threads Through Art (Nov) Ed
Program participation: 32
Public Program participation: 138
Community Groups: 8
5. VOID/ HOME (Dec/Jan)
Ed Program participation: 295
Public Program participation: 488
Community Groups: 11
6. Marion Hall Best / Davies (Feb)
Ed Program participation: 47
Public Program participation: 274
Community Groups: 11

Art in a Suitcase: June no activity

Provide opportunities for the professional development of regionally based artists through exhibition	Staging of 2 local artist projects with at least 3,250 attendees.	YTD six (6) local artist projects undertaken YTD 11,410 attendees. 1. Bathurst Art Fair: 1,722 (163 local artists participated) 2. Heather Dunn: Palette of Place (Oct): 2,483 attended 3. Heather Dunn: Palette of Place: 2,850 attended 4. Sarah O'Sullivan: Resilience: 2,323 5. Louise Kerr: Canis Lupus Familiaris: 2,906 6. Harrie Fasher: Weighted (foyer - installed 23.3: no visitor stats)
	Production of 2 exhibition catalogues.	YTD; four (4) catalogues produced 1. Threads Through Art: Australian Tapestries 2. Camie Lyons: A Physical Response 3. Heather Dunn: Palette of Place 4. Paul Davies: The Golden Days
Develop community access to and understanding of contemporary indigenous art through exhibition and tour development.	Staging of 2 exhibitions of contemporary indigenous art including the development of 1 touring exhibition.	1. VOID – Curated by Emily McDaniel 2. HOME: GUNHIGAL NGUAMBANG WIRADYURI MAYINY (Plains Country Wiradyuri People) TOURING: 1. VOID – TOURING to 8 venues in 2020/2021 Canberra Museum & Gallery: 15 Feb – 2 May 2020 2. RocoColonial: Lismore Regional Gallery 15 Feb – 19 April 2020.
Develop community access to the permanent collection through exhibition, research, loans and touring exhibitions on an as needs basis.	Staging of 2 permanent collection exhibitions.	YTD: two (2) permanent collection exhibition staged 1. Jonathan Jones: From the Collection (DEC) 2. Ar+Collect: featuring 4 Highlight Exhibitions of two week durations: Lloyd Rees, Graham Lupp, Jean Bellette, Paul Haefliger, Margel & Frank Hinder, Celebration of Colour, Hill End Highlights.
	Improve database access through updating fields (20% p.a.) ready for transferring information to KEmU by 2022.	At 30 June 23% May/June: AR+COLLECT digitisation and catalogue project commenced including condition reporting. NB: information upload to KeEmu on hold while Collections Team implement transition to KeEmu CMS.
	At least 5 works loaned to other galleries, and visitation of more than 2,500 per venue.	YTD four (6) galleries have received seven (10) works from BRAG. Total visitation: 269,970 Virginia Cuppaidge Dusk on Grand St 1989: NRG 11 May – 21 July Total Visitation: 17,287 Margaret Olley St Pauls Terrace: QAGOMA 15 June – 20 October 2019 Visitation @ 31 August: 231,036 (2,962 per day) Penrith Regional Gallery, Gifting (7 Sept – 17 Nov) Fred Williams, Bacchus Marsh, Fred Williams, Red & Blue Landscape, William Robinson, Morning Light Total visitation: 18,905 Orange Regional Art Gallery: Ros Auld: Adventures in Ceramics (14 Dec - 27 Jan 2020) Ros Auld, Platter II, Ros Auld, Figure in Landscape Total visitation: 2742

		<p>VOID: Canberra Museum & Gallery 15 Feb – 2 May Thancoupie pot.</p> <p>RocoColonial: Lismore Regional Gallery 15 Feb – 19 April 2020; Danie Mellor Fragments of anthology I & II 2016 Visitation 3.041</p>
Increase community engagement on social media platforms.	Instagram followers to 1,200	<p>YTD: 2,379 Instagram followers</p> <p>Insta followers @ 31 May: 1,997</p> <p>Hill End AIR Insta launched 14 February 2020 Hill End AIR Insta followers @ 30 June: 382</p> <p>BRAG Facebook followers @ 30 June: 2,937</p> <p>YTD: average 65.3% total bookings online</p> <p>@ 31 July: Deborah Kelly workshop: 50% Eventbrite @ 31 August: Deborah Kelly workshop: 44.4% Eventbrite</p> <p>@ 30 September: NAVA 'Valuing Your Work' 100% Eventbrite</p> <p>@ 31 October: Zimmi Forrest Workshop - 100% Facebook</p> <p>@ 26 November: Sciberras BRAGS Brunch 3% Eventbrite</p> <p>@ 31 December: VOID Ed Symposium 80% Eventbrite</p> <p>@ 31 January 2020 (Tom Ross event): 59.3% Eventbrite</p> <p>@ 29 February 2020 Tim Ross event: 51% Eventbrite</p> <p>June: no activity</p>

Promote cultural activity in the Bathurst CBD, neighbourhoods and the region's villages through the development of inclusive and accessible satellite programs and events, and the promotion of Hill End as a significant site of contemporary and historic Australian art and culture.

CSP 2040 Strategy Reference		5.2
Develop community understanding of the achievements of the Hill End Artists in Residency Program through exhibition and international participation.	Staging of 3 Hill End Artists in Residency exhibitions with at least 3,250 attendees.	<p>YTD: four (4) Hill End AIR exhibitions YTD: 8,478 attendees</p> <ol style="list-style-type: none"> 1. Peter Solness: Lamplight Total Visitation: 4,337 2. Heather Dunn: Palette of Place Total Visitation: 1,346 3. Camie Lyons: A Physical Response Total Visitation: 1,346 4. Paul Davies: The Golden Days Total Visitation: 2,323
	Increase international exposure. Increase in international applications by 5%.	<p>YTD: 20% increase on 2018 international applications</p> <p>July: Res Artist Hill End AIR page updated</p> <p>September: AGD met with French Cultural Attaché to discuss FAR 2020</p> <p>November: 114 Hill End AIR applications (33% increase on 2018 applications)</p> <p>International Applications: 5 (20% increase on 2018)</p> <p>December: Laura Clauzel announced as 2020 FAR artist.</p> <p>March: FAR cancelled</p> <p>April: 'Letters from FAR' artists posts featured on BRAG social media</p>

Broaden access and inclusion to the Gallery's exhibition program through the development of a program of off-site and/ or satellite programs	Development of 2 off- site programs / events.	YTD: four (4) off-site programs YTD: 8,390 participation, average >2,000 per program YTD: three (3) partnerships developed 1. July: Ways of Seeing BRC Events and ESEM 2. August: RocoColonial@ Abercrombie 3. September: RocoColonial@ Abercrombie 4. November: BRAG @ Cementa I 9: Amala Groom 5. March: A Hill End Soiree cancelled
	At least 1,000 participants per program /event	YTD: 8,390 1. Ways of Seeing: c. 2550 2. RocoColonial @ Abercrombie visitation: 3,340 3. November: BRAG @ Cementa I 9: 2,500 June: no activity.
	Develop 2 new partnerships in the region to promote contemporary visual art.	YTD: three (3) partnerships developed in the region 1. July: BRC Events Team / ESEM collaboration 2. August/September: Abercrombie House RocoColonial partnership developed (satellite BRAG exhibition) 3. November: Cementa I 9: BRAG sponsored Wiradjuri artist Amala Groom to present work June: no activity.
Implement relevant activities within the Public Art Policy as resources permit.	Develop Terms of Reference for Public Art Policy Advisory Panels (Review and Technical).	Completed. May: Bathurst Public Art Community Peers Register call-out (18 registrations) May: Advisory Panel BRC staff representation confirmed June: Community Peers applications closed and committee members proposed.
	Develop a Public Art Policy Asset Register	June: for consideration at first Public Art Committee meeting.

BATHURST LIBRARY

Develop a strategic approach to planning the next-practice library.		
CSP 2040 Strategy Reference	4.3	
Draft Strategic Plan reported to Council.	Report to Council by August 2019.	Draft Plan on Public Exhibition in September; Strategic Plan adopted at Council October meeting. Library Strategic Plan document completed.
Strategic Plan adopted by Council.	Strategic Plan adopted by Council by September 2019.	Draft Strategic Plan on Public Exhibition in September; Strategic Plan adopted at Council October meeting. Library Strategic Plan document completed.
Strategic Plan Implemented.	September 2019 and ongoing.	Implementation ongoing via Delivery and Operating Plan, reported on monthly.

LIBRARY FACILITIES

Bathurst Library is open seven days a week and offers an extensive collection of books, DVDs, magazines as well as a suite of electronic collections and online resources to the Bathurst community. Access All Areas, the Bathurst Library Strategic Plan 2019-2024 was adopted by Council in October 2019. The plan guides the library activities and priorities.

Following government health guidelines, Bathurst Library closed its doors to the public on Monday 23 March 2020 at 12pm. The library reopened weekdays on Tuesday 9 June 2020 (weekend hours resumed on Saturday 25 July 2020).

From 1 July 2019 until 30 June 2020, 109,886 people visited Bathurst Library and 230,992 items (including electronic material) were borrowed. The use of the library eCollections saw a sharp increase in 2020 due to our members switching to online collections when the library closed due to COVID-19. In June 2020, there were 3,704 registered users of the library electronic collections (eBooks, eAudiobooks, eMagazines and film streaming). Library staff and the Mobile Library Van reach out to the community and schools in the villages (Hill End, Rockley, Sofala, Trunk Creek, and Wattle Flat) and to homebound library members. The Home and Mobile Library service continued operating during the library COVID-19 closure.

The library provides programs for all age groups including storytelling and activities for babies and children, school holiday activities, technology sessions for seniors and adult speaker series. In March 2020, following physical distancing guidelines, the library suspended its in-house programming moving most programs online using social media and streaming platforms. In 2019/2020, 288 programs were delivered attracting 6,854 attendees (this does not include the attendance at children's program delivered via Facebook, as these numbers are changeable).

Programs and services offered in 2019-2020 were:

- Storytime: for children 3 to 5 years old;
- Baby Rhyme Time: rhyme for babies and toddlers (6 months to 3 years old);
- After School Club: for children 5 to 12 years old;
- Lego Club: an all ability club;
- Code Club;
- School holiday activities;
- Children Book Week: colourful, lively, annual event held in August. In August 2019, 1,177 children, parents and teachers attended 12 special story time sessions featuring Spot the Dog;
- HSC study workshop;
- Speaker Series: 32 talks were held in 2019-2020, attracting 534 attendees;
- Technology Assistance sessions and
- Australian Poetry Slam Heat and workshop.

On 13 August 2019, Bathurst Library was lucky to welcome Dr Stephen Gapps who delivered a talk on his book *The Sydney Wars* attracting a record audience of 125 people. Another successful event was the live stream of Andreas Brantelid performing Elgar's Cello Concerto from the Sydney Opera House which attracted an audience of 82 on Wednesday 18 September 2019. The Library hosted its first Movie Matinée in February 2020 as part of the Seniors Festival with an attendance of 36 movie lovers.

The library offers access to technology to enable the community to participate fully in the world around them. It provides free Wi-Fi, free access to computer via a booking system, printing, scanning and photocopying facilities. In March 2020, the library launched a new mobile printing service allowing users to print from home and from mobile devices.

In 2019-2020, Bathurst Library run 45 technology sessions for adults which were attended by 135 people. This included a Technology Workshop for Beginners which was attended by 38 learners.

Bathurst library provides a reference service to the community, including family history and local history. The inter library loan service requests titles from other libraries for Bathurst residents and lends Bathurst library items to other libraries for their residents. In 2019-2020, 378 items from other libraries were supplied to Bathurst library members and 418 items were provided to other libraries.



Sculpture at the AFMM

Maintain and improve community participation in the Library Services.		
CSP 2040 Strategy Reference	5.3	
Maintain and improve membership base.	Membership is 25% or more of total population	To date, the total active membership of Bathurst Library is 12,763 = 30% of Bathurst population. Excluding non-2795 members, membership is 11,967 = 28% of Bathurst population. Membership for Reciprocal/Temporary (non-2795 postcode) is 796.
Maintain and improve visitations.	Yearly visitations are 140,000 or more	108,861 visitations this year. Due to COVID-19, Bathurst Library was closed to the public on Monday 23 March 2020 12pm. The Library reopened on Tuesday 9 June for limited hours (Monday to Friday 10am to 6pm), attracting 2,061 visitations.
Maintain and improve program and event delivery.	Deliver 20 or more programs /events per month.	288 programs and events held in 2020, being average >20 per month. 22 events were held June 2020. Since March 2020, all programs and events have been delivered online due to COVID-19.
Maintain and improve attendance at programs and events.	650 attendees or more to programs / events per month.	6,678 people physically attended events in the library, being average <650 per month. Children's programs have been delivered via Facebook. Reach and Post engagement are above usual average. 57 people attended our three online Author talks in June.

Maintain and improve access to information and life-long learning.		
CSP 2040 Strategy Reference	5.3	
Maintain and increase circulation of all library material.	Loans exceed 20,000 per month.	230,992 items were borrowed this year, being average <20,000 per month. 13,500 items were borrowed during June 2020.
Improve online information.	Launch an online portal for kids and young adults on the library website.	Online kids portal launched and promoted. Complete
Improve adult digital literacy skills.	Provide at least 20 tech sessions for adults.	170 participants attended 51 sessions. 20 Tech sessions per year criteria has been achieved. Tech sessions have been suspended due to COVID-19 from March onwards.
Honour Wiradjuri History.	Curate a Wiradjuri research collection.	Research continues. Liaising with AIATSIS. Moving titles from Local History to Wiradjuri research collection. Next step, consultation with Wiradjuri elders, held up due to COVID-19.

Communicate and engage with the community.		
CSP 2040 Strategy Reference	6.1	
Growth in followers on the library social media platforms.	More than 2,100 Facebook likes and more than 875 Twitter followers.	Facebook: 2,690 Twitter: 919

Maintain and create partnerships with local organisations and neighbouring councils		
CSP 2040 Strategy Reference	6.2	
Further the partnership with the Kelso Community Hub.	Deliver at least 2 activities.	One (1) activity was held: Planning Ahead session held on Thursday 25 July 2019 with 7 people in attendance. Other planned activities have been suspended due to COVID- 19.

BATHURST MEMORIAL ENTERTAINMENT CENTRE (BMEC)

Attendance at BMEC events from 1 July 2018 to 30 June 2019 was 45,085 with 126 events/activities facilitated by BMEC staff.

9,562 people attended BMEC events from 1 July 2019 to 30 June 2020.

BMEC ANNUAL SEASON

35 events were presented in relation to the BMEC Annual Season between July 2019 and June 2020. Genres represented included classical and contemporary drama, classical and contemporary dance and physical theatre, classical and contemporary music, theatre for young people and families and cabaret. The 2020 Season included 17 shows for the community, including a new work by local writer Miranda Gott. This along with many of the other shows are postponed until 2021. Only 2 shows in the 2020 Season went ahead as planned as the venue was closed on March 23 due to COVID-19.

LOCAL STAGES

The local stages program supports the development of local performing arts practice and the collaboration and engagement of local artists with leading practitioners outside the region.

- In 2019/2020 90 local stages events were staged including:
- Presentation of the Bathurst Writers & Readers Festival - which was held online.
- Support for the local emerging artists program culminating in performances at the Inland Sea of Sound music, art and cultural festival
- The development of new works including Kangaroo, in partnership with the Q Theatre. Penrith and local company Lingus Franca
- Presentation of the Latin American film festival
- Support for a diverse range of performing arts and writing workshops for the local community. These where held online and face to face as permitted.

BATHURST MEMORIAL ENTERTAINMENT CENTRE

Implement a strategic approach to planning the next-practice Performing Arts Centre.		
2040 Strategy Reference	4.1, 1.1, 1.2, 5.3, 6.2	
Consultant to develop framework, provide timeline, and produce interim solution.	Timeline & interim solution provided by April 2020.	<p>This financial year the consultants, Williams Ross Architects, Rob Gebert Arts Management and Setting Line Theatre Consulting have:</p> <ul style="list-style-type: none"> • Scoped existing facilities and obtained an understanding of the existing Bathurst context; • Conducted initial stakeholder consultation sessions to understand current activity and what sort of facilities are needed; • Developed a Needs Analysis and • Conducted a second round of stakeholder consultation sessions to confirm the direction of the Needs Analysis. <p>Following Councillor feedback/endorsement, team to prepare draft Brief documents including a capital cost estimate – all of July.</p> <p>Issue Draft Final Brief and Costings – early August</p> <p>Present these to Exec / Councillors for review & endorsement shortly after.</p> <p>Finalise study outputs following this presentation – completion by late / end August.</p>
	Framework provided by June 2020.	Timelines and arrangements reviewed due to COVID-19, other influencing factors and budget considerations. Framework now expected by the end of August.

Maintain and improve community participation in BMEC services and activities.		
2040 Strategy Reference	5.2, 5.3	
Maintain and improve average number of tickets purchased per member.	Average of at least 5 tickets per Member.	YTD average Tickets Purchased by Member 9.7 however actual purchases for the financial year will decrease as refunds are required due to COVID-19 cancellations or postponements. YTD 148 current members. The BMEC Annual Season is a calendar year program. The BMEC 2020 Annual Season went on sale to members mid- November 2019.
Maintain and improve venue attendance.	Attendance exceed 55,00.	51,479 people attended BMEC events in the 2019/2020 financial year compared to 52,065 in 2018/2019. In June 2020 attendance of 2,473 was all for online events including the online Cabaret Kite in your Kitchen, youth drama classes and the online writer interview with Imbi Neeme. From March 2020, 18 live performance were cancelled due to COVID-19. The budgeted total audience for these events was 10,395 with the following breakdown; Local – Annie and The Sound of Music 5,000, Commercial hires 3,850, Annual Season 1,545.
Maintain and improve program and event delivery.	Deliver approximately 17 Season and other events, 9 associated workshops and a Local Stages Program including, local writers and other performing arts development.	Annual Season: 11 Annual season events were presented in the 2019/2020 financial year with 6 cancelled due to COVID-19. 52 workshops were presented accompanied by extensive community engagement. 16 online sessions were presented. Local Stages: Youth drama continued to develop throughout 2019/20 and in 2020 a K-year 2 class was introduced. This worked well in term 1. This class continued with COVID-9 Restrictions. The older primary group continued and is currently online. Planning underway to return to face to face classes at BMEC in Term 3. Local Stages Cabaret Kite in your Kitchen was held online on 10 June. With pre-recorded videos being filmed in the previous week at other cultural services venues. To date there have been 2.4k views. Local Stages Producer continues to work with local artists to create new work, including local writers who continue to hold regular play readings online. Development continued over 2019/2020 for the locally written and produced play Kangaroo by Miranda Gott. The play was set to premiere in the Annual 2020 Season, but this has now been postponed to 2021 due to COVID-19. The Local Emerging Artists Program LEAP was successfully continued in 2019/2020 with workshops held in January school holidays, Cafe performances held in February leading up to Inland Sea of Sound, a LEAP Band Night held at BMEC and in April an online performance. LEAP artists have been asked to perform at the Monthly Farmers Markets (starting again in July 2020). The Bathurst Writers' and Readers' festival was successfully presented online in May with 3,985 online views.

		<p>Cabaret Kite in Your Kitchen was presented online in June with 2,395 views on Facebook.</p> <p>On 23 June Local Stages presented Imbi Neeme in Conversation, in partnership with Books Plus. This was held online and attended by 12 guests.</p>
Maintain and improve attendance at programs and events	5,200 attendees or more to Season shows and 5,600 at associated and Local Stages projects per year.	<p>In 2019/2020 3,948 people attended Season shows. 6 shows were cancelled due to COVID-19 with budgeted attendance of 1,545 which would have seen the achievement of the attendance target.</p> <p>In the financial year 9,446 people attended or viewed associated and Local Stages projects.</p>

Communicate and engage with the community.		
CSP 2040 Objective Strategy	1.1, 1.2, 5.3	
Growth in community engagement.	At least one intrinsic impact study per year.	<p>The intrinsic impact study for 2019 was undertaken in association with Wolfe Brown marketing consultants and performing arts centres nationally. Dashboard access and results are available on request. 263 BMEC patrons responded to the survey with 23,000 responding nationally.</p> <p>BMEC has participated in a national Australia Council Survey to gauge the impact on audiences of COVID-19. BMEC has received detailed anonymous results of local survey participants responses and aggregated national results. Results received to date are for stage one. There will be a second stage in July and a third in September.</p>
2% growth in social media followers over 2018/2019.		<p>There has been an 18% growth in social media followers over 2018/2019.</p> <p>BMEC currently has</p> <ul style="list-style-type: none"> · 3,649 Facebook followers BMEC; · 512 Twitter followers and · 982 Instagram followers. <p>This does not include the Inland Sea of Sound Inland Sea of Sound Facebook likes have increased by 36% since 1 July 2019. Inland Sea of Sound Instagram followers have increased by 40.1% over the same period.</p>

MUSEUMS

An increase in the total educational/schools engagement with the Bathurst Regional Council managed Museums of 8% over 4 years.

2040 Strategy Reference	2.6, 1.1, 1.2, 1.3, 6.6
<p>An increase on 2018/19 total visitor numbers to:</p> <ul style="list-style-type: none"> Australian Fossil and Mineral Museum; National Motor Racing Museum; Chifley Home and Education Centre and Bathurst Rail Museum. 	<p>Total 4% increase in visitor numbers.</p> <p>The Museums closed on 23 March 2020 at 1.00pm due to COVID-19.</p> <p>In the 2019/2020 Financial year total visitors to Council's Museums was 52,690 which is an 8% decrease from 57,496 on the 2017/2018 Financial year.</p> <p>In June 2020 the following total visitor numbers included:</p> <p>Australian Fossil & Mineral Museum (reopened on 4 June). 1776 which is a 10% decrease on June 2018 visitor numbers of 1988.</p> <p>National Motor Racing Museum (reopened on 3 June). 1978 which is a 10% increase on June 2018 visitor numbers of 1805.</p> <p>Chifley Home and Education Centre: (Remains closed). 0 visitors in June 2020 which is a decrease on June 2018 visitor numbers of 100.</p> <p>Bathurst Rail Museum (reopened on 5 June) 2,250 in June 2020.</p> <p>Total number of visitors across the Museums in June 2020 was 6004 which is a 54% increase on June 2018 numbers of 3893.</p>

An increase in the total educational/schools engagement with the Bathurst Regional Council managed museums of 8% over 4 years,

2040 Strategy Reference	2.6, 1.1, 1.2, 1.3, 6.6
<p>An increase on 2018/19 total visitor numbers to:</p> <ul style="list-style-type: none"> Australian Fossil and Mineral Museum; National Motor Racing Museum; Chifley Home and Education Centre and Bathurst Rail Museum 	<p>Total 4% increase in education/ schools engagement.</p> <p>In the 2019/2020 Financial year total education/school visitors to Council Museums was 4,783 which is an 12% increase from 4,280 in the 2018/2019 financial year.</p> <p>Please note the figure of 4,783 was at 23 March 2020 when the museums closed due to COVID-19.</p> <p>The number of education/school engagement across the Museums in June 2020 was 0 which is a decrease on June 2018 numbers of 511.</p> <p>Australian Fossil and Mineral Museum 0 education /school visits which is a decrease on June 2018 visitor numbers of 511.</p> <p>National Motor Racing Museum 0 education/school visits which is the same as June 2018 visitor numbers of 0.</p> <p>Chifley Home and Education Centre 0 education/school visits which is the same as June 2018 visitor numbers of 0.</p> <p>Bathurst Rail Museum 0 education/school visits for June 2020.</p>

The provision of a range of public programs, exhibitions and community events at the Bathurst Regional Council managed museums.

2040 Strategy Reference	2.6, 1.1, 1.2, 1.3, 6.6	
Undertake exhibitions, public programs and community events across the Bathurst Regional Council managed museums.	Minimum six exhibitions, five public programs and two community events.	<p>Year to date (YTD) the following exhibitions, public programs and community events were held across the Museums:</p> <ul style="list-style-type: none"> (6) Exhibitions <ul style="list-style-type: none"> The Albert Chapman Collection – AFMM Chifley Album – CHIFLEY Gathering Thread – CHIFLEY ‘Under the Tree: Peter Williamson and 40 years of Racecam – NMRM ‘Around the Clock’ - NMRM Local Stories – The Cole family - RAIL; (5) Community Event <ul style="list-style-type: none"> Father’s Day Sept 2019 – NMRM Grandparents Day Oct 2019 – AFMM All Aboard Art Project No. 1 – RAIL All Aboard Art Project No. 2 – RAIL Selfie Day – Jan 2020 – AFMM, NMRM, CHIFLEY (2) Public program <ul style="list-style-type: none"> Somerville Lecture Oct 2019 – AFMM Explore Minerals Day, after the Chapman Collection opening – AFMM <p>Postponed events due to COVID-19: Gala Rail Day 4-5 April – BRM</p> <p>Dangerous Animals – AFMM</p> <p>In June 2020 the following has occurred:</p> <p>Australian Fossil and Mineral Museum</p> <ul style="list-style-type: none"> Chapman Collection. <p>National Motor Racing Museum</p> <ul style="list-style-type: none"> Loan vehicle - 1969 Holden HT Monaro GTS 350 as driven by Peter Brock. <p>Chifley Home and Education Centre</p> <ul style="list-style-type: none"> Chifley Album <p>Bathurst Rail Museum</p> <ul style="list-style-type: none"> The Cole Family Local Stories cabinet ongoing.

COMMUNITY SERVICES

Community Service achievements included:

- Kelso Community Hub supported community service organisations to provide key services for the local community.
- ClubGRANTS Scheme 2019: The provision of administrative assistance for the implementation of funding to local community groups and organisations;
- Initiatives linked to Bathurst Community Safety Plan 2019 – 2023 were developed and implemented. The initiatives included: Red Bench project, fraud awareness and Don’t Be Next which targeted steal from motor vehicle offences.
- The provision of administrative support to the Bathurst Regional Community Safety Committee, Seniors Festival Organising Committee and Bathurst Youth Network.
- The provision of support to the Bathurst Regional Youth Council and related youth activities.
- The coordination of public events, including Seniors Festival, Harmony Day, Grandparents Day, NAIDOC Flag Raising and International Women’s Day. Youth Week events did not occur due to COVID-19 restrictions. Funding for Youth Week activities has been extended for future activities to occur.

An overall increase in revenue generated from museum retail outlets and venue hire across the Bathurst Regional Council managed museums.		
2040 Strategy Reference	2.6, 1.1, 1.2, 1.3, 6.6	
An increase on 2018/19 total revenue generated from museum retail outlets and venue hire across the Bathurst Regional Council managed museums	Total 4% increase in retail and venue hire revenue	<p>In the 2019/2020 Financial year total gross revenue for Council Museums was \$362,915 which is a 3% increase from \$352,962 on 2017/18 financial year.</p> <p>In June 2020 the following retail and venue hire gross revenue was achieved:</p> <p>Australian Fossil & Mineral Museum \$10,861 which is a 150% increase on June 2019 income of \$4,333.</p> <p>National Motor Racing Museum \$21,323 which is a 49% increase on June 2019 income of \$14,316.</p> <p>Chifley Home and Education Centre: Remains closed. \$0 which is the same as June 2019 income of \$0.</p> <p>Bathurst Rail Museum \$4,242 in June 2020.</p> <p>Total retail and venue hire gross income across the Museums in June 2020 was \$36,426 which is an 95% increase on June 2019 income of \$18,689.</p>

Bathurst Rail Museum.		
CSP 2040 Strategy Reference	2.6, 1.1, 1.2, 1.3, 6.6	
Complete construction and begin operations of the Bathurst Rail Museum.	Complete construction and begin operations of the Bathurst Rail Museum, December 2019.	The Bathurst Rail Museum opened on 21 February 2020. Completed.

Central Tablelands Collectoin Facility		
CSP 2040 Strategy Reference	1.1, 1.2, 1.3, 6.6	
Commence and complete design stage of facility including input from a range of stakeholders	Design completed May 2020	<p>In June 2020 the following occurred:</p> <ul style="list-style-type: none"> Negotiations with preferred contractor and possible partners ongoing.



ACTIVITIES FOR CHILDREN

[Local Government Act 1993 - Section 428]

Council facilitated several programs specifically for children during the year. This included the provision of a Child Care Centre for children, birth to five years of age. Council has 60 Long Day Care places with an average utilisation of 80% throughout the year.

Bathurst Family Day Care Scheme provided care to approximately 217 registered children on a weekly basis with an average of 28 Educators.

Kelso Community Hub provided a range of activities for all children in the Kelso Community. Many service providers and community organisations have assisted with the service delivery to the Kelso community, outlined in detail in the Kelso Community Hub section of this report. Some programs were suspended during COVID-19 closure period, however, essential medical programs including the Needle Syringe Program (NSP), Child and Family Health Clinic and the Sexual Health Clinic continued.

Various school holiday programs were held at the Australian Fossil & Mineral Museum, Bathurst Regional Art Gallery and Bathurst Library.

Bathurst Library continues to provide Baby Rhyme Time sessions for babies and toddlers aged six months to three years. Storytime sessions are offered to children 3 to 5 years old and have a dedicated following. In March 2020, following physical distancing guidelines, the Library suspended its in-house programming moving its children programs online using social media and streaming platforms. The Library also organises a popular Summer Reading Club.

ACTIVITIES FOR YOUNG PEOPLE

[Local Government Act 1993 - Section 428]

Council facilitated the Youth Council, whose aim is to:

- Develop an understanding of Local Government planning and operational processes, and the role of the Youth Council within this framework;
- Develop and promote activities that encourage social interaction and inclusion within the Bathurst community;
- Seek and communicate the opinions and concerns of young people;
- Work with a range of local youth services to raise awareness of health, well-being and safety issues facing young people in Bathurst;
- Provide opportunities for young people to experience positive personal growth and develop leadership skills;
- Projects undertaken during this period included;

- YJAM Groove & Grill, a youth music project as part of the Bathurst Winter Festival;
- Food & Flix outdoor cinema event and
- Youth Week activities did not occur due to COVID-19.

KELSO COMMUNITY HUB

The Kelso Community Hub, located in Bonnor Street, continued to provide a community hub of services and activities for the Kelso community in 2019/2020. Specialist activities provided at the hub included:

- Opportunity Pathways program provided by Housing Plus;
- Building Strong Foundations run by Child and Family Health;
- Women's group hosted by Relationship Australia, Bathurst;
- Living skills workshops provided by Wattle Tree House;
- Activities for young people provided by Young Life Central West;
- Galloping Gumnuts supported playgroup;
- Walk in Wednesday program provided by the Hub;
- C3 Church providing outreach to the community;
- Disability Advocacy supporting people living with disability and their carers;
- Breakfast program continuing three days per week during school terms;
- Youth Liaison Officer from Bathurst Police assisting with Breakfast Program and facilitating school holiday program;
- Aboriginal Community Liaison Officer from Bathurst Police assisting with Breakfast Program and Walk in Wednesday and
- Networking with Department of Education, Skillset, Kelso Public School, Denison College – Kelso Campus, and other government and non-government agencies.

The construction of an additional multi-purpose room was completed. Housing Plus NSW commenced their Opportunities Pathway Program from the newly constructed multi-purpose room. This Program increased opportunities for clients to link to valuable programs and resources.

SENIORS FESTIVAL ORGANISING COMMITTEE

The Seniors Festival Organising Committee presented a full range of entertainment, social activities and educational opportunities during Seniors Festival 2020. They included:

- Senior Citizens Centre Concert;
- Historic Cox's Road Bus Tour;
- Historic Eglinton Bus Tour;
- Historic Peel Bus Tour;
- Majellan Bowling Club Lawn Bowling;
- Volunteers Expo at Bathurst Memorial Entertainment Centre;
- National Motor Racing Museum tour and morning tea;
- Memoir Writing Workshop;
- John Matthews & Co Health checks;
- New Horizons Open Day;
- Monday Movie Matinee;
- Exercise classes;
- Open Day at Seymour Centre;
- Songs of Praise;
- Morning Tea and Exhibition at Miss Traill's House;
- Live music at Bathurst RSL Club and
- Karen Knowles performance at BMEC.

COMMUNITY SAFETY

The Bathurst Community Safety Committee commenced the rollout of actions related to the crimes identified in the Bathurst Community Safety Plan 2019-2023, including the following initiatives:

- Red Bench project (domestic violence awareness);
- Fraud awareness campaign and
- Don't be next (targeting steal from motor vehicle offences).

The Committee membership includes key stakeholders from a broad number of organisations that have a strong focus on community safety. The Committee consists of members from Chifley Police District, Bathurst Community Corrections, Community Mental Health Drug and Alcohol Service, FACS Housing, Bathurst Liquor Accord, Bathurst Business Chamber, Charles Sturt University, TAFE NSW, and the Neighbourhood Centre.

CULTURAL AND LINGUISTIC PROGRAMS

[Local Government Act 1993 - Section 428]

Council operates Kelso Community Hub and facilitates programs in partnership with a range of government and non-government agencies to support people from Aboriginal and Torres Strait Islander (ATSI) and Culturally and Linguistically Diverse (CALD) backgrounds.

Council continues to support and consult with the broader Wiradjuri community, the Bathurst Wiradjuri and Aboriginal Community Elders group and other Aboriginal organisations operating within Bathurst.

NAIDOC week was marked by a flag raising ceremony and Mayoral reception in July 2019.

Celebrations around Harmony Day occurred in March 2020 with an art installation provided in the forecourt of Bathurst Library/Art Gallery, due to cancellation of community gatherings during the COVID-19 closure period.

The Bathurst Regional Council Reconciliation Action Plan 2019-2021 (RAP) was formally endorsed by Reconciliation Australia on 4 July 2019. Council has formed a Working Group who meet quarterly to implement the deliverables. The plan continues to provide opportunities and direction to build relationships, understanding and respect between local Aboriginal and Torres Strait Islander peoples and the broader community.

Council provides, through its Library, a free service providing books in languages other than English. This service operates from the State Library and covers most languages.

SISTER CITY RELATIONSHIP

Bathurst has had a sister city relationship with Ohkuma (Japan) since March 1991. Unfortunately, in March 2011, Ohkuma was affected by the Japan earthquake and Tsunami. While the city itself was not damaged the nuclear power plant nearby was damaged and there was radioactive fallout resulting in the creation of an exclusion zone around the power plant. Ohkuma fell within the exclusion area and consequently the whole town was relocated to other parts of Japan. Many of the residents of Ohkuma were relocated to Aizu Wakamatsu, where schools have been set up for Ohkuma children and a housing area for residents.

Since March 2011, Ohkuma and Bathurst residents have continued their friendship via delegations of residents and officials travelling between Australia and Japan. In 2019/20 two groups visited Bathurst bringing a total of 37 Japanese students and teachers from Senshu University High and Iiyama. Planned major school groups scheduled for March 2020 were cancelled due to the COVID 19 outbreak. 19 students and 4 staff from Denison College also visited Japan.

Representatives from Ohkuma had been scheduled to visit Bathurst in July 2019 as part of the “Wings of Hope” program, though this was cancelled to allow for a more substantial delegation in 2020 though this was also cancelled due to COVID 19. The relationship provides an opportunity for both Bathurst and Ohkuma residents to learn about each other’s culture and language. As part of the relationship Council coordinates the Sister City Working Party. This group is made up of different community members who have an interest in Japan and further developing the strong relationship that already exists between Bathurst and Ohkuma.

Council has also developed a relationship with Cirencester in the UK. Cirencester is the home of 9th Earl and Countess Bathurst. Bathurst was named after the 3rd Earl Bathurst. Over the past 12 months activities have included the exchange of gifts and information and the development of a business venture between the Bathurst Visitor Information Centre (BVIC) and local Cirencester businesses to establish a retail presence and interpretive area at BVIC which was launched in October 2019.

ACCESS AND EQUITY

[Local Government Act 1993 - Section 428]

Council provides premises and ongoing maintenance at low cost rental for The Neighbourhood Centre, the Senior Citizens’ Centre, Bathurst Seymour Centre, West Bathurst Community House, Old Raglan School Hall and Kelso Community Hub. Council provides free or low-cost fees for the usage of its facilities by various community groups.

Council makes places available within all its Children’s Services programs for children with disability and vulnerable children at risk of harm. Referrals are made through the local Child and Family Support Agencies, Early Intervention services and the Department of Family and Community Services (FACS). Council also provides for children with additional care requirements within its Long Day Care Centre Scallywags and Bathurst Family Day Care.

Council provides direct financial and/or infrastructure support to many community groups and non-profit organisations to assist the provision of community services. These groups include women’s health groups, pre-schools, community transport groups, senior citizens groups, nursing homes and long day care centres, youth groups and church groups.

Council also provides administrative support to the ClubGRANTS Local Committee, which distributes gaming revenue tax from local service clubs to community groups and non-profit organisations to improve access to a broad range of community services.

DISABILITY INCLUSION ACTION PLAN (2017-2021)

Council has developed its first Disability Inclusion Action Plan 2017-2021 (DIAP). Actions identified in the plan have ensured that Council will assist in making Bathurst a more welcoming and accessible region, provide a framework for the four- year delivery program, to progress aims, objectives and support People with Disability.

The Disability Inclusion Action Plan 2017-2021 (DIAP) was adopted by Council at its Ordinary Meeting held Wednesday 21 June 2017 and endorsed actions contained in the Plan, to provide meaningful outcomes for People with Disability in the Bathurst Regional Council Local Government Area.

Disability inclusion initiatives undertaken in the 2019/2020 financial year include:

The provision of a range of programs and activities:

- The Bathurst Library All Ability Lego Club;
- Winter Festival Live Better Accessibility Day;
- International Women’s Day event promotions featured two women from the Glenray laundry;
- International Women’s Day florals provided by Power of Ability and
- Continued promotion of Council’s accessibility through social media.

Promotion of disability services and access to Council information:

- NDIS promoted on the Bathurst Business Hub Facebook page including the \$2million Disability Sector Scale-Up (DSSU) Program and information regarding positive outcomes for employing People with a Disability;
- All Council websites provide Readspeak function including an enlarge font button;
- BRC promoted Glenray Movie Night event for International Day of People with Disability;
- 2019 Jobs Expo attended by Vivability, Verto, Department of Human Services, Bathurst Seymour Centre, NDIA, Glenray, Skillset, OCTEC and LiveBetter Community Services;
- Disability Service Directory created and published on Council’s website;
- Re-vamp of Council’s ‘People Living with Disability’ web page;

Recruitment practices and training:

- Training provided to Council staff regarding the Disability Inclusion Action Plan at induction;
- Implementation of new recruitment software. This software asks People with Disability to specify what additional requirements they need to assist them during the employment process;
- BRC provided paid work opportunities to two LiveBetter clients to pack children’s art and craft packs for the Winter Festival and
- Work experience student from Carenne School at Bathurst Library 2.5 hours per week for 3 months.

Accessible Built Environments:

- Continuing to implement strategies in the Bathurst Regional Council Access and Cycling Plan 2011 with a focus on the width of footpaths, access in and around playgrounds and parks, maintenance of existing pathways and development of further pathways;
- The development of sensory garden/water play area at Victoria Park (Adventure Playground) was included in the Bathurst 2040 Open Space Strategy;
- Access and inclusion audits undertaken at selected Council facilities by Solve Access Consulting;
- Bathurst Access Improvement for Small Business Grants continues to be provided with the assistance of the Bathurst Regional Access Committee (BRAC);
- Council continues to advocate for improved access to shops and businesses through the BCA and DACC assessment processes;
- A hearing loop has been installed in Council's Chamber;
- Continued inspection and maintenance of accessible toilets;
- Roll out of street lighting upgrades;
- Charge stations for motorised wheelchairs installed at the Library/Art Gallery and BVIC;
- Footpath maintenance ongoing with priorities identified through BRAC;
- Footpaths constructed in Perthville and Trunkey with drought relief funding;
- Provided advocacy for improvements to Disabled Taxi Services;
- Provided advocacy for improvements to bus services;
- Accessible Parking included in CBD Master Plan
- Library/Art Gallery Accessible parking markings completed and
- Continued provision of accessible toilets, parking and site access for major events.

BATHURST REGIONAL ACCESS COMMITTEE

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

COUNCIL PROVIDES:

- A venue for the committee to hold its meetings;
- Bathurst access improvement for small business grants totalling \$15,000 on an annual basis and administrative support for the grant;
- Assists the committee with the provision of a councillor delegate.

OTHER ACCESS ACTIVITIES

CYCLEWAYS

Council throughout the year has continued works on its cycleways to assist with access to the Central business district and other key areas of town. Construction works undertaken in 2019/2020 include:

- Howick Street – Bentinck St to Havannah St 320m;
- Bentinck Street – Howick St to Durham St 200m;
- Durham Street – Bentinck St to Havannah St 360m;
- Durham Street – Mitre St to Commonwealth St 175m;
- Howick Street – Mitre St to Hope St 200m;
- Piper Street – Mitre to Hope St 200m;
- Havannah Street - Keppel St to Piper St 200m and
- Russell Street – Lyall St to Macquarie Care 170m.



VISITOR INFORMATION CENTRE AND TOURISM SERVICES

Bathurst Visitor Information Centre offers a wide range of services and products to visitors from all over the country as well as many from overseas.

- In 2019/2020 38,999 visitors came through the doors, a 26.7% Decrease. The centre was closed from 25 March to 3 June due to COVID-19 and operated on reduced hours for the remainder of the financial year;
- 90,241 users visited the visitbathurst website (43.3% Increase), 240,674 page-views, 113,201 sessions;
- 5,926 phone enquiries were received, a 21.8% decrease;
- Social media: 12,539 facebook page likes (25.6% Increase), 2,974 Instagram followers (34.1% Increase);
- \$69,456 worth of sales generated 18.8% decrease;
- Tourism partners for 2018/2019 totalled 148 (1% increase), 19 associate, 102 individual, 23 multiple and 4 platinum;
- Creation of collateral to support new destination branding including printing of new 2020 destination planner (25,000 copies printed);
- Coordination of heritage, community level and village-based events and
- New five-year destination management plan prepared including community and industry engagement, adopted december 2019.

Two staff attended Avic Summit March 2020, two staff members attended Australian Regional Tourism conference October 2019, 2 staff members attended IGNSW Tourism Conference March 2020, 1 staff completed responsible service of alcohol training November 2019, 2 staff attended senior first aid training. Two staff attended the Asia Pacific incentives & meetings event in Melbourne in February 2020 to promote business and conference tourism.

Two Japanese Educational Group visits coordinated by BVIC, Senschu November 2019 (23 attendees). Liyama July/August 2019 (14 attendees).

Provided 800+ information and promotional packs for conferences and events held in Bathurst.

'What's on' newsletters and new consumer and industry electronic direct mail introduced in October 2019: 4000 hardcopy and electronic newsletters, circulated monthly. Step on guides: 5 buses, with 146 people attending venues in Bathurst.

DESTINATION MANAGEMENT

A new Bathurst Region Destination Management Plan (DMP) was endorsed at the 11 December 2019 Meeting of Council. The vision of this DMP is "A constantly evolving, sustainable and vibrant tourism industry that contributes strongly to the social and economic wellbeing of the community of the Bathurst Region".

- The 104 action items within the DMP are being implemented according to priority listing.

The 2019 DMP includes a range of recommendations to develop Bathurst as a destination. To achieve the vision of the DMP and to build the Bathurst region brand has involved the establishment of a range of assets and tools to market the region. Key outcomes achieved during 2019/2020 include:

- Worked with specialist public relations agencies to promote Bathurst Region;
- Media visits – Weekend Sunrise, Traveller, Mindfood, freelance journalists;
- Update and enhancement to destination website;
- Creation of new industry specific website;
- Incorporation of online retail capacity into website to generate sales;
- Ongoing refurbishment of Bathurst Visitor Information Centre to reflect new brand;
- Implementation of 3-year marketing plan;
- Development and execution of a digital marketing campaign and public relations activity to boost the region's villages;
- Participation and collaboration with Bathurst Region Heritage Reference Group;
- New commissioned images and video content available for promotional use;
- Attendance NSW Local Government Tourism Conference, Jindabyne;
- Attendance Australian Regional Tourism Conference, Devonport and
- Attendance at Destination Network Country & Outback Product Development Workshops.

TOURISM

Grow the number and engagement of businesses associated with the Visitor Economy		
2040 Strategy Reference	2.1, 6.1	
Work with local operators in the provision of visitor services	Experience packages and new product developed	New videos produced for AFMM, Chifley Home and a behind the scenes mini documentary of Machattie Park. Packages including Bathurst Explorer Bus, Museums and accommodation providers offered as standard and incentive experiences.
Grow Regional Tourism Partnership program	Number of tourism partners increased by 10%	YTD 1% increase, 139 Tourism Partners reviewed to end June 2020. Growth has been below performance measure due to key tourism marketing coordinator position not filled until 2nd Qtr. of FY and closure or sale of several previous partner businesses. COVID-19 and Council decision to waive fees on 20/21 program stopped all new partner renewals for current FY as of March.
Increase stakeholder advertising in Destination Planner	Advertising revenue increased 20%	COMPLETED. YTD 40.7% increase in revenue and 38.2% increase in total number of all ad types.

Provide visitors and prospective visitors to the area with quality information and services.		
2040 Strategy Reference	2.6	
Increased optimisation of tourism website.	SEO rating increases from 83-88%.	YTD 83% SEO rating. No SEO review undertaken due to upgrade of tourism website in March-June 2020. YTD 16.05% increase in total pageviews. All recommendations of prior SEO audit were implemented by Tourism Manager. Subsequent review by Wisdom commissioned following completion of current site upgrade.
Develop new engaging content for Bathurst Step Beyond App.	2 new tour products added.	Mount Panorama boardwalk interpretive tours commissioned. Tour of Cathedral of St Michael and St John added. YTD Bathurst Step Beyond App has had 5,726 uses. 2 new video tours created in house for online content – Carillon and Machattie Park (based upon App tour).
Increase online booking capability.	Increase of 20% bookings through online portal.	YTD decrease of 58.4% in total overall bookings including events/tours. YTD decrease 63.9% decrease in overall revenue. No bookings taken over a nine-week period March-June 2020 through Bookeasy <u>due to impact of COVID-19 closures</u> . YTD figure also impacted negatively by an 88% reduction in Chifley Dam Cabin Bookings compared to 2018/19 due to drought and low dam levels. During 2019/2020 the region has experienced the effects of national fires, drought and COVID-19 outbreak that have impacted upon the delivery of this performance measure.
Develop annual Destination Planner.	2020 Destination Planner published.	COMPLETED. Destination Planners printed and distributed locally and via AVIC Network. Planner also available online as flipbook or download.
Develop new Bathurst Region Villages Guidebook.	Village committees engaged; guidebook published.	COMPLETED. June 2020.

Create focused local range of retail products at BVIC.	Retail sales at BVIC increase by 10% over previous year.	YTD 11.8% sales below 2018/19 result. YTD \$913 sales from 'The Cotswolds Store' launched in October. June retail result of \$6025 was 3.6% above 2019 period result of \$5,815. BVIC closed to all visitors on 25 March - 3 June due to COVID-19.
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Effectively promote and market the Bathurst Region as a key destination.		
2040 Strategy Reference	2.6	
Implement 2019-2021 marketing plan.	75% of Plan outcomes achieved.	YTD 94.1% outcomes achieved. 32 of 34 action items in plan either completed or ongoing as at 30 June 2020.
Implement online content strategy.	Destination website page views increase 15%.	YTD increase of 16.05%. 240,674 pageviews in 2019/2020 25,352 pageviews in June.
	Total social media following increase 20%.	YTD 28% increase. Total of 15,566 followers across all platforms.
Develop Bathurst region conferencing guide and planner.	Planner published.	COMPLETED. Bathurst Region conferencing and business event planner completed and published February 2020. Bathurst attended AIME 18-19 February 2020. 39 meetings with PCOs and buyers.

Increase total number of visitors and overnight stays in the Bathurst region		
2040 Strategy Reference	2.6	
Promote Bathurst region to niche and specialist markets as identified in Destination Management Plan and Brand strategy.	Overnight visitors increase by 8%.	Bathurst LGA profile report issued in August 2019 (most recent) by Tourism Research Australia shows; <ul style="list-style-type: none"> 5.9% rise in total visitors. During 2019/2020 the region has experienced the effects of national fires and drought that may impact upon the delivery of this performance measure. Closures and restrictions due to COVID19 will significantly negatively affect the next reporting period. Promotions during June featured on returning visitors and increasing length of stays.
	Average length of stay increases by 10%.	Bathurst LGA profile report issued in August 2019 (most recent) by Tourism Research Australia shows; <ul style="list-style-type: none"> 26.5% increase in total visitor nights.
Promote BVIC as essential step off point for Bathurst region.	Annual visitation to BVIC increases 5%.	YTD 26.7% decrease in visitation. Visitor numbers affected YTD by bushfire situation in NSW and Centre closure on 24 March - 3 June 2020 due to COVID-19 outbreak. 2868 visitors to BVIC in June 2020. During 2019/2020 the region has experienced the effects of national fires, drought and COVID-19 that impact upon the delivery of this performance measure.

DESTINATION MANAGEMENT

Utilise the Destination Management Plan as a basis for marketing, promotion and tourism development.		
2040 Strategy Reference	2.6	
Develop new Bathurst region Destination Management Plan.	DMP adopted by Council.	Destination Management Plan was adopted by Council at December meeting. Complete.
Implement 3 Year Marketing Plan.	75% of Plan. outcomes achieved.	YTD 94.1% of Plan outcomes achieved 32 of 34 action items in plan either completed, commenced or ongoing as at 30 June 2020.

Support the Tourism Reference Group (TRG), which consists of a cross section of the industry.		
2040 Strategy Reference	2.6	
Improved collaboration between industry groups and Council.	4 meetings held annually.	YTD three (3) meetings held.
	>75% attendance at Tourism Reference Group.	YTD 88% attendance at two (2) meetings. Five (5) responses to EOI for new membership. New group not yet constituted as process deferred due to COVID-19 outbreak. Statistics sent on monthly basis to TRG members via online portal.

Connect with industry.		
2040 Strategy Reference	2.6	
Commence monthly industry eDM.	Minimum of 12 eDMs issued.	YTD twenty-two (22) industry eDMs, Average open rate 38.75% Industry eDMs. Provided 4 industry eDMs in June 2020.
Host minimum of 4 industry gatherings.	Minimum of 4 events held.	YTD three (3) industry gatherings held. Scheduled late Autumn meeting was cancelled due to COVID 19 outbreak. Frequency of e-newsletters and phone contact from BVIC increased to compensate No meetings held in June.

Set and measure benchmarks		
2040 Strategy Reference	2.6	
Publish annual market intelligence report to strengthen knowledge and guide investment.	Report produced.	Western Research Institute commissioned to undertake LGA specific research. Bathurst most numerous response rate of all participating LGAs. Research incomplete as survey suspended during COVID 19 outbreak. New Industry Website contains up to date market intelligence for Bathurst region tourism. Working with specialist agency on developing additional brand health tracking metrics.





BATHURST
REGIONAL COUNCIL

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