

## 6.1.2

## INTEGRATED PLANNING AND REPORTING - 2024-2025 ANNUAL REPORT

**FILE NO: 03.00180**

### RECOMMENDATION:

That Council:

- a) Endorse the 2024-2025 Annual Report.
  - b) Forward the Annual Report to the Office of Local Government and publish it on Council's website.
- 

### REPORT:

#### Annual Report:

The *Local Government Act 1993* requires NSW councils to publish an annual report by 30 November each year. Under new requirements in the Integrated Planning and Reporting Guidelines published in September 2021, the annual report must be endorsed by Council.

The Annual Report has been prepared in line with the Integrated Planning and Reporting requirements and the standards set out in Section 428 of the *Local Government Act 1993*.

Following endorsement by Council, the Annual Report will be forwarded to the Office of Local Government and published on Council's website. A copy of the report is shown at **attachment 1**.

#### **Audited Financial Statements**

Councillors should be aware that the NSW Audit Office Auditors requested on 28 October 2025 that Council request from the Office of Local Government an extension for the submission of the audited Financial Statements. Ordinarily, requests for extensions should be lodged with the Office of Local Government by 17 October 2025. The reasoning behind their request was to complete further work on the "going concern" nature of Council's Financial Statements.

It should be noted that the Audit Office has had Council's financial Statements since 18 September 2025, in accordance with the agreed Annual Engagement Plan. During this time, no issues of significance had been raised with Council.

Accordingly, Council has requested, on behalf of the Audit Office NSW, an extension of time for lodgment of its Financial Statements by 14 days to 14 November 2025. The Financial Data Return is completed and ready for submission, however, it also can't be lodged prior to receiving the audit opinion. A copy of the letter sent to the Office of Local Government is provided as **attachment 2**.

Council has received an Unqualified Audit of its financial statements which were presented to Council at the Extraordinary Meeting held 27 November 2025 (DCSF Report#6.1.1).

## **Annual Report Key Highlights for the Year:**

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

### **Keep Australia Beautiful NSW 2024 Tidy Towns Sustainability Awards (held November 2024)**

- Gold Award: Climate Change Mitigation & Adaptation Award - Building Momentum Towards Net Zero
- Gold Award: Young Legends (under 25 years) Award - Sustainable Scallywags
- Liveable Towns Award: Highly Commended - Machattie Lane Ecological Greenspace initiative
- Waste Avoidance Award: Highly Commended - Bathurst Waste 2 Art initiative (with NetWaste)
- National Tidy Towns and Cities Litter Prevention Award: 'Banishing Bathurst Butts' cigarette litter prevention program

### **2025 NSW Tourism Awards (held November 2024)**

- Gold Award: Visitor Information Services - Bathurst Visitor Information Centre (BVIC)
- Gold Award: Local Government Award for Tourism - Bathurst Regional Council
- Bronze Award: Festival & Events - Bathurst Heritage Trades Trail
- Tourism Star Judges Choice Award: Bathurst Winter Festival

### **2025 NSW Regional Architecture Awards (held November 2024)**

- Australian Institute of Architects Awards for Public Architecture: Bathurst Animal Rehoming Centre (BARC)

### **2025 NSW Local Government Professionals Excellence Awards (held June 2025)**

- First Nations Community Partnership Winning Project: Dhuluny – Commemorating 200 Years since the Declaration of Martial Law
- Special Project Initiative Finalist: Councillor Induction Handbook

2. **National Motor Racing Museum (NMRM)**

NMRM celebrated a major milestone, welcoming its 750,000th visitor during Bathurst 1000 Race Week in October 2024.

3. **Financial Management**

Council met its repayment schedule for the internal loan from the Sewer Fund, with repayments funded through land sales. Land sales for the year totalled \$7,086,450.00 (\$6,836,450.00 plus \$250,000.00 from a released deposit for industrial land). This included the settlement of 20 lots, along with 11 residential lots and two industrial lots exchanged.

4. **Records Management**

Council's Records team processed 13,200 items of correspondence requiring a response or action. This figure includes letters and emails only and excludes phone calls or other requests.

Council achieved a 91.3% response rate within the 10-business-day benchmark. All correspondence was logged, tracked, and directed to the relevant area to ensure timely and accurate responses.

## **5. Integrated Planning and Reporting**

Council completed its statutory Integrated Planning and Reporting (IP&R) requirements, including the State of Our Region Report and the full suite of long-term plans: the Community Strategic Plan, Delivery Program and Operational Plan, Workforce Strategy, Long-Term Financial Plan, and supporting Asset Management Plans which are continuing to be refined. All documents were prepared in accordance with the Office of Local Government guidelines.

The plans were redesigned to be more accessible and user-friendly, featuring clear layouts, summary pages such as the CSP on a Page, and stronger visual links between community priorities and Council's actions. Completion of this comprehensive planning suite provides a transparent framework to guide Council's decision-making and reporting over the next four years.

## **6. Water Harvesting Project**

Construction on Stage 1 of the Water Harvesting Project is progressing well, with around \$17 million invested by 30 June 2025.

Council secured a \$700,000 grant from the Commonwealth Government to help deliver Stage 2 of the Water Harvesting Scheme, with Council committing a further \$700,000 in matching funds. (The deed for this agreement is still to be finalised.)

7. Council engaged NSW Public Works Advisory to carry out a groundwater investigation across the Bathurst LGA. This important work has commenced, with specialist sub-contractors soon to be brought on board.

## **FINANCIAL IMPLICATIONS:**

Nil

## **BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:**

### **Strategic Direction 2: Council Leadership and Collaboration**

Outcome 2.3 Council leads through engaged civic governance and has ethical decision making, efficient management, innovation and quality customer service.

## **COMMUNITY ENGAGEMENT:**

01 **Inform** - to provide the public with balanced and objective information to help them understand the problem, alternatives, opportunities and/or solutions.

**ATTACHMENTS:**

1. Attachment 1 - Annual Report 2024-2025 [**6.1.2.1** - 147 pages]
2. Attachment 2 - Letter to OLG [**6.1.2.2** - 1 page]

DRAFT

Attachment 6.1.2.1

BATHURST  
REGIONAL COUNCIL



# ANNUAL REPORT 2024-2025



# Wiradjuri

COUNTRY



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

The Wiradjuri people are the people of the three rivers – the Wambuul (Macquarie), the Calare/Kalari (Lachlan) and the Murrumbidgee. Bathurst Regional Council would like to acknowledge and pay their respects to the Traditional Custodians of these lands, past, present and future.

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

*Pictured are members from Dirraybang Footprint who performed at the 2025 Bathurst NRL match.*

# CONTENTS

PREFACE .....	2	PART 2: DELIVERY PROGRAM ACHIEVEMENTS AND HIGHLIGHTS .....	25
PART 1: BATHURST REGIONAL COUNCIL OVERVIEW .....	3	HIGHLIGHTS OF THE 2024-2025 FINANCIAL YEAR .....	26-27
OUR REGION AT A GLANCE.....	4-5	INFRASTRUCTURE INVESTMENT.....	28
OUR RURAL VILLAGES AND SETTLEMENTS .....	6-7	MAJOR PROJECTS COMPLETED .....	29-31
MAYOR & GENERAL MANAGER'S MESSAGE .....	8	DELIVERY OF THE KEY PRIORITIES .....	33-39
THE ELECTED COUNCILLORS.....	9	CULTURAL & COMMUNITY SERVICES.....	40-62
ADVISORY COMMITTEES.....	10-11	CORPORATE SERVICES & FINANCE .....	63-70
ABOUT US .....	12-14	ENVIRONMENTAL, PLANNING & BUILDING SERVICES.....	71-83
THE PLAN.....	13	ENGINEERING SERVICES.....	84-92
OUR VISION & MISSION .....	14	PART 3: LEGISLATIVE COMPLIANCE AND OTHER INFORMATION .....	93
LINKS TO OTHER COUNCIL PLANS .....	15	REVIEW OF FINANCIAL ACCOUNTS .....	94-99
WHAT LOCAL GOVERNMENT IS.....	15	CAPITAL WORKS FOR 2024-2025.....	100
INTERIM ORGANISATIONAL STRUCTURE AT A GLANCE .....	16	INTERNAL AUDIT AND RISK MANAGEMENT ATTESTATION STATEMENT.....	101-102
INTEGRATED PLANNING & REPORTING FRAMEWORK.....	17-18	LEGISLATIVE COMPLIANCE.....	103-126
LINKAGES AND RELATIONSHIPS.....	19-21	PART 4: FINANCIAL STATEMENTS .....	127
COMMUNITY SURVEY 2024.....	22-23	CURRENT CHALLENGES & OVERVIEW .....	128
TIME TO REFLECT AND CELEBRATE .....	24	LOOKING AHEAD: OUR FUTURE TOGETHER.....	129
		PART 5: OUR COMMUNITY STRATEGIC PLAN 2025-2045 .....	130-143
		GLOSSARY OF TERMS & COUNCIL FACILITIES .....	144



PREFACE

Purpose of the Annual Report

The Annual Report presents Council's performance during the 2024-2025 financial year in relation to the principle activities detailed in the Delivery Program and Operational Plan 2024-2028 and highlights the progress in implementing the Bathurst Regional Council's Community Strategic Plan 2022, Our Region Our Future.

This year's Annual Report is made up of five parts:

Part 1	Part 2	Part 3	Part 4	Part 5
Is an introduction and overview of Council	Provides details of Council's Achievements and Highlights against the Delivery Program (2024-2028)	Provides additional reporting information required by legislation	Contains Council's audited financial statements	Our Community Strategic Plan 2025-2045

Parts one, two, three and five are published in one volume. Part four is published separately.

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

# BATHURST REGIONAL COUNCIL OVERVIEW

**1815**

AUSTRALIA'S FIRST EUROPEAN  
INLAND SETTLEMENT

**1,131,300**

ANNUAL VISITORS

**86.2%**

OF WORKFORCE ARE  
LOCAL RESIDENTS 2024

LARGEST EMPLOYER

**HEALTH CARE  
& SOCIAL ASSISTANCE**

**CENTRE OF EDUCATION**

CHARLES STURT UNIVERSITY  
TAFE

5 HIGH SCHOOLS  
18 PRIMARY SCHOOLS  
2 SPECIAL SUPPORT SCHOOLS

**MANUFACTURING SECTOR**

THE LARGEST ECONOMIC CONTRIBUTOR



AREA

**3,819km<sup>2</sup>**

**84** SUBURBS

POPULATION

**44,939**

**57,617** POPULATION BY 2046  
(Forecast.id)

**38** MEDIAN RESIDENT AGE

**25.4%**

RESIDENTS AGED UNDER 20

**26.0%** COUPLES WITH CHILDREN

**3,868**

LOCAL BUSINESSES

**\$3.02bn**

GROSS REGIONAL PRODUCT

**18,408**

DWELLINGS

**23**

SPORTING FACILITIES

**30**

PUBLIC CARPARKS

APPROX. **150.6km**

CYCLEWAY &amp; FOOTPATH

**9**

COUNCILLORS

**16%**OF DWELLINGS ARE  
MEDIUM OR HIGH DENSITY**10**

FITNESS STATIONS

**37**PUBLIC E-VEHICLE  
CHARGERS**548**

COUNCIL OWNED BUILDINGS &amp; STRUCTURES

**4**

COUNCIL MUSEUMS

**109**PLAYGROUNDS  
& PARKS**877kW**

TOTAL CAPACITY OF COUNCIL'S SOLAR GENERATION

**7.2%**OF OUR POPULATION IDENTIFY AS  
ABORIGINAL OR TORRES STRAIT ISLANDER**15**

CEMETERIES

**2**COUNCIL RUN  
CHILDCARE SERVICES**21**COUNCIL OWNED BUILDINGS  
WITH SOLAR POWER**226**CHILDREN ENROLLED IN  
COUNCIL'S CHILDCARE SERVICES**102**

GENERAL COMMUNITY PARKS

**235.5km**

STORMWATER DRAINAGE PIPELINE

**485.6km**

SEWER PIPES

**524.5km**

WATER PIPES

**5 TOP LANGUAGES SPOKEN**

ENGLISH | NEPALI | PUNJABI | TAGALOG | URDU

**38,425**

DOGS

**12,366**

CATS

MICROCHIPPED

**1185.3km**

TOTAL ROAD NETWORK

**724**

URBAN ROADS

**190**

RURAL ROADS

**306.5km**

SEALED

**519.6km**

SEALED

**6.5km**

UNSEALED

**352.7km**

UNSEALED

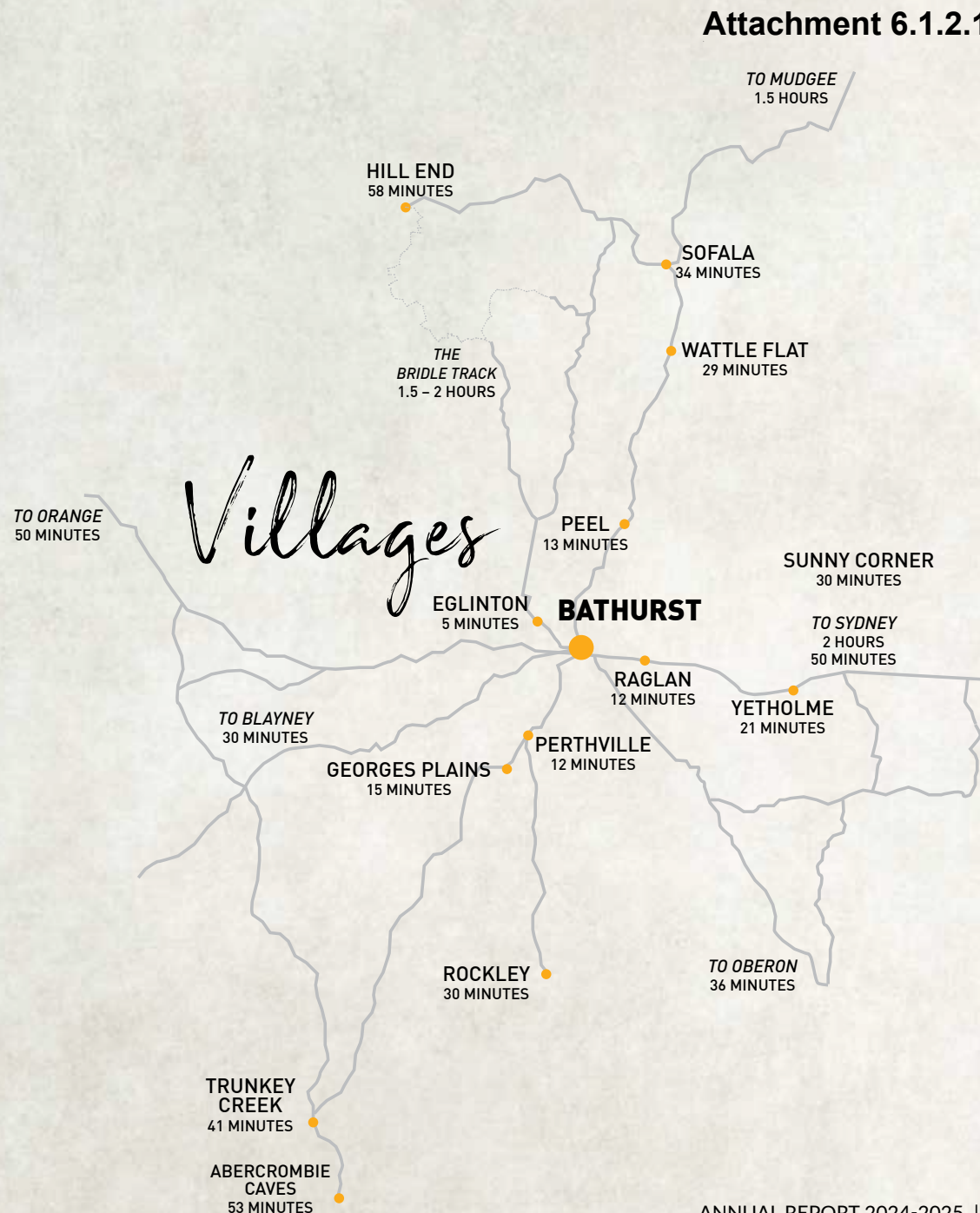
**19,074ha**OF LAND ZONED NATURE RESERVES,  
NATIONAL PARKS AND RECREATION

## OUR RURAL VILLAGES AND SETTLEMENTS

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

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

The future review of the Village Plans and Council's Rural Settlement patterns (Rural Strategy) will be undertaken to support sustainable growth and vitality of each location. A high level of village and rural services is important for each location. Enhanced community facilities, smart technology, viable business and tourism opportunities and adequate access to transport and community services will ensure strong and viable communities.





### SUNNY CORNER

Location: 29km East of Bathurst  
Population: 94 people



### TRUNKY CREEK

Location: 50km South of Bathurst  
Population: 118 people



### WATTLE FLAT

Location: 32km North of Bathurst  
Population: 270 people



### GEORGES PLAINS

Location: 12km South of Bathurst  
Population: 218 people



### ROCKLEY

Location: 30km South of Bathurst  
Population: 180 people



### SOFALA

Location: 39km North of Bathurst  
Population: 111 people



### YETHOLME

Location: 22km East of Bathurst  
Population: 241 people



### HILL END

Location: 45km North of Bathurst  
Population: 111 people



### PEEL

Location: 13km North of Bathurst  
Population: 255 people



## MAYOR & GENERAL MANAGER'S MESSAGE

The 2024–2025 year has been one of focus, progress and resilience. We have worked hard to respond to challenges while keeping our community at the heart of everything we do. Rising costs, workforce pressures and growing expectations have tested us, but they have also strengthened our resolve to work smarter, use resources wisely, and ensure we continue delivering the services and facilities that matter most across our region.

Through our Pathway to Sustainability initiative, Council has made strong headway in improving efficiencies, managing budgets, and finding smarter ways to operate. Savings made are not just about reducing costs, they are about reshaping how we work, exploring new revenue sources, and making sure we remain financially sustainable while still meeting community needs.

This year has also marked a turning point in our long-term planning. We are closing out our previous Community Strategic Plan 2022–2024, which has guided us in recent years, and are now moving forward with a renewed vision. After months of engagement, consultation and listening, we are proud to have completed our new Community Strategic Plan 2025–2045. This plan reflects the aspirations and priorities of our residents and provides a shared blueprint for the next 20 years. It sets the course for a region that continues to thrive. Balancing growth with sustainability, while protecting the unique character and spirit of Bathurst and its villages.

Looking ahead, we know that challenges will remain. We are confident, however, that by working together with our staff, Councillors, community and partners, we can continue to turn these challenges into opportunities. We are committed to financial sustainability, strengthening our services, investing in our future, and building a region that is strong and resilient. This includes valuing both the city of Bathurst and the unique character of our villages, and rural areas, recognising the important role they play in the life and identity of our whole region.

On behalf of Council, we thank the community for your continued support and trust. Together, we will continue to build on our progress, strengthen our region, and ensure Bathurst and its villages thrive now and for generations to come.

## THE ELECTED COUNCILLORS

From October 2024 until September 2029, the community elected the following Councillors to represent them.



**CR ROBERT TAYLOR**  
MAYOR



**CR BEN FRY**  
DEPUTY MAYOR



**CR WARREN AUBIN**



**CR NATALIE CRANSTON**



**CR TONY GULLIFER**



**CR NICK PACKHAM**



**CR JACLYN  
UNDERWOOD**



**CR ELAINE WEST**



**CR SOPHIE WRIGHT**

# ADVISORY COMMITTEES

Council convenes and supports many council and community advisory committees.

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

## These Committees include:

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

### Project Advisory Committee

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

### Statutory Committees (s355 Management Committees)

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

### Statutory Committee – Other Legislation

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

### Consortia

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

# ABOUT US

## EXECUTIVE SUMMARY

The Annual Report 2024–2025 reflects the final year of Bathurst’s Community Strategic Plan (CSP), ‘Our Region Our Future’, 2022–2024. This Plan guided Council’s work and set the framework for delivering on the community’s aspirations during the term of the Plan. The report shows how Council has performed during the past 12 months against the objectives and priorities established in that Plan and captures the achievements, challenges and lessons of the year.

The 2022–2024 CSP was developed through community input and provided clear direction for Council’s projects, services, and partnerships. Its objectives were supported by detailed outcomes and actions, which were delivered through the Delivery Program and Operational Plan. Supporting strategies, including the Resourcing Strategy, Workforce Management Strategy, Asset Management Plans, and Long-Term Financial Plan, helped Council plan and prioritise resources effectively despite workforce challenges, ensuring long-term planning remained in place over the course of the Plan.

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

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

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

# THE PLAN

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

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

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

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

Our Region Our Future, adopted in June 2022, has been the guiding framework for Council's work over recent years. As we bring this plan to a close, the 2024–2025 year has been particularly important in delivering on its strategies and objectives.

Council's achievements span tourism, heritage, sustainability, governance and core service delivery. Over this period, a number of projects, programs and initiatives were recognised at both State and National level, alongside major organisational milestones.

## Awards and Recognition

### Keep Australia Beautiful NSW 2024 Tidy Towns Sustainability Awards (held November 2024)

- **Gold Award:** Climate Change Mitigation & Adaptation Award - Building Momentum Towards Net Zero
- **Gold Award:** Young Legends (under 25 years) Award - Sustainable Scallywags
- **Liveable Towns Award:** Highly Commended - Machattie Lane Ecological Greenspace initiative
- **Waste Avoidance Award:** Highly Commended - Bathurst Waste 2 Art initiative (with NetWaste)
- **National Tidy Towns and Cities Litter Prevention Award:** 'Banishing Bathurst Butts' cigarette litter prevention program

### 2025 NSW Tourism Awards (held November 2024)

- **Gold Award:** Visitor Information Services - Bathurst Visitor Information Centre (BVIC)
- **Gold Award:** Local Government Award for Tourism - Bathurst Regional Council
- **Bronze Award:** Festival & Events - Bathurst Heritage Trades Trail
- **Tourism Star Judges Choice Award:** Bathurst Winter Festival

### 2025 NSW Regional Architecture Awards (held November 2024)

- **Australian Institute of Architects Awards for Public Architecture:** Bathurst Animal Rehoming Centre (BARC)

### 2025 NSW Local Government Professionals Excellence Awards (held June 2025)

- **First Nations Community Partnership Winning Project:** Dhuluny – Commemorating 200 Years since the Declaration of Martial Law
- **Special Project Initiative Finalist:** Councillor Induction Handbook

## Organisational Milestones

### National Motor Racing Museum (NMRM)

- Celebrated its 750,000th visitor during Bathurst 1000 Race Week in October 2024.

### Financial Management

- Met repayment schedule for internal loan (Sewer Fund from Land Sales).
- Land sales totalled \$7,086,450 million for the year, with 20 lots settled and a further 13 lots exchanged (11 residential and 2 industrial).

### Integrated Planning & Reporting

- Delivered full IP&R suite of documents, including End of Term Report.
- Plans aligned with OLG guidelines and designed to be clear, engaging and accessible.

### Records Management

- During 2024-2025, our Records team managed more than 13,200 pieces of correspondence requiring a response or action, achieving a strong 91.3% response rate within the 10-day benchmark.

## Attachment 6.1.2.1

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

## OUR VISION

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

A region full of community spirit and shared prosperity.



## OUR MISSION

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



## LINKS TO OTHER COUNCIL PLANS

[Community Engagement Strategy \(CES\) 2024](#)

[Community Strategic Plan \(CSP\) 2025-2045](#)

[Revenue Policy Annual Statement 2025-2026](#)

[Detailed Budget 2025-2026](#)

[Long-Term Financial Plan \(LTFP\) 2025-2035](#)

[Our Workforce Strategy 2025-2029](#)

[Asset Management Strategy and Plans](#)

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

[Financial Statements 2023-2024](#)

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

[Community Land Plan of Management](#)

[Community Heritage Plan 2025-2029](#)

[Bathurst Region's Villages Strategy 2025](#)

[Destination Management Plan 2019](#)

[Bathurst Region – A Cultural Vision 2036](#)

[Disability Inclusion Action Plan 2022-2027](#)

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

[Community Survey 2024](#)

## WHAT LOCAL GOVERNMENT IS

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

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

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

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

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

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

# INTERIM ORGANISATIONAL STRUCTURE AT A GLANCE



## INTEGRATED PLANNING & REPORTING (IP&R)

### WHAT IS IP&R?

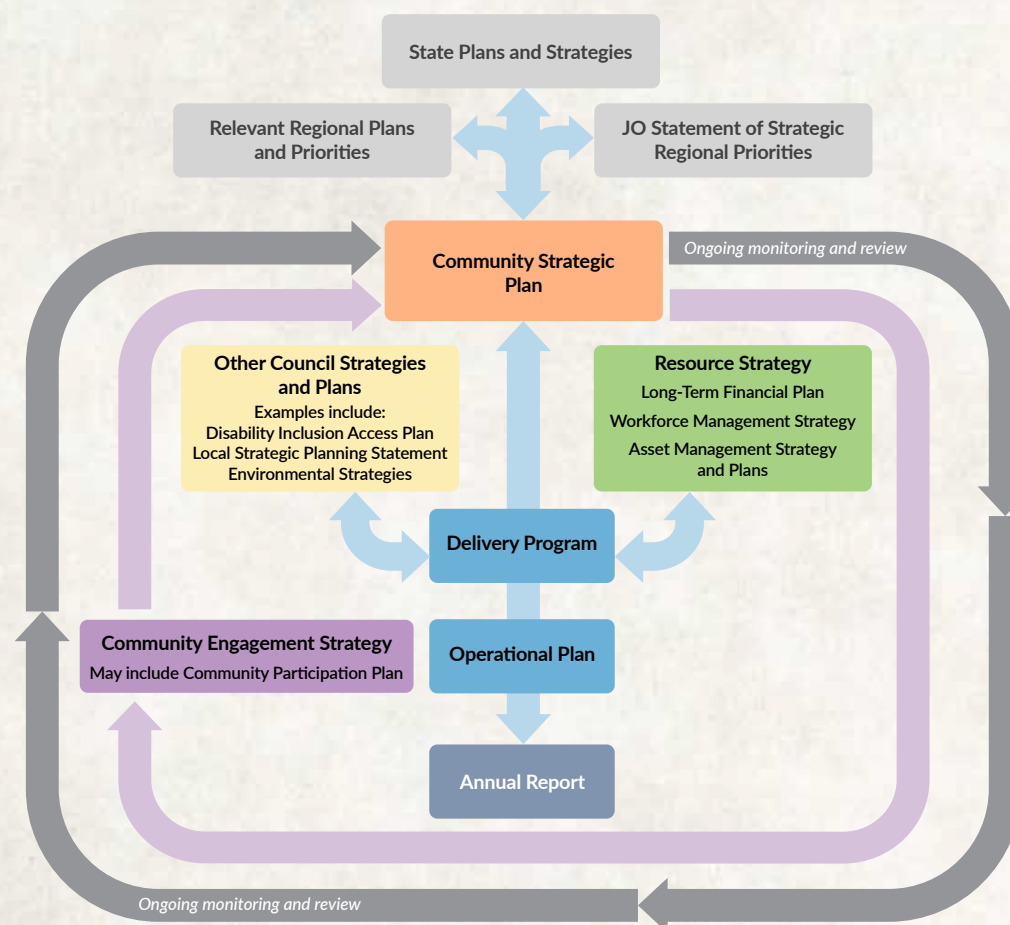
Integrated Planning & Reporting was introduced in 2009 by the NSW Government and stems from the principle that all council planning should originate from a sound understanding of the community's expectations around priorities and service levels.

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

### WHY IS IP&R IMPORTANT?

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

## Integrated Planning and Reporting Framework



OLG, 2021

# BATHURST REGIONAL COMMUNITY STRATEGIC PLAN

## HOW IS IP&R DELIVERED?

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

## COMPONENT DOCUMENTS

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

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

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

## LINKAGES AND RELATIONSHIPS

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

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

### A Sense of Place and Identity

Links to the State Plan 'NSW 2021 A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
<b>Premier's Priorities</b> Creating jobs Faster housing approvals	<b>Department of Planning, Housing and Infrastructure</b> Central West and Orana Regional Plan Environment and Heritage Corporate Plan <b>NSW Aboriginal Affairs</b> Aboriginal Cultural Heritage Reform <b>NSW Government Architect</b> NSW State Design Review Panel Better Placed Policy Design and Place SEPP/Greener Places Policy	Bathurst Local Aboriginal Lands Council Wiradjuri Traditional Owners Central West Aboriginal Corporation (WTOCWAC) Wiradjuri knowledge holders Development industry National Trust Heritage Matters Village Associations Cultural Groups

### A Smart and Vibrant Economy

Links to the State Plan 'NSW 2021 A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
<b>Premier's Priorities</b> Creating jobs Faster housing approvals <b>State Priorities</b> Making it easier to start a business Encouraging business investment	<b>Department of Planning and Environment</b> Central West and Orana Regional Plan <b>Department of Primary Industry</b> Land Use Conflict Risk Assessment guide <b>NSW Trade and Investment</b> Visitor Economy Industry Action Plan – Destination NSW <b>Australian Department of Prime Minister and Cabinet</b> Smarter Cities Program <b>NSW Department of Transport</b> Smart & Local Feedback Forum <b>NSW Department of Customer Services – Spatial Services</b> Bathurst Spatial Digital Twin	Bathurst Chamber of Commerce NSW Business Chamber Tourism providers Village Associations Regional Development Australia Central West Charles Sturt University Destination Network Central West

## Environmental Stewardship

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

## Enabling Sustainable Growth

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

## Community Health, Safety and Wellbeing

Links to the State Plan 'NSW 2021 A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
<b>Premier's Priorities</b> Improving Education Results Protecting our Kids Reducing Domestic Violence Tackling Childhood Obesity <b>State Priorities</b> Increasing Cultural Participation Reducing Violent Crime Transitioning to the National Disability Insurance Scheme	<b>NSW Health</b> Future Health: Guiding the next decade of health care in NSW 2022-2032 NSW Domestic and Family Violence Prevention and Early Intervention Strategy <b>NSW Department of Education and Communities</b> Strategic Plan Living well: a strategic plan for mental health in NSW <b>NSW Department of Family and Community Services</b> The NSW Ageing Strategy NSW Disability Inclusion Plan Future directions for Social Housing in NSW <b>NSW Government emergency response agencies</b> <b>NSW Office of the Children's Guardian</b>	Educational Facilities e.g. Primary Schools, High Schools, TAFE, Universities Bathurst Health Alliance Community Transport Local RFS Groups Local SES Groups Bathurst Regional Access Committee

## Community Leadership and Collaboration

Links to the State Plan 'NSW 2021 A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
<b>Premier's Priorities</b> Improving Government Services State Priorities Delivering strong budgets Better Government Digital Services	<b>Department of Infrastructure and Regional Development</b> Local government financial assistance grants <b>Office of Local Government</b> Fit for the Future Initiative; Comparative Information on NSW Local Government Councils Local Infrastructure Renewal Scheme (LIRS) <b>The Department of Finance, Services and Innovation</b> Digital+ 2016 - NSW Government ICT Strategy <b>ICAC</b> <b>Audit Office of NSW</b> Local government reform agenda <b>NSW Electoral Commission</b> Council go forward strategy <b>Australian Department of Prime Minister and Cabinet</b> Smarter Cities Program National Broadband Network <b>Other</b> NSW Ombudsman Reports and Complainant Data Australian Museum Art Gallery of New South Wales	Audit and Risk Committee Central NSW Joint Organisation NetWaste Charles Sturt University



## COMMUNITY SURVEY 2024

The Bathurst Community Survey has been conducted regularly since 2001 and continues to give Council a clear picture of what our community values, where we're doing well, and where we need to improve. It asks residents about a wide range of topics including infrastructure, lifestyle, Council facilities and services, communication, staff, and key local issues.

For the 2024 survey, Council engaged independent researchers, Taverner Research Group. Around 400 adult residents were surveyed by phone during October and November. This sample size is considered statistically reliable, meaning the results are a true reflection of the views of the wider Bathurst community.

### Key Findings

The 2024 results showed that overall satisfaction with Council dropped compared with previous years. This decline mirrors similar results seen across regional NSW in 2023-2024, although in Bathurst the extent of the fall was greater. Local issues, most notably strong community concerns around the proposed Special Rate Variation, appear to have been a significant factor.

Despite this, there were some very encouraging results. When compared against 29 other regional NSW councils, Bathurst rated above average on many individual services and facilities. The feedback shows that while financial management perceptions remain a challenge, residents still recognise and value the quality of parks, amenities, community services and other facilities delivered by Council.

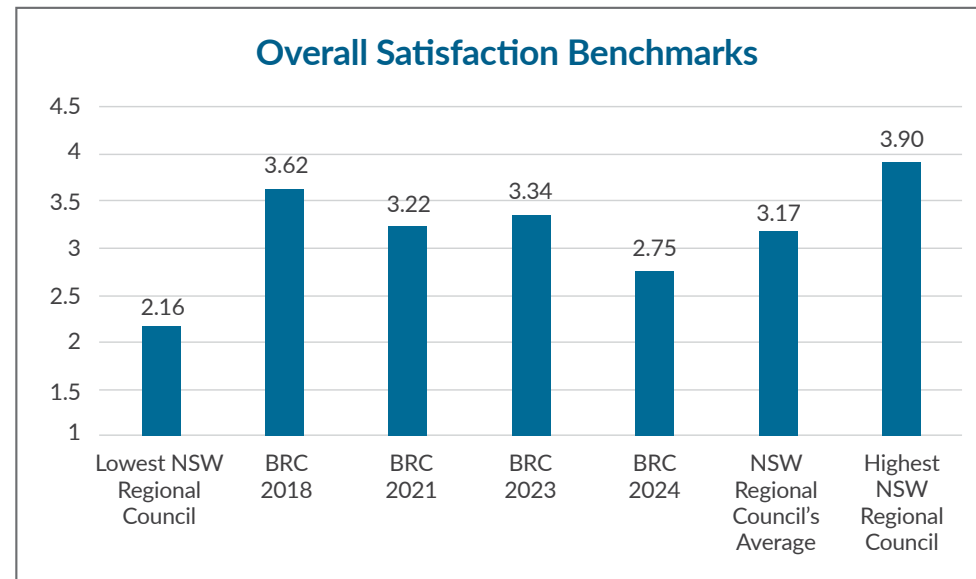
### Looking Ahead

This survey provides us with important insights into how the community is feeling and helps guide our priorities moving forward. The next full Community Survey is planned for late 2026, giving Council the opportunity to respond to community concerns and continue building on areas where we are performing strongly.

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

## Overall Satisfaction

Overall community satisfaction with Council's performance declined in 2024 compared to the previous year. This decline reflects strong community concern around the proposed Special Rate Variation, as of 2023 and Council's ongoing financial sustainability, which was a key theme identified in the survey. While the result sits below the NSW regional council average, there is confidence that as Council's financial position strengthens and community priorities are addressed, satisfaction levels will improve.



# TIME TO REFLECT AND CELEBRATE

The 2024–2025 financial year marked the final year of Council's Community Strategic Plan 2022–2024 and the accompanying Delivery Program and Operational Plan. This Annual Report highlights the services, projects, and initiatives delivered during that year.

Council remained focused on its priorities throughout 2024–2025, from renewing infrastructure and delivering community programs to advancing environmental initiatives, supporting economic development, and strengthening internal systems. Importantly, this year also saw Council continue to take significant steps to improve financial sustainability. In response to community feedback, Council has been working to improve efficiency, reduce costs, and explore alternative revenue sources. The Pathway to Sustainability initiative is driving more collaborative, innovative, and market-based approaches so that services can continue to be delivered in a responsible and sustainable way.

These achievements reflect the dedication of staff across all areas of Council, who worked hard to maintain momentum while also preparing the next suite of Integrated Planning and Reporting documents.

This section is both a reflection and a celebration, recognising what was achieved in 2024–2025, the lessons learned, and the collective effort behind the results. The following pages set out the Delivery Program achievements and highlights from the year.

# DELIVERY PROGRAM ACHIEVEMENTS AND HIGHLIGHTS



# INTRODUCTION

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

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

## HIGHLIGHTS OF THE 2024-2025 FINANCIAL YEAR

Council has once again been recognised across a wide range of areas in 2024-2025, from tourism and heritage to sustainability and governance.

These awards highlight the depth of work being delivered across our organisation and in partnership with the community, from enhancing the visitor experience and celebrating our heritage, to driving innovation in environmental sustainability and supporting strong leadership and governance.

### Awards and Recognition

#### Keep Australia Beautiful NSW 2024 Tidy Towns Sustainability Awards (held November 2024)

- **Gold Award:** Climate Change Mitigation & Adaptation Award - Building Momentum Towards Net Zero
- **Gold Award:** Young Legends (under 25 years) Award - Sustainable Scallywags
- **Liveable Towns Award:** Highly Commended - Machattie Lane Ecological Greenspace initiative
- **Waste Avoidance Award:** Highly Commended - Bathurst Waste 2 Art initiative (with NetWaste)
- **National Tidy Towns and Cities Litter Prevention Award:** 'Banishing Bathurst Butts' cigarette litter prevention program

#### 2025 NSW Tourism Awards (held November 2024)

- **Gold Award:** Visitor Information Services - Bathurst Visitor Information Centre (BVIC)
- **Gold Award:** Local Government Award for Tourism - Bathurst Regional Council
- **Bronze Award:** Festival & Events - Bathurst Heritage Trades Trail
- **Tourism Star Judges Choice Award:** Bathurst Winter Festival

#### 2025 NSW Regional Architecture Awards (held November 2024)

- **Australian Institute of Architects Awards for Public Architecture:** Bathurst Animal Rehoming Centre (BARC)

#### 2025 NSW Local Government Professionals Excellence Awards (held June 2025)

- **First Nations Community Partnership Winning Project:** Dhuluny – Commemorating 200 Years since the Declaration of Martial Law
- **Special Project Initiative Finalist:** Councillor Induction Handbook

### Organisational and Community Milestones

National Motor Racing Museum – celebrated a major milestone, welcoming its 750,000th visitor during Bathurst 1000 Race Week in October 2024.

### Financial Management

Council met its repayment schedule for the internal loan from the Sewer Fund, with repayments funded through land sales.

Land sales for the year totalled \$7,086,450.00 (\$6,836,450.00 plus \$250,000.00 from a released deposit for industrial land). This included the settlement of 20 lots, along with 11 residential lots and two industrial lots exchanged.

### Records Management

During 2024-2025, our Records team received over 13,200 pieces of correspondence that required a response or action. This figure only covers letters and emails, it doesn't include requests made over the phone or through other avenues. It's a reminder of just how much written communication flows into Council every year, and the important role our Records team plays in managing it all.

Despite the volume, Council maintained a high standard of service, achieving a 91.3% response rate within the benchmark of responding within 10 business days. Every letter and email is carefully logged, tracked and directed to the right area, ensuring the community receives timely and accurate responses. This is a significant achievement and highlights the dedication and professionalism of the Records staff, who quietly work behind the scenes to keep Council connected and accountable.

Together, these achievements highlight the breadth of work delivered across the Bathurst region, showcasing the dedication of our staff and the strength of our partnerships, while setting a strong foundation for our community's continued growth and success.

### Integrated Planning & Reporting

Over the past year Council delivered one of its most significant pieces of work in recent times by completing statutory Integrated Planning and Reporting (IP&R) requirements. This included the State of Our Region Report (formerly known as the End of Term Report) and the full suite of long-term plans: the Community Strategic Plan, Delivery Program and Operational Plan, Our Workforce Strategy, Long-Term Financial Plan and supporting Asset Management Plans which are continuing to be refined.

These documents were developed in line with OLG guidelines but with a fresh approach to make them more accessible, engaging and user-friendly for our community. They feature clearer layouts, stronger use of graphics and summaries such as "CSP on a Page", and better connections across the plans so it is easier to see how community priorities flow through to Council's actions and performance measures.

Bringing all of these plans together in a coordinated way is a complex and challenging task that only happens once every four years. Completing this work not only met our legislative requirements, but also delivered a transparent, easy-to-follow framework that will guide decision-making and reporting well into the future. It stands as one of the most remarkable planning achievements Council has undertaken in recent years.

Together, these achievements highlight the breadth of work delivered across the Bathurst region, showcasing the dedication of our staff and the strength of our partnerships, while setting a strong foundation for our community's continued growth and success.

## INFRASTRUCTURE INVESTMENT

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

### Rural Roads Widened and Improved – 5.2km

5.2 km of rural road widening and improvements were completed in 2024-2025 at a cost of \$2,197,471.

### Urban & Village Roads Upgraded with Asphaltic Concrete – 1.545km

- Beyers Ave, Hill End – Hill End Rd to Clarke Street (480m) – Cost: \$402,278
- Durham Street – Mitre to Esrom Street (965m) – Cost: \$1,358,146
- Howick Street/Mitre Street Roundabout (100m) – Cost: \$120,000

Total Cost: \$1,880,424

### Urban Roads Reconstructed and Spray Sealed – 1.2km

Browning Street (700m) Total Cost: \$345,025

### Urban Roads Resealed

98,593m<sup>2</sup> or approximately 9.7km. Total Cost: \$497,560

### Rural Roads Resealed

159,632m<sup>2</sup> or approximately 22.9km. Total Cost: \$892,739

### New and Reconstructed Footpaths – 3,976m

Council plays an active role in delivering new footpaths across the region, both through its own construction program and as a developer of new land. In addition, external developers also construct footpaths as part of subdivision works, which are then transferred to Council for ongoing maintenance.

During the year, Council constructed 322m of new footpath at a cost of \$82,730 along Bonnor Street and Ilumba Way. A further 1,141m of footpaths were constructed through Council-led development works.

Private developers also made a significant contribution, with 2,513m of new footpath completed and subsequently gifted to Council for long-term care and maintenance.

### Stormwater Drainage Pipes Installed - 5,767m

Council installed 125 metres of new stormwater drainage within the West Street drainage reserve, replacing collapsed corrugated pipe. A further 5,642m was installed through a mix of Council development works and installations by external developers.

### New Water Pipes – 3.742km

157m built by Council and remainder were gifted from developers as part of new subdivision.

### Sewer Pipes – 3.420km

80m built by Council and the remainder were gifted from developers as part of new subdivision.



## MAJOR PROJECTS COMPLETED

### Crago Fountain – A Story of Heritage and Renewal

The Crago Fountain has been the jewel of Machattie Park since 1891. Its arrival was the result of community fundraising led by the Bathurst Progress Association, who selected the elaborate Coalbrookdale Ironworks design from England. As Mayor and Alderman, Francis Crago championed the project, and the fountain was officially opened in December 1891, with Mrs. Crago turning on the water to great applause. At the time, it was celebrated as one of the largest cast iron fountains in Australia and today remains one of only three of its type left in the world.

Over its long life, the fountain has undergone many repaints. Originally Brunswick Green, a newspaper article noted that by the late 1970s it had been “technicoloured,” with birds, lilies and fish painted brightly. In 1990, it was refreshed in green and cream. In 1998, it was blasted back to bare metal and painted Hawthorne Green. The fountain returned to Brunswick Green in 2004, followed by another repaint in 2011.

By 2025, time, rust and missing features meant restoration was again needed. Thanks to \$200,000 in funding from the Australian Government’s Local Roads and Community Infrastructure Program, the fountain was carefully restored by Carters Engineering. The team took great pride in their work, cleaning and repairing the structure, reattaching herons and lilies, installing new copper waterlines and applying a Victorian-inspired colour scheme. Modern LED lighting now illuminates the fountain at night, ensuring this magnificent landmark continues to inspire pride and delight for generations to come.



Council has successfully completed five road projects under the Australian Government's Roads to Recovery Program (2023–2029). Two of the highest-priority projects are highlighted below as key deliverables for the year:

### Freemantle Road

A two-kilometre section of Freemantle Road underwent a major upgrade and was completed in February 2025. Works addressed pavement fatigue, edge deterioration and poor drainage through full-depth pavement reconstruction in selected areas, widening of the carriageway, upgraded drains and culverts, and the application of a new bitumen seal. Costing: \$666,559.

### Beyers Avenue, Hill End

A 480m section of Beyers Avenue, between Hill End Road and Clarke Street, was fully reconstructed and completed in April 2025. The project involved milling the existing deteriorated asphalt surface to remove defects and prepare the base for reconstruction. This process ensures a stronger bond between the new surface and the underlying layers, therefore improving long-term durability. The road was widened slightly within the existing tree lines to improve traffic flow and additional clearance for vehicles, completed drainage improvements and applied a fresh layer of asphalt. Costing: \$402,278.

### Durham Street Upgrade

Council completed a major pavement upgrade on Durham Street in September 2024, funded through the State Government's Regional Emergency Road Repair Fund (RERRF). The nearly 1km section between Mitre Street and Esrom Street was reconstructed to address severe pavement deterioration and prepare the corridor for future traffic growth. Works involved milling out the old surface and replacing it with a high-strength asphalt pavement across 12,000sqm, significantly improving the road's structural integrity.

The upgrade has ensured Durham Street can safely accommodate heavy industrial and freight vehicles, support planned development to the west of Bathurst, and deliver a smoother, safer ride for all road users. Costing: \$1,443,000.

### Major Facility Upgrade, Bathurst Indoor Sports Stadium

A major \$1.5 million upgrade to the Bathurst Indoor Sports Stadium was made possible through government grant funding, with \$1.1 million provided by the NSW Government's *Level the Playing Field Program*, secured through the advocacy of Basketball NSW, and \$400,000 from the Federal Government's *Local Roads and Community Infrastructure Program*.

The project was managed by the Stadium's lessee, Basketball NSW, and delivered significant improvements including the replacement of the stadium roof, new ventilation, refurbished amenities and the complete replacement of the wooden sports flooring. The upgrade was successfully completed in 2025.



The following two projects are highlighted as key deliverables from the \$1 million grant provided by the NSW and Federal Government under the *Local Government Recovery Restoration Program*, which funded six projects across Bathurst sporting complexes and parks. All projects were completed in late 2024.

### Hereford Street Sports Precinct

Six sporting fields were restored with topdressing, sand slit drainage, soil improvements, aeration, fertilisation and seeding, along with the replacement of flood-damaged perimeter fencing. Costing \$648,218.

### Proctor Park

Football fields 1, 2 and 3 were upgraded through topdressing, sand grooving soil improvements, aeration, fertilisation and seeding, and new perimeter fencing was installed to replace flood-damaged sections adjacent to Queen Charlottes Vale Creek. Costing \$193,275.

### Waste

At the Bathurst Waste Management Centre, a new landfill gas management system was completed, incorporating a modern flaring unit, 38 gas wells and an extensive network of pipes. The project has already delivered measurable environmental benefits by reducing methane emissions, with more than 12 months of operational data now available to track biogas capture.

### Changing Places Facility – Bicentennial Park

In December 2024, Council completed a \$727,669 upgrade of the public amenities at Bicentennial Park, including Bathurst's first Changing Places Design 2.0 adult change facility. The new block features upgraded male and female toilets, an accessible toilet/parents' room, and the fully equipped Changing Places facility with a toilet, shower, adult-sized change table and overhead hoist.

Designed with a heritage exterior and modern interior, the project also delivered accessible parking on William Street and a new accessible path to the facility. Officially opened on 18 December 2024, the facility is managed by local disability provider Vivability and provides safe, dignified access for people with high support needs and their carers.





## DELIVERY OF THE KEY PRIORITIES

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

### Aboriginal Commitment Strategy

#### Reconciliation

Action	Progress
Aboriginal Commitment Strategy to be reviewed 12 months after implementation	Version one of the Aboriginal Commitment Strategy has been reviewed by Council's Aboriginal Commitment Strategy Working Group. Following consultation with Aboriginal and Torres Strait Islander stakeholders and community members, an updated Aboriginal Commitment Strategy is in the final draft stages.
Acknowledge/celebrate significant Aboriginal events that support reconciliation, such as National Reconciliation Week	During this reporting period, we have acknowledged and celebrated significant Aboriginal events, including: <ul style="list-style-type: none"> <li>• Commemoration of Martial Law declaration (Dhuluny)</li> <li>• NAIDOC Week (September 2024 and July 2025)</li> <li>• National Reconciliation Week</li> <li>• National Sorry Day</li> <li>• National Aboriginal and Torres Strait Islander Children's Day</li> <li>• Indigenous Literacy Day</li> </ul>
Support other services and organisations to acknowledge/celebrate reconciliation	Council gave great support to Wiradyuri Traditional Owners Central West Aboriginal Corporation to deliver Dhuluny events. Council staff and Councillors were represented at Bathurst Local Aboriginal Land Council's National Reconciliation Week morning tea.
Recognition of positive contributions that local Aboriginal people make, and the important role Aboriginal people play in our community	Dhuluny and NAIDOC Exhibitions championed local Aboriginal community members of all ages. On behalf of Wiradyuri Traditional Owners Central West Aboriginal Corporation, Council applied for a National Trust award in the Aboriginal Heritage category for Dhuluny events. Council accepted the award on behalf of the Corporation. Council partnered with Bathurst Local Aboriginal Land Council to install a memorial plaque in honour of the late Uncle Roy Bligh.
Continuation and review of cultural awareness training delivered to Council staff	BRAG staff completed First Nations Cultural Awareness Journey Training, with CSU and Wiradyuri Traditional Owners Central West Aboriginal Corporation. Discussions have occurred with Wiradyuri Traditional Owners Central West Aboriginal Corporation regarding more Council staff and Councillors completing this training. Council's Aboriginal Commitment Strategy Working Group have engaged in cultural awareness activities during quarterly meetings in 2025. Council's Economic Development Team have attended training events designed to improve business engagement, knowledge and understanding with First Nations businesses. An updated cultural awareness e-learning module has been approved for all Council staff to complete from October 2025.

## Protection

Action	Progress
Consultation with Recognised Aboriginal Parties regarding restoration of Wiradjuri language and cultural traditions	In relation to restoration of language and cultural traditions, there has been ongoing consultation with Wiradyuri Traditional Owners Central West Aboriginal Corporation regarding Dhuluny events 2024 & 2025, Wambuul Memorial Garden, Arts & Cultural Engagement Framework, Our Ngurang (Home) Art Education Program, River Connections Program. Consultation with Bathurst Local Aboriginal Land Council regarding the planned Wambuul Memorial Garden.
Incorporation of Wiradjuri language into Council events, program, facilities, services and infrastructure	Significant incorporation includes: <ul style="list-style-type: none"> <li>• Appropriate use of dual naming: Wahluu and Wambuul</li> <li>• CBD Wayfinding signs</li> <li>• Dhuluny events</li> </ul> Wiradjuri language is embedded into the River Connections Program, Our Ngurang (Home) Art Education Program and educational programs across Children's Services. There have been ongoing discussions internally and externally regarding the development of a Wiradjuri word database for naming roads and parks in new Laffing Waters Estate.
Continuation of cultural traditions such as Welcome to Country and smoking ceremonies, where appropriate	Welcome to Country and smoking ceremonies provided at: <ul style="list-style-type: none"> <li>• Anita Heiss' book launch at Bathurst Library</li> <li>• Bathurst Writers and Readers Festival launch night</li> <li>• Big River Day</li> <li>• Stephen Gapps book launch at Bathurst Library</li> <li>• Bathurst Pride 'n Stride event</li> <li>• Dhuluny events</li> </ul> Welcome to Country provided at: <ul style="list-style-type: none"> <li>• All Bathurst Regional Art Gallery events/openings</li> <li>• Bathurst NRL Game</li> <li>• Keep Australia Beautiful Awards</li> <li>• Australia Day Citizenship and Awards Ceremony</li> <li>• International Women's Day event</li> </ul> Traditional dance performances provided by Dirraybang Footprint at Bathurst NRL game. Wynne Prize 2024 artworks were smoked by Wiradyuri Traditional Owners Central West Aboriginal Corporation prior to Exhibition. Council have had discussions regarding cultural burns at Boundary Road Reserve, in conjunction with the Boundary Road Landcare Group.

**Protection continued**

Action	Progress
Inclusion of Acknowledgement of Country, where appropriate	<p>Acknowledgement of Country provided at:</p> <ul style="list-style-type: none"> <li>• All Council meetings</li> <li>• Internal meetings across all departments</li> <li>• External meetings and networks</li> <li>• Bathurst 1000 event</li> <li>• Bathurst 1000 Legends Dinner</li> <li>• 12-hour track to town event</li> <li>• BMEC events</li> <li>• Bathurst Library events</li> <li>• Bathurst Regional Art Gallery Events</li> <li>• Economic Development Events</li> <li>• Community Services Events</li> <li>• Ben Chifley's Light on the Hill Exhibition</li> <li>• Plaque opening and morning tea at Bathurst Rail Museum</li> </ul> <p>Eadie Coe delivered an Acknowledgement of Country in Wiradjuri language at Council's National Reconciliation Week event 2025.</p> <p>Acknowledgement of Country added to Council's Community Engagement Strategy 2024-2028 and the 2025 Bathurst Region Pad Map.</p>
Ensure Council's planning controls remain up to date with respect to the management of Aboriginal Cultural Heritage	Council continues to undertake 3 monthly searches of AHIMS to ensure it is aware of all recent site cards. All new site cards are purchased.
Continue to implement the Aboriginal Heritage Interpretation Strategy	<p>Wambuul Memorial Garden Interpretation Plan prepared to support consultation for new interpretative opportunities relating to Wiradjuri resistance.</p> <p>Windradyne interpretation signage installed at entry points to Windradyne.</p> <p>Blue Bee mural sign installed at Bathurst Post Office.</p>

## Community and Stakeholder Relationships

Action	Progress
Ongoing consultation and communication with Recognised Aboriginal Parties and Aboriginal Community Members	<p>Council effectively consulted with Recognised Aboriginal Parties, Stakeholders and Community Members regarding the Aboriginal Commitment Strategy and Community Strategic Plan.</p> <p>Council has continued to consult with:</p> <ul style="list-style-type: none"> <li>• Bathurst Local Aboriginal Land Council</li> <li>• Wahluu Health Aboriginal Corporation</li> <li>• Wiradjuri Cultural Care</li> <li>• Wiradjuri Traditional Owners Central West Aboriginal Corporation</li> </ul>
Acknowledging Aboriginal significant dates	<p>Council acknowledged the following significant Aboriginal dates:</p> <ul style="list-style-type: none"> <li>• Commemoration of the bicentenary of the declaration of Martial Law and Dhuluny</li> <li>• NAIDOC Weeks (September 2024 and July 2025)</li> <li>• Aboriginal and Torres Strait Islander Children's Day</li> <li>• Indigenous Literacy Day</li> <li>• National Reconciliation Week</li> </ul>
Inclusion and consideration of Aboriginal community in Council events, programs, initiatives and services	<p>Council included and considered Aboriginal community in the following:</p> <ul style="list-style-type: none"> <li>• Dhuluny events and activities</li> <li>• Kelso Community Hub Christmas Party</li> <li>• Bathurst Regional Heritage Plan</li> <li>• Bathurst Heritage Trades Trail</li> <li>• International Women's Day</li> <li>• Harmony Week</li> <li>• Youth Week</li> <li>• Bathurst NRL Game</li> <li>• River Connections Program</li> <li>• NAIDOC Week</li> <li>• National Reconciliation Week</li> <li>• Seniors Festival</li> <li>• Our Ngurang (Home) Wiradjuri Art Education Program</li> </ul>

## Community and Stakeholder Relationships *continued*

Action	Progress
Advocate for community needs to relevant stakeholders	<p>Council entered a lease agreement with Wahluu Health Aboriginal Corporation for Kelso Community Hub.</p> <p>Council collaborated with Birribee Housing and Housing Plus to deliver Kelso Community Clean Up Day. The initiative was supported by other local organisations.</p> <p>Through consultation with Wiradyuri Traditional Owners Central West Aboriginal Corporation, the Wambuul Memorial Garden concept was developed.</p> <p>Council applied for and received Open Streets funding to support Dhuluny events. Council also provided great support for Dhuluny related activities and events.</p> <p>Council undertook a review of the history of the possum skin cloak given to Governor Macquarie and supported investigations regarding proclamation information, including records that have been held in the United Kingdom.</p>
Plan, deliver and evaluate community development initiatives that meet community needs	<p>Council delivered the following community development initiatives, meeting community needs:</p> <ul style="list-style-type: none"> <li>• Kelso Community Clean Up Day</li> <li>• River Connections Program</li> <li>• Our Faces, Our Future, Our Mob NAIDOC Week Exhibition</li> <li>• Kelso Community Hub Christmas Party</li> <li>• Our Ngurang (Home) Wiradjuri Art Education Program</li> </ul> <p>BRAG are developing an Arts &amp; Cultural Engagement Workshop with ACHAA and Recognised Aboriginal Parties.</p>
Plan, deliver and evaluate community events that incorporate cultural awareness and cultural connections	<p>Council delivered the following community events, incorporating cultural awareness and cultural connections:</p> <ul style="list-style-type: none"> <li>• Dhuluny events: Elders' Celebration, Marramarra Creation Workshops, Artist talks, Author talks, a shadow puppet show, book reading and reflection space</li> <li>• Children's Services cultural immersion workshop with Adam Towney – AT Culture</li> <li>• Paint with ya mates</li> <li>• NAIDOC Week musical bingo night</li> <li>• Bathurst Writers and Readers Festival: DHULU YALA, GARI YALA, Unsettling the past, Great Festival Read</li> <li>• Seniors Festival Cultural Day</li> <li>• National Reconciliation Week</li> </ul>

## Community and Stakeholder Relationships *continued*

Action	Progress
Collaborate with stakeholders to increase cultural awareness and cultural connections	<p>Council increased cultural awareness and cultural connections by collaborating with stakeholders for:</p> <ul style="list-style-type: none"> <li>• National Aboriginal and Torres Strait Islander Children's Day</li> <li>• NAIDOC Week (September 2024)</li> <li>• Yarning for Inclusion</li> <li>• Dhuluny Education Kits</li> <li>• Loan of cultural items for Dhuluny Exhibition</li> <li>• The HOME Program</li> <li>• Keep Australia Beautiful Awards Wambuul Tour</li> <li>• Marang Connections Cultural Day</li> <li>• Kelso Community Hub Christmas Party</li> <li>• Bathurst Local Aboriginal Land Council Culture Club.</li> <li>• Seniors Festival Cultural Day</li> <li>• River Connections Program</li> <li>• Our Ngurang (Home) Wiradjuri Art Education Program</li> </ul> <p>Council's Aboriginal Community Development Officer is a member of the Bathurst Aboriginal Interagency, Bathurst Aboriginal Education Consultative Committee and Bathurst Community NAIDOC Committee.</p> <p>Economic Development Team meet with NSW Department of Primary Industries and Regional Economic Development Aboriginal Economic Development Team.</p>
Support and promote cultural awareness and cultural connection initiatives, where appropriate	<p>Council supported and promoted the following:</p> <ul style="list-style-type: none"> <li>• Council events, including paint with ya mates, NAIDOC Week and National Reconciliation Week</li> <li>• Dhuluny events and recognition awards</li> <li>• 2024 Koori Knockout</li> <li>• National Sorry Day</li> <li>• Department of Education's development of the Aboriginal Cultural Framework</li> <li>• Wahluu Health Aboriginal Corporation official opening</li> </ul>

### OTHER KEY DELIVERABLES:

Alongside our major projects, we also made progress on several important initiatives during the year:

- Construction on Stage 1 of the Water Harvesting Project is progressing well, with around \$17 million invested by 30 June 2025.
- We secured a \$700,000 grant from the Commonwealth Government to help deliver Stage 2 of the Water Harvesting Scheme, with Council committing a further \$700,000 in matching funds. (The deed for this agreement is still to be finalised.)
- Council has also engaged NSW Public Works Advisory to carry out a groundwater investigation across the Bathurst LGA. This important work has commenced, with specialist sub-contractors soon to be brought on board.

#### Macquarie River Flood Model Review

Last year we reported that work had commenced on updating the Flood Study for the Macquarie River and its key tributaries in the Bathurst area. Since then, significant progress has been made. Stantec Australia were engaged to undertake the flood study update in mid-2023 and are now well advanced in developing the updated flood model.

This new study is an important step forward. It builds on the original 1995 Flood Study and the mitigation works that followed, including the Perthville Levee completed in 2022. The update takes advantage of modern flood modelling techniques, incorporates the latest climate change data, brings together smaller models into a single comprehensive model, and includes key urban tributaries. It will also assess the performance of existing flood mitigation infrastructure.

The updated Flood Study is now scheduled for completion by the end of 2025. Once the draft is ready, and approved, it will be placed on public exhibition to give the community an opportunity to review the findings and provide feedback. This feedback will then be incorporated into the final study. With this important foundation in place, Council will be well positioned to move into the next stage of floodplain management by preparing a Floodplain Risk Management Plan, subject to securing further grant funding.



# CULTURAL & COMMUNITY SERVICES



## COMMUNITY EVENTS

Our Events team successfully delivered a wide range of community events over the past year, providing not only entertainment but also opportunities for participation, connection, and physical activity. These events play an important role in supporting the goals of the Community Strategic Plan by strengthening our sense of place and identity, boosting the local economy, and enhancing community health and wellbeing.

### Bathurst Winter Festival

A highlight of the year was the 2024 Bathurst Winter Festival, which celebrated its tenth consecutive year in the heart of the CBD. The event generated a total economic value of \$18.9 million, which was an increase of \$5.14 million compared with the 2023 festival. While accommodation bookings were down, this was offset by a rise in day-trippers. Overall, the festival lifted the city's profile, delivered memorable experiences for locals and visitors, and showcased the strength of our community spirit.



Through these events, Council continues to bring people together, celebrate our region, and foster a strong and inclusive community spirit. The following key insights highlight its success:

The achievements of the festival highlight its significant cultural and economic impact:

- The festival attracted 88,000 attendees (Localis), with 49% of visitors coming from outside the Bathurst Local Government Area (LGA).
- Ice skating remained a favourite, with 20,000 tickets sold and 18,341 people skating on the McDonald's Bathurst Ice Rink. Of these, 41% were locals (postcode 2795).
- The Lantern Parade was also a success, with 282 participants.
- Despite accommodation occupancy sitting at 49%, down 1% on the previous year, overall attendance increased thanks to strong day-trip visitation.
- The festival generated a total economic value of \$18.9 million, up \$5.14 million from 2023, and supported 97 local jobs, 24 more than 2023 (SpendMap, Localis and Bathurst ID data).
- Festival attractions proved popular, with 54,037 amusement ride tickets sold.
- Business and community support remained strong, with 17 sponsors backing the event.
- 32 businesses participated in the Brighten Up Business Competition.
- Feature events drew record crowds, including 8,500 at Opening Night and 27,000 at Brew & Bite, bringing combined attendance to 35,500.
- The festival was also recognised externally, winning the 2024 NSW Tourism Star Judges Choice Award following its submission to the NSW Tourism Awards.



## Attachment 6.1.2.1

We also delivered and supported a number of other major events throughout the year, each providing opportunities to celebrate our community and showcase Bathurst. These included the following highlights.

### Australia Day Celebrations

Australia Day began with a moving Citizenship Ceremony at the Bathurst Memorial Entertainment Centre (BMEC), where 49 new citizens were officially welcomed into our community. The ceremony was followed by a shared morning tea before the celebrations continued with the Australia Day Awards.

This year's celebrations attracted the biggest crowd in years, with BMEC reaching full capacity, a clear increase on previous years. The awards once again recognised outstanding contributions to our community, including:

#### Citizen of the Year

- Karla McDiarmid

#### Living Legends (acknowledged for their lifetime achievements)

- Garth Dean
- Paul Hennessy
- Nola Ryan
- Carol Smith

#### Youth Arts Award

- Paris Masters

#### Event of the Year Award

- Destination event of the Year – 155th Royal Bathurst Show
- Community Event of the Year – Bathurst Gardeners Club Spring Spectacular
- New Event of the Year: Natural Capital – Trees as an Alternative Crop
- Hall of Fame Event of the Year – Mount Panorama Punish

#### National Trust Award

- Institute of Sisters of Mercy of Australia & Papua New Guinea The Bathurst Sisters of Mercy

#### Jo Ross Memorial Award Greening Bathurst

- Bernadette Wood

## 2025 NRL

The 2025 NRL match once again proved to be a major highlight for Bathurst. For the second year running, tickets sold out before game day, with 12,000 fans filling Carrington Park on Saturday, 24 May 2025 to watch the Penrith Panthers take on the Newcastle Knights. The game was delivered as part of the strong and ongoing partnership between Bathurst Regional Council and the Penrith Panthers.

Figures from Localis, which tracks unique mobile devices at events, showed that around 66% of attendees travelled from outside the Bathurst LGA. With over 280 hotels, motels and short-stay properties analysed, the results revealed an average occupancy rate of 67% across the weekend, a clear sign of the economic boost that the event brings to the region.

### Game Day Program

#### Welcome to Country

The day began with a moving Welcome to Country, led by 15 Aboriginal community members. Audiences were then treated to a powerful dance performance by Dirraybang Footprint, a local Aboriginal business run by Wiradjuri man Jordan Boney. The performance brought together Aboriginal men from Bathurst and young students from across Bathurst and Orange, setting a cultural and respectful tone for the day.

#### Group 10 Peter McDonald Premiership match

Fans also enjoyed plenty of grassroots rugby league action. The Group 10 Peter McDonald Premiership match between Bathurst Panthers and Bathurst St Pats brought the local rivalry to the big stage. This match not only showcased the strength of local rugby league talent but also built the excitement ahead of the main event.

#### Club Parade and Mini Mod Games

Half-time of the Group 10 match saw the field come alive with colour and energy as junior players from across the region took part in the Club Parade. Teams from Bathurst St. Pats, Bathurst Panthers, Orange CYMS, Bloomfield (Orange), Eglinton Eels, Blayney Bears, Cowra Magpies, Oberon Tigers and Lithgow Storm proudly marched, representing their clubs and communities. With registrations capped at 300 children, the excitement continued as the youngsters took to the field for four mini-mod games. Parents, club officials and spectators filled the stands with cheers, creating an atmosphere and experience many young players will never forget.

#### Local Dance School Performances

In the lead-up to the Panthers vs Knights clash, three local dance schools, Pure Imagination Performing Arts, Bathurst Academy of Dance and The Dance Factory Performing Arts Centre, delivered a spectacular joint routine. With 15 dancers and two teachers from each dance group, the performance showcased Bathurst's talent and brought an extra sense of celebration to the event.

#### Carer Gateway All Abilities Game

At half-time of the main game, the crowd got behind a much-loved tradition, the Carer Gateway All Abilities touch football match. Thirty players took to the field as the Lightning and Storm teams, cheered on by thousands of supporters in the stands. This game, supported by LiveBetter through their sponsorship, continues to be a highlight for fans and players alike, celebrating inclusion and the joy of sport.



## Lead-Up Activities

### Play Like a Panther Super Clinic

The build-up to the NRL weekend was just as exciting as the main game. For the first time, the Play Like a Panther Super Clinic was held at the Hereford Street Multipurpose Fields, drawing a record 400+ children from across the Central West. Kids took part in a series of fun skills and drills run by Panthers players, with the day finishing on a high as players stayed for a signing session. Westfund proudly sponsored the clinic, handing out goodie bags that had the kids smiling from ear to ear.

### Meet and Greet

On the eve of the big clash, Bathurst Panthers Leagues Club was buzzing as fans packed in for a special Meet and Greet with the Panthers players. From photos and autographs to simply sharing a chat with their heroes, it was a night of connection and memories that stretched well beyond game day.

### Colouring-In Competition

To bring even more families into the fun, a colouring-in competition was run for children aged 13 and under. Distributed through local schools, junior league clubs and online, the competition drew 53 entries. Five winners each received a family pass to the game, and impressively, 95% of these tickets were used, compared with just 65% the year before.

Together, these activities and celebrations made the 2025 NRL weekend about far more than football. It was a chance for locals, visitors, kids, families and fans to come together, celebrate community pride, and enjoy one of Bathurst's biggest annual sporting events.



### Bathurst 1000 Off-Track Events

As part of the Repco Bathurst 1000, Council once again delivered a series of off-track events that added to the excitement of race week and created opportunities for locals, visitors, and race fans to connect and celebrate. The three major events, the Street Party, the Legends Dinner, and Music in the Parade, brought thousands of people into the CBD and reinforced Bathurst's reputation as the home of motorsport.

#### Street Party

The Street Party, televised live on Fox Sports and Kayo, was a standout highlight. The action kicked off with the Track to Town Parade, featuring all 26 Supercars making the journey from the iconic Mount Panorama circuit to Russell Street. Led by the prime movers of the team transporters, the cars lined up in front of the courthouse, giving fans a rare close-up experience.

Racegoers had the chance to meet their favourite drivers at the Official Off-Track Driver Signing Session, with free posters, autographs, and plenty of selfies. The energy continued with the PIRTEK Pit Stop Challenge Finals, where the top four pit crews from the 2024 season battled it out for the \$20,000 prize and the Golden Rattle Gun Trophy. The winning team were Triple Eight Race Engineering.

The Street Party also featured the unveiling of the 2023 winners' plaque on the Victor's Walk outside Council's Civic Centre. This chequered footpath celebrates the history of the Bathurst 500 and 1000. The plaque, unveiled in 2024, commemorated the 2023 winners Shane van Gisbergen and Richie Stanaway.

#### Legends Dinner

The Legends Dinner remained a sell-out event, offering fans a once-in-a-lifetime chance to hear Supercars legends share stories of their most memorable moments on Mount Panorama. Guests enjoyed a two-course meal while taking in spectacular views of the track from the top level of Rydges Hotel.

#### Music in the Parade

On the Friday of race week, Music in the Parade brought a festival atmosphere to Kings Parade. This free, family-friendly event featured live music, twilight markets, food trucks, and kids' activities, drawing crowds of locals and visitors alike. The event added to the vibrancy of the city centre and provided an inclusive way for the community to celebrate Bathurst 1000 week.

### Bathurst 12 Hour

The 2025 Meguiar's Bathurst 12 Hour was one of the biggest in the event's history, drawing record crowds to Mount Panorama from 31 January to 2 February. Bathurst's strong partnership with Meguiar's continues to elevate the race, with highlights including the much-loved Track to Town parade, which brought cars and drivers into the heart of the city and created a buzz ahead of race day.

For the second year running, global superstar Valentino Rossi proved a major drawcard, adding to the atmosphere of the weekend. Fans were treated to world-class competition as leading international teams lined up alongside top Australian drivers. On Sunday, Team WRT BMW delivered a dominant one-two finish, with Kelvin and Sheldon van der Linde and Augusto Farfus powering the #32 BMW M4 GT3 to victory, while Valentino Rossi, Charles Weerts and Raffaele Marciello steered the #46 car home in second.



## COMMUNITY SERVICES

Over the past year, our team has continued to deliver and support a wide range of initiatives that strengthen connection, inclusion, and safety across the Bathurst region. A key focus was engaging with the community as part of the development of the Community Strategic Plan 2025–2045, ensuring that community voices helped guide priorities for the future.

Much of our work was also shaped by the Bathurst Community Safety Plan (2023–2026), Disability Inclusion Action Plan (DIAP), Positive Ageing Strategy, and Aboriginal Commitment Strategy. Together, these frameworks provide the foundation for projects and programs that respond to community needs.

Digital accessibility also remained a priority, with the UserWay Accessibility Widget expanded across Council websites (corporate, YourSay, library, Winter Festival, and Bathurst Live Invest) to make it easier for people of all ages and abilities to access information and services online.

Highlights for the year included supporting the Bathurst Regional Youth Council, a group of 15 young people aged 12–24 who ensure youth voices are represented across the Local Government Area, and hosting major events that celebrate diversity and bring people together such as Harmony Week, International Women's Day, Youth Week, and the Seniors Festival.

For our First Nations community, we delivered the National Reconciliation Week Bridging Now to Next community walk/run, as well as the NAIDOC Week exhibition Our Faces, Our Future and Our Mob. These initiatives were delivered in partnership with local schools and early learning centres, reflecting our commitment to inclusivity and connection.

The following sections outline the initiatives delivered under these strategies over the past year.

### Community Safety and Engagement Initiatives

While the Community Development Officer role was vacant for 12 months, we continued to progress key actions under the Community Safety Plan (2023–2028).

- One Community Safety Committee meeting was held in 2024–2025.
- We delivered the Red Bench Project in June 2025, a social media campaign aimed at raising awareness of women's safety and domestic violence in Bathurst. The campaign included four posts highlighting local domestic violence statistics and building on Council's earlier project to install four red benches across the city.

### Positive Ageing Initiatives

Our team has continued to deliver a wide range of programs and services under the Positive Ageing Strategy 2021–2026, focusing on connection, inclusion, safety and accessibility for seniors across the Bathurst region.

### Connecting Seniors

- Delivered 52 free intergenerational tech help sessions, giving seniors one-on-one support from trained young people.
- Promoted and supported other technology initiatives including the Library's Intergenerational Tech Talk program, Computer Coffee Club, and 1:1 tech help sessions.

### Seniors Festival 2025

- Planned and delivered 79 events and activities in partnership with the Seniors Festival Organising Committee and local service providers.
- Activities ranged from a movie matinee and estate planning sessions to creative programs at BRAG, BMEC and the Library.
- Delivered broad promotion across radio, digital platforms, Council newsletters, and social media.
- Collected community feedback through the YourSay platform to help plan the 2026 Seniors Festival.

### Partnerships and Community Programs

- Supported the establishment of Wahluu Health Aboriginal Corporation Bathurst at the Kelso Community Hub.
- Delivered awareness initiatives such as the Red Bench Project on women's safety.
- Recreation programs engaged 707 volunteers, many of them older residents, in environmental vegetation works.
- Museums hosted numerous Autumn Colours tours, senior group visits, coach tours, aged care and disability group visits.

### Arts, Culture and Inclusion

- Bathurst Regional Art Gallery (BRAG) partnered with U3A to deliver the Talk & Tea program, where seniors joined guided tours followed by morning tea, or volunteered as tour guides themselves.
- BRAG also delivered inclusive events during the Seniors Festival, encouraged diverse artist participation, and promoted exhibitions through accessible, inclusive advertising.
- BRAG is transitioning to an online membership model and is upskilling volunteers to help community members with the process. On-site digital devices have also been installed to support staff in registering new and renewing memberships.
- BMEC staff completed accessibility training and received bronze certification, while upgrades were made to the Kiss and Ride zone to improve access for older visitors.
- The Library launched the Mind Alive Dementia Friendly Collection, delivered book club sessions in nursing homes, ran a Dementia Hub Industry Information Session, and held music programs in aged care settings.

### Accessibility and Infrastructure

- Added and upgraded accessible parking in the CBD and rolled out new angled parking to improve availability.
- Completed new footpaths and cycleways in Kelso under the Strategic Access Plan.
- Delivered road safety improvements on Limekilns Road near Wattle Flat with widening, drainage upgrades and new pavement.
- Commenced preparation of the Bathurst Region Active Transport Strategy (BRATS), with seniors represented on the consultative group.

### Engagement and Awareness

- Promotion of the 2025 Seniors Festival program through radio advertisements on 2BS, B-Rock and 2MCE, supported by a media release and digital content across Council's platforms.
- Inclusion of Seniors Festival activities in "What's News", the Mayoral Column, and the Mayor's radio talking points to further boost awareness.
- Regular Facebook posts highlighting estate planning information, social clubs, women's groups, and senior-specific activities, as well as promoting feedback opportunities through YourSay.
- Ongoing promotion of the Library-run Intergenerational Tech Talk program, with dates and details shared widely to encourage participation.
- A BreastScreen information stall in July 2024, focused on raising awareness of preventative health for seniors.

### Disability Inclusion Action Plan (DIAP)

Our team continued to deliver on the Bathurst Regional Council Disability Inclusion Action Plan 2021–2028, ensuring that inclusion, access, and equal opportunity remain at the heart of everything we do. The following highlights showcase our achievements across the year.

#### Planning and Compliance

- Submitted the annual DIAP report to Action for Inclusion – Department of Communities and Justice.
- Delivered the Bathurst Access Improvement Grants in partnership with the Bathurst Regional Access Committee (BRAC), supporting local businesses and organisations to be more inclusive.
- Promoted the International Day of People with a Disability through events and awareness activities.
- Consulted with the community as part of the new Community Strategic Plan.

#### Workforce and Inclusion Practices

- Council continued to strengthen its workplace culture by embedding equal opportunity principles, promoting fair and accessible recruitment, and supporting staff wellbeing through training and wellness initiatives.

#### Accessible Infrastructure and Digital Tools

- Promoted and upgraded accessible parking in the CBD, working with BRAC to increase visibility and awareness.
- Delivered improvements to footpaths, cycleways, and road safety projects, ensuring better access for people using mobility aids.
- Progressed the Bathurst Region Active Transport Strategy (BRATS), which will guide the delivery of footpaths, shared paths, and cycleways. Accessibility advocates are part of the community consultative group.

### Cultural and Community Engagement

- Bathurst Memorial Entertainment Centre (BMEC): Staff completed All accessibility training and achieved bronze certification. The “kiss and ride” area was changed to five-minute parking for easier access.
- Bathurst Regional Art Gallery (BRAG): Hosted accessible exhibitions and programs, including quiet periods, AUSLAN interpreters, braille, and large-print materials. Exhibitions such as Now is a Beginning and ESSSENSSE showcased artists of all abilities. The opening of ESSSENSSE included performers with disabilities. BRAG also promoted inclusivity through local radio, advertising, and partnerships, such as the Talk & Tea program with U3A.
- Museums: Accessibility improvements included closed captioning for films at Chifley Home, a sensory table at the Australian Fossil and Mineral Museum, and a mobile workbench at the Rail Museum. Disability groups such as Wangarang, Westhaven, Baptist Care Cowra, Anson Street School and Carene School visited all four museum sites.

#### Community and Volunteer Contributions

- Volunteers living with disability participated in environmental vegetation programs.
- Glenray supported landfill site operations through rubbish collection twice a week.
- Libraries hosted All Ability Lego Club, the Mind Alive Dementia Friendly collection, dementia awareness events, and inclusive programs such as the Book Club in nursing homes and tech literacy sessions.

#### Events and Awareness

- Delivered inclusive community events, including Mental Health Month activities, the International Day of People with a Disability film screening, and regular promotion of accessible library events.
- Continued to highlight disability inclusion and accessibility improvements across Council services through media, radio, and social media campaigns.





### Youth Council Achievements

The Bathurst Regional Youth Council continued to be an important platform for young people to share their voices and ideas. The group met monthly, providing opportunities to plan and contribute to community initiatives.

A highlight of the year was Youth Week - Fun Fest 2025, held at the Bathurst Memorial Entertainment Centre, which attracted around 150 young people and community members. The Youth Council also took part in intergenerational activities and regular consultations with different Council teams.

In 2024–2025, the Youth Council held 17 meetings and participated in 23 activities, an outstanding achievement. The Youth Council will now go into recess for 2025–2026 while Council develops the new Bathurst Regional Council Youth Strategy.



### Scallywags Long Day Care and Preschool

Scallywags is a 60-place early learning centre for children aged six weeks to five years, rated as Exceeding the National Quality Standard. Our educators tailor learning to children's interests, guided by the Early Years Learning Framework, and programs range from nurturing care for infants in the Grevillea Room through to school readiness programs in the Preschool Room.

Unique offerings like Bush Kinder enrich children's experiences, fostering creativity, curiosity, and social skills in a safe, vibrant setting. Conveniently located in the heart of Bathurst with views of Haymarket Reserve, Scallywags operates weekdays from 8.00am to 6.00pm.

In 2024–2025, Scallywags recorded 130 enrolments with an 83.33% attendance rate. The team also completed a significant policy and quality review, finalising 58 of 63 policies, creating five new policies, and reviewing seven Quality Areas. Strong partnerships with families and the community remain central, ensuring every child has the opportunity to thrive.



### Bathurst Family Day Care

Bathurst Family Day Care offers home-based childcare, providing small group care in a warm, family-like environment. Designed for children aged six weeks to five years, the service focuses on personalised learning and play, supporting children's development and confidence.

In 2024–2025, the program supported 210 active enrolments (161 families), with an 85.95% attendance rate and a National Quality Framework rating of Meeting the National Standard. Currently, 17 registered Family Day Care Educators provide services across Bathurst, Oberon, Lidsdale and Lithgow.

Family Day Care provides flexible options including full-time, part-time, before and after school care, overnight, and emergency care, meeting the needs of working families, including shift workers. With affordable fees and access to childcare subsidies, Bathurst Family Day Care continues to provide high-quality care in a safe, nurturing setting where children can learn, grow, and build strong bonds.

## BATHURST LIBRARY

Bathurst Library is open seven days a week and continues to offer the community a wide range of books, magazines, DVDs, electronic collections, and online resources.

The following highlights showcase our key activities, achievements, and progress during the year:

### Customer Satisfaction

We conducted the 2025 Customer Satisfaction Survey between 28 February and 24 March 2025, collecting 190 responses. 95% of respondents were satisfied with the library's facilities and services, reflecting a steady improvement over the last five years.

### Membership

Membership remains strong with around 10,250 active members and an average of 110 people joining each month. Membership continues to represent about 25% of the local population, and expanding this reach remains a focus.

### Visitations

Community use of the Library is growing, with an average of 8,550 people visiting each month.

### Programs and Events

A total of 274 programs were delivered throughout the year, attracting 6,433 attendees - an average of 23 programs and 536 participants each month. Highlights included author talks with renowned social psychologist and researcher Hugh Mackay, and award-winning writer Debra Oswald, along with the Library's inaugural Local Writers Showcase in November 2024, which successfully celebrated local talent.

### Collections and Circulation

Circulation of both physical and electronic materials increased to 212,089 items during the year, up from 199,549 from the previous year. This year also saw the launch of the Mind Alive Dementia Friendly Collection, designed to support people living with dementia and their carers.

### Digital Literacy

We delivered 46 workshops and sessions to support adult digital literacy, with strong attendance and positive community feedback.

### Curated Collections

Collections were regularly refreshed to encourage discovery, with 16 new reading lists published both online and in print, and eight themed book displays created to make resources more engaging and visible.

### Indigenous Engagement

We also continued to highlight Australian Indigenous history and culture, delivering monthly features showcasing Wiradjuri and other Indigenous content.

### Social Media Growth

Our social media following grew from 4,831 in July 2024 to 5,345 in June 2025. A team-wide effort has ensured content is diverse and inclusive, helping maintain strong community engagement.

### Community Outreach

We extended our services into the community by hosting four pop-up events at key gatherings, including the Christmas Party at Kelso Community Hub (KCH), the Eglinton Fair, the Wahluu Health Opening at the KCH, and Family Day Out. These events helped us reach new audiences and raise our Library's profile.

### Education Partnerships

We strengthened our relationships with local education providers, engaging with eight institutions including schools, preschools, and daycare centres. Updated information packs were distributed to promote services and new initiatives, and activities such as school visits and information treasure hunts helped build stronger connections with education providers in the community.

### Looking forward

We will continue to use survey feedback to guide our strategic plan, endeavour to grow membership, and increase visibility through events and partnerships. Programs will be refined for long-term sustainability, while digital literacy initiatives will expand to cover media and information literacy. Honouring Indigenous history will remain a priority, alongside improving online navigation, enhancing reader resources, and strengthening ties with local schools. We will also keep working to ensure our social media content is diverse, inclusive, and engaging.





## BATHURST MEMORIAL ENTERTAINMENT CENTRE (BMEC)

Our team at BMEC kept audiences entertained in 2025 with a rolling schedule of programming, having moved away from the traditional season of shows. One of the highlights was the introduction of Cinema Live Screenings, which brought musicals from around the world to Bathurst and quickly became a hit with audiences and significantly boosted numbers for on-screen events.

### Enhancing the Venue

We continued to improve BMEC's presentation, both in public spaces and backstage, with positive feedback from both patrons and staff. This year, particular attention was given to upgrading backstage areas to improve the experience for hirers and performers. These upgrades also supported the introduction of paid community tours, giving locals a unique behind-the-scenes look at the facility.

### Audience and Visitor Numbers

BMEC welcomed 46,325 visitors in 2024–2025, compared with 52,000 the previous year. The drop was mainly due to the Bathurst Eisteddfod Society relocating half of its program to other venues after uncertainty around Council's Section 356 funding, and the CPSA moving its monthly meetings to the RSL following capped funding. Without these changes, overall attendance would have been higher than the previous year.

### Programming and Commercial Hirers

This year, we placed greater emphasis on commercial hirers as a reliable source of revenue, reducing risk for presented works while still growing attendance. This approach brought some big names to Bathurst, including Ross Noble, Cosentino, and Kate Miller-Heidke, which were among the year's highlights.

### Membership and Education

We overhauled our membership model, introducing the Helping Hands Membership. At a higher rate, this option allows patrons to contribute to a fund that pays for education tickets, giving more school children the chance to experience live theatre.

### Community Engagement and Rebranding

BMEC's 'Entertaining Bathurst' rebrand continued to gain momentum, with marketing shifting to a more personal, community-focused approach. The team connected directly with residents through shopping centre stalls during the school holidays and a presence at the Bathurst Show. These efforts helped encourage participation and opened up conversations with members and non-members, while also addressing any myths or misconceptions about the venue.

### Patron and Hirer Feedback

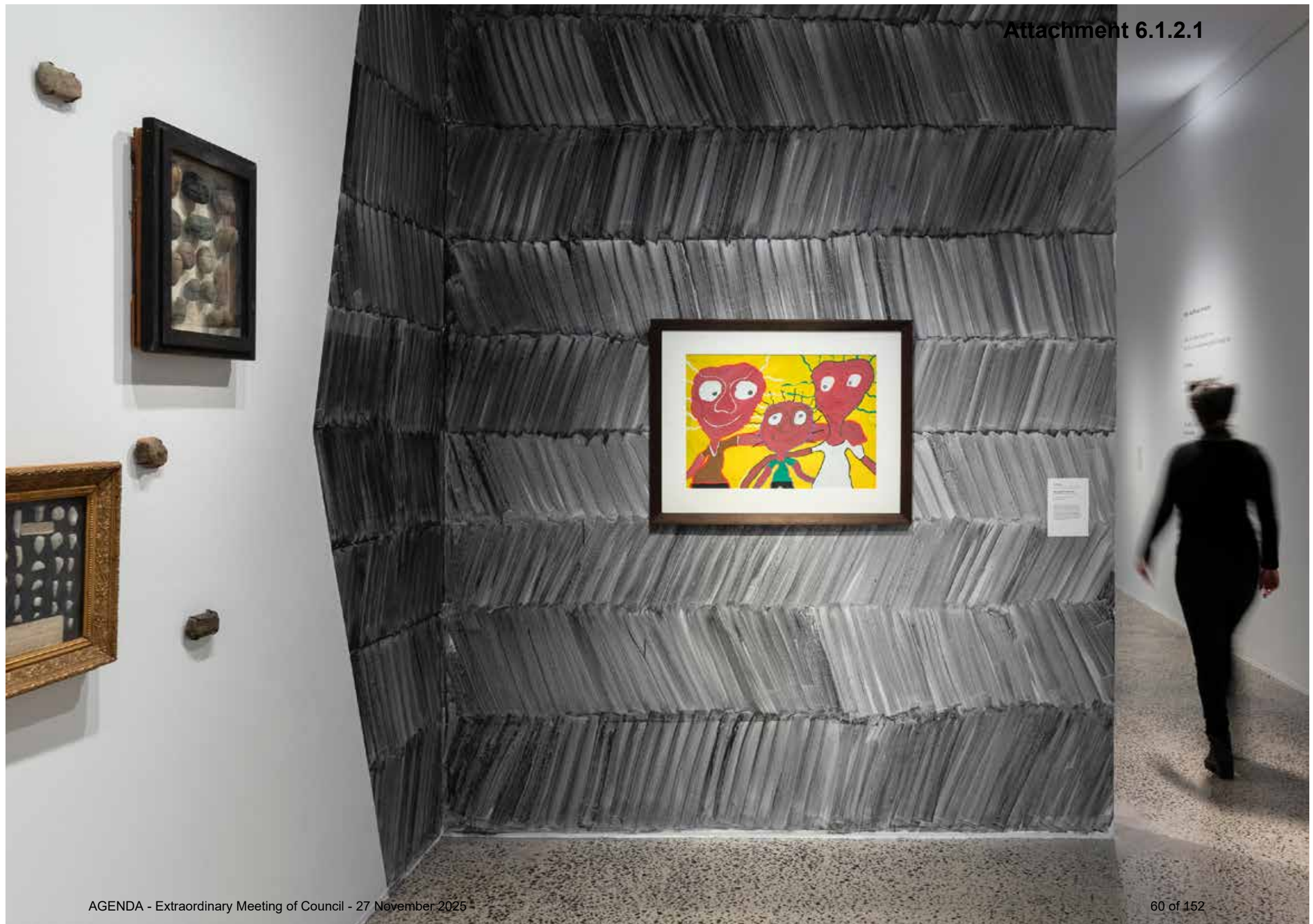
Feedback from both patrons and hirers was overwhelmingly positive. BMEC's Net Promoter Score (NPS) for patrons rose to +76, well above the target of +50, while the NPS for venue hirers reached +75. Together, these scores represent the highest combined result since tracking began in 2022.

### New Revenue Streams

As part of exploring additional revenue opportunities, we leased our kitchen to local icon Annie's Ice Cream for use as extra production space. The agreement ensures continued access for BMEC to use the kitchen for ad hoc events while providing a consistent monthly income stream.

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





## BATHURST REGIONAL ART GALLERY (BRAG)

2024–2025 was a vibrant and rewarding year for Bathurst Regional Art Gallery (BRAG). Our exhibitions, programs, and community initiatives brought people together and created new opportunities to experience art in meaningful ways. Whether through in-gallery visits or digital platforms, we connected with a wide range of audiences and provided cultural and educational experiences that were both engaging and memorable.

The year's program reflected this commitment, with a diverse mix of exhibitions and activities that celebrated local voices, showcased national talent, and encouraged community participation.

### Exhibition and Program Highlights

#### Dhuluny: The War That Never Ended

This award-winning exhibition, curated by Jonathan Jones (Wiradyuri/Kamilaroi) in collaboration with Wirribee Aunty Leanna Carr, was part of The Dhuluny Project marking 200 years since the declaration of Martial Law on 14 August 1824 in the Bathurst region. It explored truth-telling about the Frontier Wars and their national significance, and featured works by established and emerging Wiradyuri artists, including Aunty Leanna Carr, Lorraine Connelly-Northey, Karla Dickens, Kevin Gilbert, Aunty Jeanine Leane, Bria McCarthy, Jazz Money, Michael Riley, Jamie-Lea Trindall, HJ Wedge, and Lucy Williams-Connelly.

Alongside the exhibition, BRAG hosted the Marramarra: Creation Workshops, where participants learned traditional practices such as possum-skin work, tool and string making, and weaving. These hands-on sessions were extremely well attended and provided a powerful opportunity for cultural sharing, learning, and reflection.



#### Wonderful Wonderful – Scenes from the Collection

Curated by John Kirkman, this exhibition showcased nearly 200 works from BRAG's collection, spanning seventy years. It offered fresh perspectives on Australian art and included celebrated artists such as Harold Cazneaux, John Coburn, Peter Cooley, Grace Cossington Smith, Reg Campbell, Karla Dickens, Leonard French, Marea Gazzard, Frank Hinder, Margel Hinder, Locust Jones, Graham Lupp, Francis Lyburner, Roy de Maistre, Mandy Martin, Lloyd Rees, Joan Ross, Eugenie Solonov and Roland Wakelin.

#### Home 2024

This program was delivered in partnership with the Art Gallery of NSW, the NSW Department of Education's Arts Unit, and Aboriginal communities and regional galleries across NSW, this program connected schools with local Aboriginal artists, language, culture and community. Students from Carenne, Rockley, Sofala, Spring Hill, Trunkey Creek, and Wattle Flat Public Schools studied works by Karla Dickens, Jonathan Jones, Gabi Briggs Widders and Amy Hammond and participated in workshops led by Elders and community members, producing a body of work later exhibited at BRAG.

#### Adam Norton: The Signs Are Good – 20 Years of Painting the Future

This major survey exhibition reflected on how our visions of the future have shifted over the past two decades. From the optimism of the Atomic Age to the intrigue of UFOlogy and the excitement of the Space Age, Adam Norton explored how science, technology, and pop culture have shaped our collective imagination. His large, colourful acrylic paintings were inspired by the book covers, film posters, and billboard graphics of the eras he has lived through, creating a vibrant commentary on both past and present ideas of what "the future" might hold.

The exhibition spanned the 2024–2025 Christmas school holiday period and was one of BRAG's most engaging family-friendly shows. Visitors of all ages took part in interactive activities, including a badge-making station, I-spy games, a Sketch & Make creative space, and three school holiday workshops. Together these activities attracted more than 270 participants, helping to make the exhibition both accessible and memorable.

### Wynne Prize 2024

BRAG was proud to host the Wynne Prize 2024, a touring exhibition from the Art Gallery of New South Wales (AGNSW). The Wynne Prize is Australia's oldest art award, first presented in 1897 following a bequest from Richard Wynne. Valued at \$50,000, it is awarded each year by the AGNSW trustees to the best landscape painting of Australian scenery or the best example of figure sculpture by an Australian artist.

The exhibition showcased the diversity and creativity of contemporary Australian art. The landscape paintings reflected artists' responses to Country, the environment, and modern interpretations of place, while the sculptures highlighted a wide range of approaches to figurative practice. Hosting this prestigious exhibition gave the Bathurst community the opportunity to experience some of the finest art being produced in Australia today.

### Tina Havelock Stevens: Now is a Beginning

Curated by Ann Finegan, this solo exhibition by artist and musician Tina Havelock Stevens was inspired by Bathurst, however it's not about Bathurst. "It's inspired by place but not about the place. It's about people who traverse the place," she explained. The work explored ideas of beginnings, memory, improvisation, and shifting narratives, reflecting on the familiar and the unknown in both place and time.

Through a mix of video, audio, photography, and installation, the exhibition invited visitors to pause and reflect on the 'now' — a contemporary moment shaped by political urgencies, social change, and the unpredictability of world events. By blending magical thinking with sensory and social engagement, *Now is a Beginning* offered audiences a powerful and immersive experience that encouraged reflection on both the familiar and the unknown.



### Supporting Emerging and Digital Artists

BRAG continued to use the Foyer Gallery to showcase emerging artists, with a focus on those from the Central West region. Our OUT THERE digital platforms also featured artists from across Australia, with works projected each night in the Library and Gallery forecourt and continuously displayed on the side of the historic TAFE building in Bathurst's CBD.

### Engagement and Participation

Our programs and exhibitions continued to attract strong interest, both in the gallery and out in the community. Visitor feedback and attendance figures highlight the depth of engagement and the value people place on the Gallery's cultural and educational role.

The following statistics provide a snapshot of how audiences participated and connected with BRAG over the year:

- Total attendance across exhibitions, programs, education activities and public art reached approximately 183,000 people, showing strong growth compared to the previous year.
- Around 20,000 people visited the Gallery, with a further 4,400 participants involved in onsite public programs, again a noticeable increase on the previous year.
- Visitor feedback highlighted the interactive nature of exhibitions and the variety and quality of the program. Comments frequently praised the standard of curation, with one Sydney visitor noting: *"Very impressive, especially for a regional gallery ... (we) really appreciated the quality of the curation."*
- A QR code at the Gallery entrance continues to give visitors the chance to share feedback online, providing valuable insights to guide future programming.

We remain committed to supporting local artists, delivering meaningful cultural and educational programs, and ensuring the Gallery is a welcoming and engaging space for everyone. With growing community participation, stronger digital access, and a continued focus on outreach, BRAG is well placed to build on its successes and remain a central part of Bathurst's cultural life in the years ahead.



## BATHURST VISITOR INFORMATION CENTRE (BVIC)

The Bathurst Visitor Information Centre (BVIC) continues to play a central role in welcoming visitors and promoting the region as a destination of choice. Over the past year, our team has focused on creating new experiences, strengthening partnerships, and supporting local tourism operators to grow the visitor economy.

### Tourism Products and Packages

This work included the development of a range of new tourism products and packages designed to attract a broader audience and highlight the best of Bathurst. These included:

- 'Pints to Past' Historic Pubs Tour
- Bathurst Historic Houses Brochure
- 2025 Pad Map
- Behind the Scenes at the Rail Museum
- The Chifley's Kitchen
- Bicentenary Tours of Holy Trinity Church
- Salt Attack and Rising Damp Workshop
- Bricks Mortars Workshop
- Winter in Bathurst Accommodation Packages developed with Wildnest & Lachlan Terrace
- Winter Quest
- Abercrombie House Teddy Bear's Picnic

### Regional Tourism Partnership Program

Membership in the Tourism Partnership Program decreased slightly from 164 partners in 2023–2024 to 147 in 2024–2025. The drop was largely due to the conclusion of the free trial tourism partnership offered to new businesses in the previous year. While many businesses took up the trial at the time, some chose not to continue as ongoing partners as tourism was not the right fit for them.

### Digital Engagement

Our digital platforms continue to grow as a key driver of regional promotion. The consumer website attracted 194,108 unique visitors and generated more than 522,320 page views. On social media, we garnered 5.6 million impressions, with our total follower base increasing to 29,246. These results show the strength of our targeted digital marketing strategies in building Bathurst's brand and connecting with key audiences.

### Collaboration with Industry Specialists

We worked closely with industry specialists to generate strong media coverage for the Bathurst region. Public relations campaigns resulted in 98 media articles, including high-profile mentions in *Weekend Sunrise*, *Explore*, *Australian Traveller*, *Sydney Morning Herald*, *Escape*, *Speed Cafe*, *Blue Mountains Life*, *Holidays with Kids*, *Caravan World*, *ABC Radio*, *Weekend Australian*, *Australian Good Food Guide*, and *Ellas List*.

### Sister City Relationship

#### Bathurst Japanese Student Program

Our long-standing sister city relationship with Ohkuma, Japan (established in March 1991) continued to flourish. In 2024–2025, the second major year of student visitation since COVID-19, Bathurst welcomed 170 Japanese students. This included 130 students from Toyo High School, 17 from Senshu High School, 10 students from Ohkuma, and 13 students from the International Youth Organisation of Japan. Homestay arrangements and school activities were coordinated by BVIC, ensuring a memorable cultural exchange experience.

This year also saw a visit from the Japanese Local Government Association National Association of Towns and Villages. The 12-member delegation met with Councillors, The Hon. Andrew Gee (MP), and BRC staff at Council Chambers, where they took part in lectures on tourism, digital transformation, the Australian forestry and logging industry, and cattle production.

#### Cirencester, UK

Our relationship with Cirencester in the UK, home to the 9th Earl and Countess Bathurst, remains strong. The town, named after the 3rd Earl Bathurst, continues to share cultural and historical ties with our city.

Bathurst welcomed distinguished visitors, including the Earl of Bathurst (Cirencester) on 16 August 2024, and the Deputy Mayor of Cirencester and his wife on 20 September 2024. The English Consul General also visited the Bathurst Visitor Information Centre to view the Cirencester information stand and shop.

Further strengthening the connection, Janelle Middleton, former Acting Director of Cultural and Community Services, visited Cirencester on a Museums & Galleries of NSW scholarship, providing an opportunity to exchange ideas and enhance cultural collaboration between the two regions.

#### Yangquan City, China

We also maintain close links with our sister city Yangquan City in China, fostering cultural exchange and understanding. As part of this relationship, Bathurst regularly contributes articles to local newspapers and media, highlighting the social, economic, and cultural strengths of both cities.

### Bathurst City and Region Pad Map

In early 2025 the Bathurst city and region pad map was updated with 20,000 copies printed. This essential resource continues to be refreshed to reflect changes in local infrastructure, ensuring it remains accurate and useful. Copies are distributed to businesses, community organisations, and visitors, helping both locals and tourists navigate the region with ease.

### Market Intelligence Report

We placed strong emphasis on market intelligence to guide future strategies and investment. The annual Market Intelligence Report was published and distributed to industry partners, supported by a new snapshot infographic that highlighted key aspects of the Bathurst Region's economy. These tools provide stakeholders with the data and insights they need to make informed decisions and support tourism growth.

Regular engagement with industry partners also remained a priority. Throughout the year we held 20 one-on-one meetings, four workshops, and two larger industry meetings, alongside 54 familiarisation visits with partner businesses. These activities showcased the region's tourism offerings, supported local operators, and strengthened collaboration across the sector.

### Economic Contribution

The impact of these efforts is clear. The Bathurst Visitor Information Centre welcomed 37,076 people during the year, while overall tourism to the Bathurst region generated an estimated \$345.4 million in spending. This represents tourism's significant contribution to the local economy and highlights its importance to our community.



### Awards and Recognition

A standout highlight was receiving the Gold Award for Visitor Information Services at the 2024 NSW Tourism Awards, the second consecutive year Bathurst has secured the top spot as the Number One Visitor Information Centre in New South Wales. This achievement reflects our commitment to providing outstanding service, enriching the visitor experience, and showcasing Bathurst as a premier destination.

We were also recognised across several other categories, further reinforcing Bathurst's leadership in the tourism sector, with awards including:

- **Gold Award:** Local Government Award for Tourism
- **Bronze Award:** Festival & Events (Bathurst Heritage Trades Trail)
- **Tourism Star Judges Choice Award:** Bathurst Winter Festival

These honours highlight not only the dedication and hard work of our team but also the strength of Bathurst's tourism offering.





# museums BATHURST

In 2024–2025, our Museums Bathurst team delivered a vibrant program of exhibitions, public programs, and community events across all four sites. Together, these activities attracted strong visitor numbers and strengthened community connection.

We presented 19 exhibitions and 22 public programs, welcoming a combined total of 119,787 visitors throughout the year. Education continued to be a major focus, with 89 school tours engaging 3,390 students across all sites. The Australian Fossil and Mineral Museum (AFMM) led the way with 70 groups (2,915 students), followed by the Bathurst Rail Museum (BRM) with 10 groups (299 students), and Chifley Home with nine groups (175 students). Adult audiences were also well catered for, with 54 guided tours delivered to 591 visitors, including 24 group tours through Chifley Home involving 327 participants.

Memberships remain a strong measure of community support. As at 30 June 2025, there were 568 memberships, with 200 of these being new. Family memberships accounted for 155, bringing the total number of individual members to over 723. Notably, 452 memberships were for the Bathurst Rail Museum, reflecting its continued popularity, particularly among young families.

The Ratepayer Voucher scheme also played an important role in supporting visitation, with 2,142 admission vouchers and 336 retail vouchers redeemed across the museums during the financial year.

## Attachment 6.1.2.1



### Australian Fossil and Mineral Museum (AFMM)

AFMM delivered a mix of exciting exhibitions that captured the imagination of our visitors.

Highlights included:

- *Unearthed – Critical Minerals in the Energy Transition*, which opened in May 2025 to replace the long-running Dino-Store.
- The Local Schools and Local Stories cabinet, featuring displays from MacKillop College and Bathurst Public School, alongside a special collaboration with the Corinium Museum in Cirencester – *Mammoths in the Museum*.
- New exhibitions such as Minerals of Minecraft display cabinet and Mesozoic plants growing in the courtyard.
- A sensory table, installed in October 2024, giving visitors the chance to touch and explore real specimens.

We also hosted a variety of public programs that brought people of all ages into the museum. Some of the highlights were:

- Museum Selfie Day in January 2025, which saw 738 people through the doors.
- *Fright at the Museum* in October 2024, a fun and spooky event that attracted 90 participants.
- A lecture and AGM held by the Friends of AFMM in November 2024.
- A National Science Week talk and tour on Critical Minerals in August 2024 for students and teachers.
- Autumn Colours and Seniors Week tours in April 2025, with 87 participants.

In total, 29,734 people visited the AFMM this year, a strong reflection of the way our exhibitions and programs continue to connect with the community.



### Bathurst Rail Museum (BRM)

At BRM, we celebrated the rich history and impact of the railways through exhibitions, events, and community connections. Our feature exhibition, *Before and After: How the Railway Changed Bathurst*, explored the transformative role of rail in shaping our region.

Highlights for the year included:

- Launch of the *Tarana Washway* exhibition.
- First stage of the Zig Zag permanent layout unveiled for visitors.
- A special plaque morning tea in December, attended by 43 guests.

We also hosted much-loved community events such as the Christmas and Spring markets, which were warmly received. Museum Selfie Day in January 2025 brought in 474 visitors and featured six musical performances in Kids Central, creating a vibrant and fun atmosphere for families.

As part of Autumn Colours and Seniors Festival, we ran three Behind the Scenes tours between March and May, attracting 35 participants.

Our volunteers were once again a cornerstone of BRM's success, contributing to projects such as building miniature models of Bathurst's significant buildings and progressing the Zig Zag layout, while Panorama Lions Club volunteers carried out a garden overhaul and ongoing maintenance.

We also strengthened ties with other rail museums and clubs, including close collaboration with Zig Zag Railway staff and volunteers.

In total, BRM welcomed 41,966 visitors this year, the highest annual attendance since the museum opened in 2020, reflecting the strong community connection and growing popularity of the site.

Looking ahead, the 150th anniversary of the arrival of the railway in Bathurst in early 2026 will provide exciting opportunities for new programs and events at BRM, building on this momentum.



### Chifley Home and Education Centre

Chifley Home, one of Bathurst's hidden treasures, continued to share its rich history through exhibitions, tours, and special events. A highlight was the *Humans of Milltown* garden party, held with Arts Out West in March 2025, which welcomed 27 guests.

Guided tours remained popular, with 24 adult groups visiting during the year (327 people) and nine school groups bringing a total of 175 students.

Other highlights included:

- A tour and afternoon tea with Her Excellency the Honourable Margaret Beazley AC KC, Governor of NSW on 1 August 2024.
- A visit by Archbishop Charles Balvo on 15 December 2024.
- The exhibition *Ben Chifley: Light on the Hill 1949-2024*, which opened on 21 September 2024 (24 visitors).
- The Annie Milne McKenzie exhibition, launched in May 2025.
- *Chifley's Kitchen* tours as part of the Autumn Colours program in March, April and May 2025.

We also took part in Museum Selfie Day on 15 January 2025, welcoming 97 visitors through the doors.

In total, 3,078 people visited Chifley Home during the year, reflecting its ongoing appeal as a place of history and reflection.



### National Motor Racing Museum (NMRM)

NMRM continued to celebrate Australia's motorsport heritage through its popular Special Exhibitions program. This year we showcased *Group C Touring Cars 1973–1984* from October 2024 to February 2025, followed by the launch of the *Nissan in Motorsport* special exhibition in March 2025, which will run through to March 2026.

We also hosted a number of major events and activities that drew strong crowds, including:

- Father's Day on 1 September 2024, which welcomed 290 visitors.
- Bathurst 1000 race week (October 2024), bringing 4,975 people through our doors.
- Museum Selfie Day in January 2025, which attracted 399 visitors.

Among the highlights of the year was a special milestone:

### 750,000 Visitors and Counting

In October 2024, during Bathurst 1000 race week, NMRM proudly welcomed its 750,000th visitor since Council assumed management of the museum in 1997. This milestone is not only a testament to the museum's enduring popularity but also a reflection of the strong connection it has built with the community and the many visitors who continue to make it part of their Bathurst experience.

### New vehicle loans and special displays

- 33 new loan vehicles arrived for display during the year.
- A collection vehicle was on loan to the National Motor Museum in Birdwood, SA through to September 2024.
- Another collection vehicle was displayed at the Bathurst Library during October.
- A vehicle was also included in a Bathurst Regional Art Gallery exhibition in October/November 2024.
- Cars were showcased at the Supercars Street Party on 9 October.
- The Museum took part in the Bathurst 12 Hour-Track to Town Parade.
- Our Ford Falcon hardtop was displayed at the Australian Grand Prix (13–16 March) and also featured at the Ford Centenary and Victorian All Ford Day events in April.
- We also delivered Autumn Colours-Stories from the Mountain in March, which attracted strong local interest.

In total, 42,515 people visited the Museum in 2024–2025, confirming its place as one of Bathurst's most popular attractions for motorsport fans and visitors alike.



### The Central Tablelands Collection Facility (CTCF)

Our unique facility continued to play an important role in both community engagement and collection management throughout the year.

Our team facilitated and assisted:

- Australian Museum staff with preparation for the upcoming *Critical Minerals* exhibition.
- Bathurst District Historical Society and Elders with the *Dhuluny* exhibition.

We also welcomed a number of distinguished visitors, including:

- Her Excellency the Honourable Margaret Beazley AC KC, Governor of New South Wales, on 2 August 2024.
- The Earl of Bathurst (Cirencester) and The Hon. Andrew Gee on 16 August 2024.
- The Deputy Mayor of Cirencester and his wife on 20 September 2024.

CTCF also remained a trusted storage hub, housing a total of 227 cubic metres of material in commercial storage for eight external users, alongside significant items from BRAG, the School of Arts, and the NMRM.

In addition, CTCF hosted 45 events and venue hires during the year, attracting 764 attendees, further cementing its role as both a centre for collection care and a valued community resource.

# CORPORATE SERVICES & FINANCE



## **INFORMATION SERVICES**

Over the past year, our Information Services team has continued to strengthen Council's technology systems, improve cyber security, and modernise infrastructure to support both staff and the community. Below is an overview of the key initiatives and achievements.

### **Cyber Security**

- Penetration testing was carried out in January 2025, covering both external and internal systems. The results showed improvements from the previous year's testing but also identified areas for further strengthening. Our IT team has developed a plan to address these issues and is currently working through the recommendations. The next round of testing is scheduled for January 2026.
- Framework and governance. Our team reviewed and updated the cyber security framework. While some regional initiatives (through CNSWJO) are on hold pending advice from a shared Chief Information Security Officer, Council is implementing local improvements including configuration of O365 Defender, ongoing vulnerability management, and adopting penetration test recommendations. These measures have already lifted our Microsoft Security Score from 54.97 to 60.64.
- In regard to our firewall and internet upgrades, our internet capacity reached its limit during the year, providing the opportunity to upgrade both the internal system and firewall. We now have dual internet connections, providing stronger security, improved monitoring, and redundancy in case of outages.
- Cyber security training continues to be rolled out to all staff and Councillors. This includes annual policy acknowledgements, phishing simulation exercises, and formal cyber training every two years. Training is now delivered on a rolling cycle to keep cyber awareness front of mind across the organisation.

### **System Upgrades and Modernisation**

- In May and June 2025, Council upgraded its outdated Mitel phone system to a secure, cloud-based VOIP service with the support of Ethan Group. This move not only reduced cyber security risks but also gave us greater flexibility. Staff are now able to use existing handsets in the office or take advantage of "soft-phone" options, such as using a computer or mobile device with a headset to make and receive calls. This means staff can stay connected whether they're in the office, working remotely, or out in the community.
- PC rollout and replacement. Every Council PC was replaced during the year, a project overdue by two years due to budget constraints. The rollout improved efficiency, addressed failing hardware, and reduced security risk.
- Access point replacements. Work is underway to replace all end-of-life access points across Council sites, with completion scheduled in the 2025–2026 financial year.
- Mount Panorama fibre optic loop. Fibre optic cable installation around Mount Panorama progressed, however is subject to funding availability.
- Online timesheets. A trial is underway with outdoor staff, moving towards more efficient digital timesheet systems, while majority of indoor staff have already transitioned.
- Software licensing audit. With licensing costs increasing across the sector, we undertook a full audit to ensure accuracy. This reduced the number of unnecessary licences purchased, minimising cost impacts.

### **Events and Support**

- Our team successfully supported major sporting events, providing reliable IT infrastructure throughout.

### **Disaster Recovery**

- Full disaster recovery testing was not completed by December 2024 and has been rescheduled. Once testing is completed, a report will be prepared to capture results and next steps for strengthening disaster recovery processes.

## **GOVERNANCE**

The Governance team has continued to strengthen Council's operations, streamline processes, and deliver key projects that support transparency, efficiency, and community confidence. This work has spanned everything from long-term planning and policy development to emergency management, property services, and child safety.

The following achievements highlight the breadth of activity undertaken over the past year and the positive impact this work is having across the organisation and the community.

### **Integrated Planning and Reporting (IP&R)**

A major achievement was the development and endorsement of Council's suite of IP&R documents, the Community Strategic Plan, Workforce Strategy, Delivery Program and Operational Plan, Revenue Policy, Detailed Budget and Long-Term Financial Plan, all formally endorsed and adopted by Council on 18 June 2025. We also delivered the State of Our Region Report 2022-2024 and Annual Report 2023-2024.

### **Councillor Induction Handbook**

Ahead of the September 2024 local government elections, Council reviewed and updated the Councillor Induction Program. A new Councillor Induction Handbook was developed and linked to the Councillor Portal, providing incoming Councillors with the resources and guidance needed to support their role.

### **Operational Improvements**

Building on initiatives from previous years, our team refined processes for Government Information (Public Access) Act (GIPA) applications, improved business paper preparation, and progressed policy development to further strengthen governance practices. Council has seen a surge in GIPA requests for information, and these requests are still achieved with the legislated timeframes.

### **Emergency Management and Resilience**

We updated the Pre-Event Recovery Plan, refreshed contact lists, and completed ongoing evacuation centre audits alongside updates to the Consequence Management Guides. These measures ensure the region is better prepared for potential emergencies and aligned with best practice standards.

Council staff also continue to contribute to regional resilience efforts through the Central NSW Joint Organisation (CNSWJO) Disaster Risk Adaptation Program.

### **Records**

The Records team continued to play a central role in managing Council's corporate records, ensuring accuracy, compliance and timely responses. In 2024-2025, more than 13,200 pieces of correspondence were received that required a response or action, with Council achieving a 91.3% response rate back to customers within the benchmark of 10 business days. Their work is vital in keeping Council connected, accountable and operating efficiently.

### **Stores**

Often working quietly behind the scenes, the Stores team are the unsung heroes who keep Council's operations running smoothly. In 2024-2025, they implemented audit recommendations and introduced a range of process improvements, making sure stock is well managed, systems are accurate and resources are where they need to be.

Their work may not always be visible to the community, but it underpins almost every service Council delivers, from roadworks and parks maintenance to water and waste operations. By ensuring efficiency, accuracy and accountability in how materials are ordered, tracked and distributed, our Stores team plays a vital role in strengthening Council's governance framework and supporting staff right across the organisation.

### **Property Management**

Our Property team has overseen the management of residential and industrial land sales as well as the leasing and licensing of Council-owned properties. By the end of the financial year, only a small number of properties remained vacant or in lease hold-over, representing a significant improvement on previous years and contributed positively to council's financial position.

### **Child Safe Standards**

Council continues to embed the Child Safe Standards across the organisation by strengthening policies, training, and promoting everyday practices that prioritise children's safety and wellbeing. Regular monitoring and feedback are helping build a culture where child safety is understood, valued, and upheld in all areas of Council's work.

## HUMAN RESOURCES

Over the past 12 months, the HR and Safety team has refined HR processes and systems while introducing a number of new initiatives, many of them for the first time at Council. These changes have focused on the employee experience, attracting and retaining talent, and increasing operational efficiency. A notable outcome has been a marked improvement in staff retention, with voluntary turnover (fewer staff choosing to leave Council) decreasing for the first time in several years.

The highlights below reflect the progress and positive impact of our work this year.

### HR Team Realignment - Safety

Our Safety team was further strengthened this year to better meet the needs of Council. The realignment created a fully integrated suite of safety, return-to-work, compliance capabilities and services. These changes have laid a strong foundation for improved safety processes and approaches across the organisation.

### Recruitment and Selection Improvements

The appointment of a dedicated Talent Acquisition Specialist in 2024 has transformed the way our team recruits. Processes are now more streamlined, candidates and new employees enjoy a smoother experience, and Council's reputation as an employer of choice has been strengthened.

Key improvements included:

- Online forms and selection tools.
- An expanded network of recruitment partners and resources.
- Greater support and guidance for hiring managers.

We have started building stronger partnerships with schools and educational institutions, and in the year ahead we will be examining enhanced approaches to traineeships and apprenticeships to further strengthen pathways into Council.

### Discipline and Conduct Management

Our team continued refining discipline and conduct management processes to ensure fairness, consistency, and compliance with legislative requirements. These improvements are helping us elevate standards of conduct and performance, fostering a positive and professional workplace culture.

### Performance Management Process

We further enhanced Council's performance management system to support meaningful, two-way conversations between managers and employees. With a stronger focus on training, development, and constructive feedback, this process is designed to boost engagement and productivity. More improvements are planned over the next two years.



### Learning Enhancements

Learning and development remained a key focus for our team, covering both compliance training and professional skills. The Pulse Management System, implemented in 2024, has become the central platform for delivering mandatory and compliance training, policy updates, certifications, and a wide range of upskilling opportunities. This strong focus on continuous learning will continue in the years ahead.

### Safety Systems

Our team launched a new Safety Incident Reporting System – BeSafe, to improve the monitoring and management of workplace incidents and risks.

Other initiatives included:

- Strengthening the role of the Health & Safety Committee, with new inspection reporting procedures and training for all members.
- Implementing a Safety and Compliance Audit framework to proactively identify and address risks, with reports going directly to the General Manager.

Over the next 12 months, our team will introduce a new Safety Documentation System and deliver hands-on manual handling training for all employees.

### Flexible Working Arrangements - Embedding

Council's Flexible Working Policy, introduced in 2024, is now firmly embedded across the organisation. By supporting adaptable work practices, the policy is helping drive significant cultural change, improve employee engagement and retention, and attract new talent by offering greater work-life balance.

### Employee Engagement and Communication

We launched Council Connect in 2024, a series of town hall-style meetings designed to strengthen communication between employees and leadership. These sessions have continued to evolve, giving us the opportunity to recognise long-serving employees, celebrate achievements, and build stronger connections across the organisation.

Additional communication initiatives include weekly newsletters, regular addresses and site visits from the General Manager, and improved recognition opportunities.

Plans are also underway to introduce an enhanced intranet and a dedicated HR Hub, giving staff easier access to information and support.

### Looking Ahead

Our HR and Safety teams are focused on building on the progress made over the past year and setting the foundations for the future. The year ahead will see us continue to develop and refine key people and leadership frameworks covering succession planning, talent, capability, performance, and recognition.

At the same time, we'll keep strengthening our systems and processes, improving employee engagement, and driving efficiency through smarter ways of working. Safety and wellbeing will remain at the heart of everything we do.

By maintaining this focus, we aim to make Council an even better place to work, one that attracts and retains great people, supports our staff to grow and succeed, and fosters a safe, inclusive, and productive workplace culture.



FINANCE

Council’s financial management is guided by a strong commitment to long-term sustainability, ensuring we can continue to deliver the services, infrastructure, and facilities our community relies on. Over the past year, we have worked hard to strengthen our financial position, balancing day-to-day responsibilities with the need to plan for future growth and investment.

Our focus has been on ensuring that every dollar is used wisely, with an emphasis on delivering efficiencies, improving processes, and identifying opportunities to increase revenue where appropriate. This has included careful monitoring of expenditure, more transparent reporting, and clear alignment between financial decisions and Council’s broader strategic priorities.

A key element of this work has been raising awareness of the ongoing financial pressures facing local government and the importance of long-term financial planning. Like many councils across NSW, Bathurst is navigating rising costs, increasing demand for services, and the need to invest in critical infrastructure to support a growing region.

Through disciplined financial management and open communication with the community, Council continues to build a sustainable path forward. We will try to maintain core services, invest in new projects, and remain responsive to the needs of residents while safeguarding the financial health of the organisation for years to come.



CORPORATE COMMUNICATIONS

Our Corporate Communications team plays a significant role in how Council connects with the community, Councillors, staff, and key stakeholders. By providing strategic advice and shaping effective communication and engagement strategies, the team helps ensure Council’s goals are understood and supported.

A key focus has been delivering clear, accessible and timely information, both within Council and to the wider community. This has been achieved through a mix of channels, including media releases, newsletters, social media, the Council website, local radio and community information sessions. The quarterly ratepayer newsletter also continues to keep residents up to date with major initiatives and projects.

Over the past year, our communication platforms have continued to grow, reaching more people and strengthening engagement across digital and traditional channels. From increased website traffic to rising social media audiences, these tools are helping Council stay connected with the community and share the progress being made. The following results highlight the reach and impact of these efforts.

Websites

A major milestone was the launch of Council’s new BRC corporate website on 19 October 2023, with additional functions such as online payments introduced in March 2024. Council processed \$122,240 via online payments over the past year, and accessibility was further improved through the introduction of the UserWay accessibility app.

The new corporate website is now more user-friendly, making it easier for residents to find information and access services quickly. During the year, the site attracted 188,820 unique users (up from 122,645) and generated 735,960 page views (up from 461,670).

In addition, the Bathurst Winter Festival and Bathurst Library websites, both revamped in 2023–2024, continue to experience strong levels of traffic and engagement.

Website	Unique number of Unique Users	Number of Page Views
Bathurst Regional Council	188,820	735,960
Bathurst Winter Festival	50,610	167,172
Bathurst Library	18,541	86,584



**Intranet and New Councillor Portal**

Council’s internal digital platforms – the staff intranet and Councillor Portal – continue to be improved to provide easy access to information and resources. The Councillor Portal was refreshed in line with the local government elections in September 2024, supporting the transition to the newly elected Council.

The staff intranet, The Raff, also continues to grow, with new information and services added regularly to better support staff in their day-to-day work.

**Social Media**

Our social media platforms have continued to grow, expanding our reach across the community. Our total audience increased from 28,930 in July 2024 to 29,085 by June 2025. In January 2025, Twitter was removed from our reporting as it was proving less effective than other platforms, which are delivering stronger engagement and reaching larger audiences.

To support this growth, Council introduced social media community guidelines in August 2024 to help ensure conversations on our pages remain respectful, inclusive, and safe for everyone. The guidelines are available on Council’s corporate website.

The following table shows year-on-year growth in followers across our platforms, highlighting the effectiveness of Council’s digital engagement.

Year	Facebook	LinkedIn	Instagram
July 2022	15,581	2,005	3,356
June 2023	19,123	2,443	3,641
June 2024	20,305	2,853	3,878
June 2025	21,502	3,317	4,266

This growth enables us to engage with more people at relatively low cost, complementing traditional media such as radio and newspapers. Social media also plays a vital role during emergencies, allowing Council to share urgent updates quickly, for example, road closure alerts during floods. In 2024–2025, Council’s Facebook page alone reached 879,672 users.

**YourSay**

The YourSay Bathurst platform continues to be an important tool for engaging with our community and gathering feedback on a wide range of projects. In 2024–2025, YourSay supported consultation on initiatives such as the irrigation portal, Go-Kart Track Facility DA, Water Harvesting, Floodplain Study update, Pathway to Sustainability, Special Rate Variation, draft Council policies and plans, Busby Street planning proposal, rural cemetery reform, village planning, BRATS, and the Seniors Festival.

The platform also played a pivotal role in shaping Council’s key documents, including the Community Engagement Strategy, Community Strategic Plan 2025–2045, Delivery Program and Operational Plan 2025–2029, Budget 2025–2026, and the Long-Term Financial Plan 2025–2035, all of which were placed on public exhibition between 22 April and 20 May 2025.

YourSay has proven to be a valuable channel for two-way communication, allowing residents to share their views while helping Council make informed decisions. Over the year, our Corporate Communications team has strengthened how we engage with the community, improved the way information is shared, expanded the reach of projects on exhibition, and ensured our messages continue to inform and connect with the community.

The following table highlights engagement numbers for 2024–2025, reflecting the impact of YourSay in connecting Council and the community:

Year	Visits	Submissions	New Registrations
2024-2025	37,783	2,225	488

**Userway Accessibility Widget**

Digital accessibility remains a priority for Council’s digital platforms, and the UserWay Accessibility Widget continues to make the corporate and YourSay websites easier for everyone to use. The tool allows users to have text read aloud, adjust font styles, enlarge the cursor, improve text spacing, and access other features that support ease of use.

Across 2024–2025, usage of the widget increased significantly compared to the previous reporting period. Between November 2023 and June 2024, the widget was loaded on more than 511,000 pages, with its functions used 719 times. In contrast, for the full 2024–2025 year, loads and usage more than doubled across both the corporate and YourSay platforms.

### Corporate Website

From 1 July 2024 to 30 June 2025, the widget was loaded nearly 950,000 times (949,497), with 2,583 uses recorded. The most popular tools were:

- Screen reader
- Dyslexia-friendly mode
- Keyboard navigation
- Text spacing

### YourSay Website

From 1 October 2024 to 30 June 2025, the widget was loaded more than 61,000 times (61,369), with 380 uses recorded. The most popular tools here were:

- Dyslexia-friendly mode
- Keyboard navigation
- Screen reader
- High contrast display

### BRC monthly e-newsletter

We launched a monthly e-newsletter in November 2024, giving residents the option to subscribe via the Council website to receive regular updates direct to their inbox. The newsletter is now distributed to 670 subscribers, providing a convenient way for the community to stay informed about Council news and initiatives.

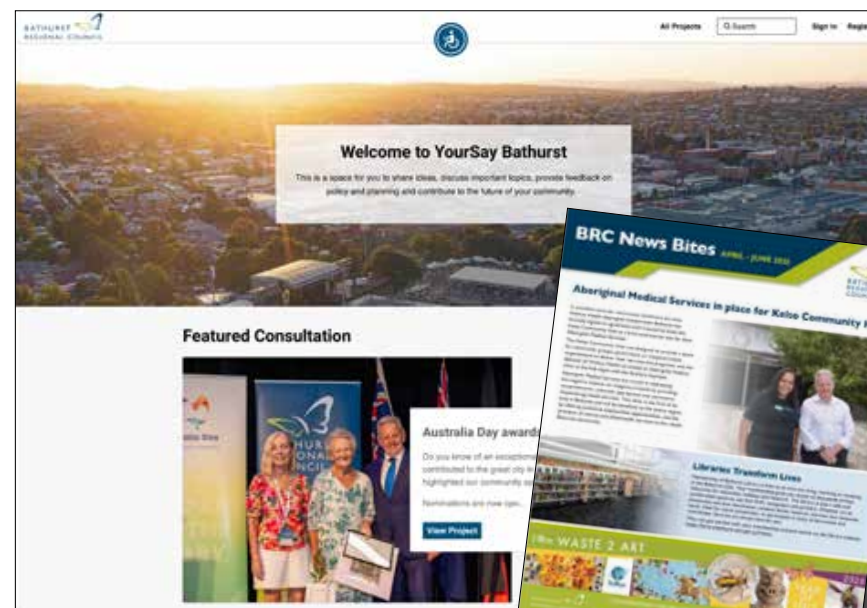
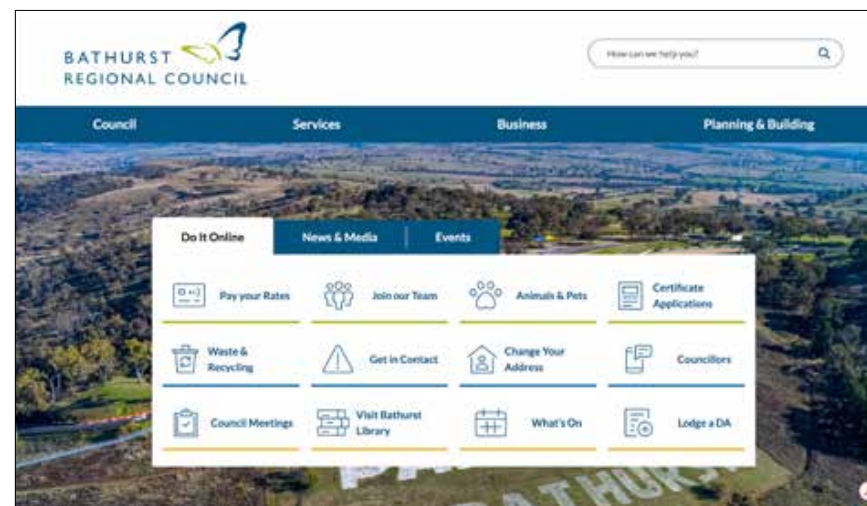
### Policy updates

Three key policies were reviewed during the year to strengthen Council's communication and engagement approach:

- The Community Engagement Strategy was updated, placed on public exhibition, and adopted by Council on 19 February 2025, in line with Integrated Planning and Reporting timelines following the September 2024 election.
- The Media Policy was also reviewed, exhibited for public feedback, and adopted by Council in May 2025.
- Social Media Guidelines were adopted to reinforce the respectful engagement on Council's social media platforms.

### Corporate photo library

Council developed a new corporate photo library, produced in-house and featuring staff at work. These images are now used across the Integrated Planning and Reporting (IP&R) suite of documents and on social media, particularly for recruitment campaigns, helping to showcase the people behind Council's services.

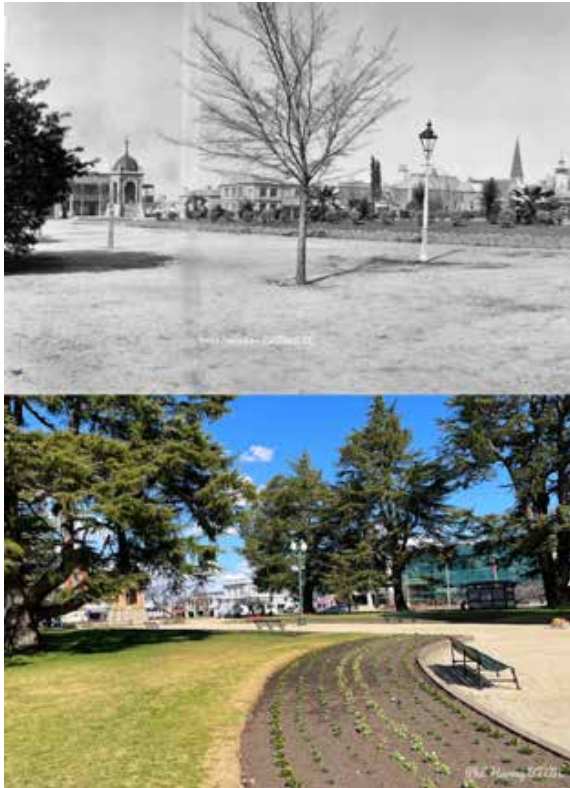


# ENVIRONMENTAL, PLANNING & BUILDING SERVICES

## STRATEGIC PLANNING

Over the past year, the Strategic Planning team has played an important role in shaping the future of the Bathurst Region. Our focus has been on updating planning controls, carrying out land use investigations, and supporting good urban design and heritage management.

We have undertaken a number of detailed studies to guide these updates and ensure planning controls reflect both the current needs of our community and the opportunities ahead. The following key achievements showcase the extensive work in this area.



### Local Environmental Plan (LEP) Updates

During 2024–2025, we advanced several updates to the Bathurst Regional Local Environmental Plan (LEP) 2014 and other planning instruments to ensure they reflect the current and future needs of the community.

#### Pre-lodgement Advice

- A new template was developed for proponents seeking advice before lodging proposals to amend Council's planning instruments (LEPs and Development Control Plans).
- Council responded to 16 enquiries for amendments during the year and was able to support those who wished to pursue formal advice on their proposal with its new template.

### Busby Street Planning Proposals

We received two separate Planning Proposals for land at 34 and 50 Busby Street, South Bathurst. Both proposals seek to:

- Rezone the land
- Increase the permissible building height
- Update minimum allotment provisions
- Insert a site-specific additional local provision clause into the LEP.

An initial assessment of the proposals was considered by Council in June 2024, after which the NSW Department of Planning, Housing and Infrastructure issued Gateway Determinations (subject to conditions). Since then, Council and the proponents have undertaken investigations to meet the conditions, including obtaining independent advice on noise and traffic.

Public exhibition of the proposals has not yet commenced and is expected to occur later in 2025. Further details are available on Council's website.

### Future Urban Release Areas

Council has continued investigations into potential future urban release areas, which will require future LEP amendments. These investigations are being supported by the preparation of two key studies:

- The Employment Lands Strategy for the Bathurst Region
- An update of the Bathurst Traffic Model.

Both studies are scheduled for completion in 2025–2026.

### Minor LEP Amendment

A small but practical amendment was completed in October 2024 to exclude the housing of roosters in animal shelters as exempt development. This amendment was gazetted on 25 October 2024.

## Development Control Plan (DCP) Updates

During the year, we progressed the following two amendments to the Bathurst Development Control Plan (DCP):

- 2 Ashworth Drive (Map No. 11 and associated amendments): This reduced the width of buffers affecting the use of the land and was adopted by Council in October 2024.
- North Perthville: This amendment inserted residential provisions for land zoned RU4, where residential subdivision has already been approved. It was adopted by Council in November 2024.

## Ongoing Work

- Work is continuing on a further DCP amendment relating to the protection of trees, following recommendations from the Interim Report into the Protection of Trees within the Bathurst Region Local Government Area which was completed earlier in the year.

## Urban Design/Place Management

Council progressed a range of projects and initiatives to support urban design, place management and planning for the future of the Bathurst Region.

## Completed Projects

- Interim Report into the Protection of Trees within the Bathurst Region Local Government Area.
- Health Services Review discussion paper, outlining the business case and site analysis for a potential private hospital and Council's possible role in the process.
- Registration of Interest for 56 Colville Street, Windradyne.

## Recognition

- 2024 Keep Australia Beautiful Tidy Towns Sustainability Awards, Council received a Highly Commended – Liveable Towns Award for the Machattie Lane Ecological Greenspace.

## Bathurst Region's Villages Strategy

- Engagement was undertaken with village communities as part of the development of a new Villages Strategy, reviewing the existing 2015 Village Plans.
- The draft Strategy will be placed on public exhibition in the 2025-26 year (commencing in August 2025) and then Council will consider adoption of the final Strategy.

## Development Contribution Plans

Council amended its existing development contribution plans to:

- Update legislative references.
- Change the indexation rate for contribution rates from an annual CPI adjustment to a quarterly CPI update.

A major review of the current plans has also commenced. The review of existing work schedules is now complete, and further investigations into future infrastructure needs, along with a full revision of the plans, will continue across 2025-2026 and 2026-2027.



## Heritage Management

We engaged with the community to develop the next four-year Heritage Plan. The Bathurst Community Heritage Plan 2025–2029 was adopted by Council in July 2025. Council has continued to provide updates on the implementation of the current plan, with more information available on Council's website.

## Heritage Assistance Funding

Through Council's Heritage Assistance Program, a total of 43 projects were completed during the year, with an overall project value of \$600,665. Funding was provided across three key categories:

- Local Heritage Projects – 37 grant offers, 32 projects completed, project value of \$422,172, funding of \$23,200.
- Interpretation Projects – 8 grant offers, 6 projects completed, project value of \$23,894, funding of \$20,408.
- Bathurst CBD Projects – 6 grant offers, 5 projects completed, project value of \$154,599, funding of \$15,000.

## Learning

Council hosted the David Young Lime Mortar and Repointing Mortar Joint seminars at the Central Tablelands Collections Facility in April 2025, including practical demonstrations at Old Government Cottage. The seminars were run in conjunction with the Bathurst Heritage Trades Trail.

## Heritage Advisory Service

Council also continued to engage the services of a Heritage Advisor, who undertook 85 site visits throughout the year, offering guidance on heritage conservation and maintenance.

## Other Achievements

- Installation of an interpretation sign for the suburb of Windradyne.
- Update to Council's GIS system to include a new confidential mapping layer with up-to-date information from the NSW Aboriginal Heritage Information System.
- Delivery of the CBD Wayfinding Project, which installed nine new interpretative and wayfinding signs around the Bathurst Town Square.

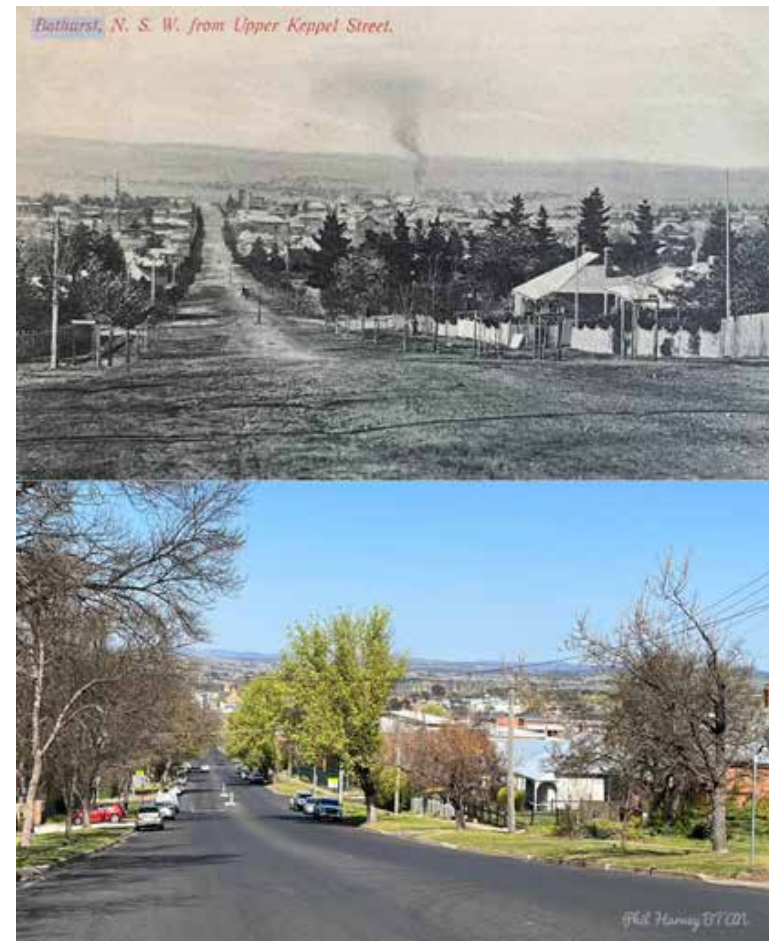
## Grant Success

We were successful in securing two government grants:

- \$25,000 under the NSW Local Government Heritage Program (to be received over the next two financial years).
- \$15,000 under the Caring for State Heritage Program, to fund drainage works and address rising damp issues at the Old Government Cottage (over the next two financial years).

## Customer Enquiries

The Environmental and Building Services Department handled 19,415 enquiries in 2024-2025. These enquiries covered a wide range of topics, including planning, building regulations, animal control, environmental concerns, plumbing issues, economic development, and matters related to the planning portal. Additionally, we addressed various other general enquiries, providing essential support and guidance to the community.



## ENVIRONMENT AND REGULATORY SERVICES

The Environment Team is responsible for a wide range of services that protect our community, natural assets and local amenity. This includes environmental protection, public health, responding to climate change, energy management, and operating the Bathurst Animal Rehoming Centre (BARC). The team also oversees regulatory functions such as companion animal management and parking.

Over the past year, a number of important initiatives and improvements have been delivered across these areas, including:

### Bathurst Animal Rehoming Centre (BARC)

The Bathurst Animal Rehoming Centre (BARC) is a state-of-the-art facility providing high-quality care for stray, lost and unwanted animals. The \$3.9 million project was supported by both Federal and State Government funding and includes:

- 42 dog kennels
- 30 cat condos
- Veterinary treatment rooms
- An adoption pavilion

Construction was completed at the end of 2023, with the Centre officially opened in June 2024.

### Animal Intake and Outcomes

Between 1 July 2024 and 30 June 2025, 448 dogs and 283 cats entered the facility. At the beginning of this reporting period, there were already 72 dogs and 48 cats in care, highlighting the high number of animals managed by Council.

Outcomes for animals leaving the facility were strong:

- 90.15% of dogs were returned to their owners, adopted, or released to welfare organisations.
- 88.03% of cats were rehomed through the same pathways.

### Community Engagement and Programs

Council's adoption webpage continued to attract strong interest, with an average of 1,702 visits per month (up from 1,667 in the previous year). Over the reporting period, the site had 16,109 active users.

Two Community Desexing Programs were delivered:

- November 2024, the Community Desexing Program resulted in 111 dogs and cats being desexed.
- In June 2025, a second program was held, with 113 pets desexed.

Highly successful adoption weekends were held, including the 'Pet-o-ween' and Christmas adoption programs, which attracted close to 50 groups each weekend to view animals available for rehoming.

The Animal Welfare League (AWL) Vet Truck visited Bathurst, providing health checks and vaccinations for 109 pets, including 50 pets that were also microchipped. A further 9 pets received health checks only. We supported the program by completing microchipping records, updating the Companion Animals Register, and assisting AWL vets on site.

### Partnerships and Training

We continue to build strong partnerships with local rescue groups to increase rehoming opportunities. Training programs for animal handlers were also delivered to strengthen staff skills and ensure the highest standards of animal care.



### Brick Pit Wetlands Project

The Brick Pit Wetlands enhancement is the first stage of an innovative ecological engineering initiative designed to improve habitat for migratory species and wetland birds across the Macquarie River floodplain.

Stage One of the Brick Pit Wetlands enhancement project is focused on creating a deeper, permanent open-water habitat, supported by a groundwater bore, walking track and revegetation. The project, which is partly funded through the NSW Environmental Trust, experienced delays in earlier stages due to a period of above-average rainfall that prevented access to parts of the wetland to complete construction and sealing of the deep-water basin.

Despite this, solid progress was achieved in 2024–2025, including:

- Installation of a bore, pump and protective cage (completed in stages between March and November 2024) to help maintain water levels in the wetland at optimal conditions.
- Hosting community planting days in February and March 2025, which contributed to revegetation efforts.
- Investigation of water purchase options in June 2025 to support long-term water security for the site.
- Submission and acceptance of the first and second Milestone Reports by the NSW Environmental Trust.

These actions are helping establish a resilient wetland environment that will provide valuable habitat for migratory and wetland birds within the Macquarie River floodplain.

### Environmental Education Programs

Our team delivered a number of innovative programs during the year that combined education, community engagement and practical action to protect the local environment. Key initiatives included:

#### River Connections Program

- Provided immersive, nature-based learning experiences for more than 160 Bathurst primary school students.
- Run in partnership with the Wiradyuri Traditional Owners Central West Aboriginal Corporation, the program combines sustainability education with Aboriginal and Torres Strait Islander histories and cultures.
- Students learned about the Macquarie Wambuul River through hands-on activities combining Wiradjuri cultural knowledge and environmental science.

### Banishing Bathurst Butts & Litter Prevention

- The Banishing Butts program won the Keep Australia Beautiful NSW 2024 Tidy Towns Sustainability – National Tidy Towns and Cities Litter Prevention Award.
- Presentation of the program at the 2024 Litter Congress in Sydney, where many NSW councils showed interest in replicating its success.
- Launch of the next stage of litter prevention through the 'Leaving Litter in the Past' project and adoption of Bathurst's Litter Prevention Strategy, which takes a landscape-scale approach to reducing litter across the region.

Litter prevention programs continue to be delivered across the Bathurst region to reduce cigarette and other litter, preventing it from entering waterways and harming the environment.



### Illegal Dumping Strategy

Council continued to deliver Bathurst's Illegal Dumping Strategy, a program funded through the NSW Environment Protection Authority (EPA) grants.

- Throughout 2024 and 2025, mobile illegal dumping cameras were deployed and regularly moved across the region, leading to a significant reduction in incidents.
- Despite this progress, illegal dumping remains a challenge in both urban and rural areas. Council is addressing the issue through a mix of infrastructure, education, and enforcement.
- The NSW EPA is preparing a case study on Bathurst's program to showcase its success. Bathurst's Illegal Dumping Strategy and Action Plan will also be included in the NSW EPA toolkit to guide other councils facing similar challenges.

### Emissions Reduction

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

- Purchase of 100% renewable electricity for Council's large and small sites.
- Installation of an additional 31.7kW of solar capacity at a Council facility, bringing the total to 877kW across 21 sites.
- The commissioning of the new landfill gas collection system in March 2024 was a significant contributor to reduction in emissions.

As of June 30, 2025, we have successfully reduced our emissions by 25%\*, compared to baseline levels from 2019.

\*Subject to Council confirmation.

### Landfill Gas Project

We continued work to optimise the landfill gas collection system and flare. Gas flow reached around 740m<sup>3</sup> per hour by the end of the year, with a total of 5.8 million m<sup>3</sup> of landfill gas captured during the year.

This process reduced gross greenhouse gas emissions from the landfill by an estimated 55,000 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). The system also plays an important role in reducing odour from the site and lowering the risk of fire or explosion.

To further improve performance, eight additional wells are planned for installation in 2025–2026. This will mean even more of the gas produced by the landfill can be captured and safely destroyed, rather than escaping into the atmosphere.

### Other Activities and Achievements

Our team delivered a wide range of regulatory, compliance and community-focused initiatives during the year.

#### Food Safety

- Ongoing inspection activities were carried out under the Food Regulation Partnership, with all of Council's inspection obligations successfully met.
- A total of 347 inspections were undertaken at high and medium-risk food premises.

#### Environmental Health and Compliance

- Council continued to take a strong approach to investigating and enforcing matters relating to environmental pollution and public health.
- This included the investigation of 268 environmental complaints and 121 public health complaints during the year.

#### Keep Australia Beautiful NSW 2024 Tidy Towns Sustainability Awards

Following Bathurst's win in the prestigious NSW Tidy Towns Sustainable Community Award in 2023, Council had the honour of hosting the Keep Australia Beautiful NSW Tidy Towns Awards in November 2024. The program included site visits to Council project sites and an awards dinner.

In the 2024 Awards, Bathurst received recognition in several categories:

- **Gold Award:** Climate Change Mitigation & Adaptation Award - Building Momentum Towards Net Zero
- **Gold Award:** Young Legends (under 25 years) Award - Sustainable Scallywags
- **Liveable Towns Award:** Highly Commended - Machattie Lane Ecological Greenspace initiative

In addition, the Local Hero Award was presented to Mr Geoff Windsor from Blue Wren Bush Nursery, a significant recognition of his contribution to the community.

These achievements reflect our commitment to fostering community-driven environmental stewardship, upholding important regulations while working alongside the community to care for the places we all value.

### Purple Copper Butterfly (*Paralucia spinifera*)

The endangered Purple Copper Butterfly (*Paralucia spinifera*) is one of Australia's rarest butterflies, found only in the Central Tablelands around Bathurst, Oberon and Lithgow, and more recently in Namadgi National Park in the ACT.

This tiny butterfly, about the size of a \$2 coin, survives only in very specific conditions, above 850 metres in altitude, where native blackthorn (*Bursaria spinosa subsp. lasiophylla*) grows. Its larvae feed only on the native blackthorn, while a species of small black ant protects the caterpillars in return for sweet honeydew. Without both the plant and the ants, the butterfly cannot survive.

Each spring in September, the butterfly takes flight, basking on blackthorn bushes and flashing its colourful wings, a fleeting but beautiful reminder of the delicate balance in our local environment.



## ECONOMIC DEVELOPMENT

Our Economic Development Team continues to focus on strengthening local business, encouraging investment, and positioning Bathurst as a smart and connected regional city. Over the past year, a range of initiatives, sponsorships and partnerships have supported growth and created opportunities for businesses to thrive.

A strong and productive relationship with the Bathurst Business Chamber remains central to this work. Council regularly meets with the Chamber Board to discuss issues affecting local businesses and co-sponsors events that provide valuable networking, information and support to the business community.

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

### Smart Community Development

#### Smart Community Initiatives

Council continued to invest in emerging technologies during the year, further cementing Bathurst's reputation as an emerging innovation centre. This also included the ongoing evaluation of the hybrid electric vehicle trial within Council's fleet.

#### Digital Innovation and Planning

In partnership with Spatial Services, work progressed on the Bathurst Spatial Digital Twin project, which supports planning assessments for large CBD developments. This year, the Digital Twin was expanded to include the South Bathurst residential area to assist Council and the community when assessing new housing developments.

#### Support for Start-Ups

Council maintained its role as a Foundation Partner of the Upstairs Start Up Hub, with regular involvement through attendance at bi-monthly board meetings as an observer.

#### Data-Driven Decision-Making

Data tools continued to play an important role in decision-making and grant applications. These included *Spendmapp*, which analyses card transaction data, and Localis, which provides mobile analytics and web scraping data. In addition, .id Housing platform was added to the .id (informed decisions) suite of products Council subscribes to. The .id Housing data platform provides a powerful analytical tool to visualise trends, assess local housing inventory, and make informed projections. .id is a reference source available at no charge for use by Council staff, local businesses and community groups and is available on Council's website or by clicking the following link <https://profile.id.com.au/bathurst>.

#### Improving Connectivity

Council continued to work with nbn to raise awareness of the new Enterprise Ethernet Fibre services now available to Bathurst businesses and residents, while also collaborating with telecommunications providers to improve connectivity in villages and more remote areas of the LGA.

### Sponsorship, Funding, and Grants

In partnership with Oberon Council and Lithgow City Council, we successfully secured a \$250,000 grant under the NSW Regional Drought Resilience Planning Program. Work has now progressed to Phase Two, which focuses on planning for local agritourism information and events.

A further boost came through the Regional Precincts and Partnerships Program, with Council securing \$1.7 million in Round One funding. This program is a partnership with Council, Transport for NSW and NSW Department of Customer Service (Spatial Services) and aims to revitalise the Bathurst CBD precinct for investment, fostering a walkable, vibrant, sustainable, and smart town centre. This investment also reflects the Australian Government's Regional Investment Framework, which guides planning and design to strengthen regional economies and create lasting opportunities for local people.

Council also supported several local sponsorship initiatives during the year. Council was a major sponsor of the sold-out Bathurst Women's Network launch in June 2025. This group has been created to help create mentoring opportunities, break down barriers, and support local women in their professional and personal growth. In addition, Council was also a category sponsor of the 2024 Carillon Business Awards and proudly supported the Rotary Club Great Corporate Duck Race, taking out the win in the 2024 event.

### Business Support Programs

Our team delivered a range of initiatives to support local businesses, showcase opportunities, and strengthen Bathurst's economic future.

#### Bathurst Careers Expo

The Bathurst Careers Expo was held on Wednesday 31 July 2024 at the Charles Sturt University Gymnasium. The event attracted more than 80 exhibitors and over 1,000 students and job seekers. Sponsored by Charles Sturt University, Amye Group, Lverage Digital and Skillset, the Expo provided valuable insights into career pathways across sectors including health, education, mining and manufacturing.

### BizMonth

BizMonth is one of the highlights on Bathurst's calendar, bringing our business community together to celebrate successes, showcase achievements, and share ideas that inspire growth and innovation.

The standout event was the BizMonth Business Lunch, held at Bathurst Goldfields in September 2024, which welcomed 165 attendees. Guest speaker Mark Wales, military veteran, CEO, author, and entertainer, captivated the audience with his stories and insights. The event was proudly supported by major sponsor ATCO, along with the Commonwealth Bank and VERTO, whose support helped make the day a great success.

### Bathurst Buy Local Gift Card

The Buy Local Gift Card program continued to grow, encouraging spending within the Bathurst community:

- 144 businesses are now participating in the program.
- 1,348 cards were loaded with a total value of \$94,952 in 2024-2025.
- \$81,610 was spent locally across 1,522 card redemptions.
- Redemption peaked during seasonal promotions, particularly in December (\$13,972), January (\$11,775) and May (\$8,058), aligning with Christmas and Mother's Day campaigns.



### Business Communication

Council continued to strengthen communication with the local business community. The Bathurst Business Hub monthly newsletter reached 797 subscribers, with 12 eNewsletters and additional alerts issued throughout the year to promote Council projects and opportunities. The [bathurstliveinvest.com.au](https://bathurstliveinvest.com.au) website was further enhanced with accessibility improvements and updated community and economic data. On social media, the Business Hub Facebook page grew to 3,727 followers, an increase of 119 people (17%).

### Grant Writing Workshops

Two grant writing workshops were delivered in September 2024 and March 2025, attracting over 65 attendees. The workshops guided participants through the key steps in preparing successful applications and encouraged them to become 'grant ready.'

### Bathurst Business Hub (Grant Guru)

We continued to host Grant Guru, an online grants database providing access to funding opportunities from all levels of government and the private sector. The platform helps raise awareness and increase the likelihood of successful grant applications. Usage this year included:

- Registrations: 208 total, including 101 new registrations this year
- Alerts: 136 active alerts generated 14,106 email notifications covering 38,097 grants
- Search activity: 1,517 separate search requests were made
- Grant views: 1,706 individual grants were viewed

### Other Business Support Initiatives

Council also partnered with local organisations and supported several of events and programs during the year to strengthen the business community.

### Central West Inspired Women Workshop

In July 2024, Council partnered with Regional Development Australia (RDA) and Upstairs Startup Hub co-working to deliver the Central West Inspired Women - Sophie Hansen Workshop. The event focused on helping businesses maximise their social media presence and marketing potential.

### State of the Region Update

The annual State of the Region Update was held at the Bathurst Rail Museum in September 2024. The event featured a presentation from Katrina Paterson of id. (Informed Decisions), confirming Bathurst's strong economy, continued growth across industries, and increasing resident population.

### Upstairs Accelerator Program

Council participated in the NSW Government's Accelerating Regions Innovation Fund program, providing mentoring and support for participants in the Upstairs Accelerator Program. The program offered practical workshops and mentoring designed to equip businesses and start-ups with the skills and knowledge needed to grow.

### Bathurst Women's Network Launch

The launch of the Bathurst Women's Network brought together over 90 women for an evening of discussion and networking. The event featured a panel of three exceptional local women, Narelle Stocks, Isabel Fox and Izzy Smith, and moderated by Sandra Shapham. The theme, "Women Supporting Women," was well received, with positive feedback calling for more events of this kind in the future.

### Bathurst Business Chamber Christmas Function

Council also hosted the Bathurst Business Chamber Christmas Function on 3 December 2024 at the Central Tablelands Collections Facility. The evening included a short economic development presentation and a valuable opportunity for Councillors and Chamber members to connect.

### New Residents

We continued to welcome and support new residents to Bathurst, helping them settle into the community and connect with local opportunities.

### Welcome Lunches

Two Welcome Lunches were hosted outside the Bathurst Visitor Information Centre on 3 November 2024 and 23 March 2025. Together, these events attracted more than 120 attendees, providing an opportunity for new residents to meet each other, connect with community groups and learn about local services.

### The Welcome Experience

Council also participated in The Welcome Experience – Co-design Day on 9 October 2024. This program, an initiative of the Department of Primary Industries (DPI) and delivered by Skillset, supports essential workers and their families as they move to the Bathurst region.

### Promoting Bathurst

The Evocities website continued to play a key role in promoting Bathurst as a great place to live, with content designed to drive traffic to Council's [bathurstliveinvest.com.au](https://bathurstliveinvest.com.au) site and highlight the lifestyle and opportunities available in the region.



## REGIONAL COLLABORATION

Council's Economic Development team worked closely with neighbouring councils and regional organisations throughout 2024–2025, sharing ideas, showcasing Bathurst, and contributing to regional initiatives.

### Dubbo Regional Council Visit

In September 2024, the team travelled to Dubbo to meet with Dubbo Regional Council's economic development staff. The visit provided an opportunity to share innovative ideas and explore new approaches in the field of economic development.

### Orange City Council Visit

In January 2025, Bathurst hosted the Orange Economic Development team. The visit included a short presentation, followed by a tour of Bathurst highlighting new development areas and several of Council's museums.

### Regional Development Australia (RDA) Meetings

The team attended quarterly meetings of Regional Development Australia (RDA) Central West, which bring together councils, the Department of Primary Industries and Regional Development, and representatives from key sectors. These meetings provide valuable updates and opportunities for collaboration across the region. Bathurst hosted the meeting on 25 February 2025 at the Central Tablelands Collection Facility (CTCF).

### CWJO Procurement Panel

Council's Business Development Officer also contributed as a panel member on the Central West Joint Organisation (CWJO) Procurement Panel, strengthening regional collaboration on procurement initiatives.



## New Business Attraction, Advocacy and Promotion

Council continued to support and attract new business to the Bathurst region, while also promoting Bathurst as a destination for investment and media exposure.

The Business Concierge Service remained an important resource, providing guidance to businesses looking to relocate or expand. Across 2024–2025, the Economic Development team met with more than 145 investors and local business owners.

A new "Welcome to Business in Bathurst" brochure was also developed to provide practical information on economic enablers such as planning processes, regional branding and marketing, and pathways to connect with local networks and Council-run programs.

Bathurst also gained national and international exposure through film and television projects. Council coordinated and approved 13 filming and photography projects, including the UK-based *Wheeler Dealers* and *Travel Guides*. In addition, *Country House Hunters* aired a Bathurst episode in July 2024, showcasing a couple's search for the perfect heritage home in the region.

### Economic Development Strategies

Several key strategies and planning documents were advanced during the year, including:

- The development of a Social Media Strategy to improve digital engagement
- Adoption of the updated Aerodrome Masterplan in December 2024
- Preparation of an Economic Development White Paper to guide future directions and priorities

### Stakeholder Engagement and Presentations

Engagement with local business and industry stakeholders remained a priority. The team held more than 145 meetings and logged 845 individual engagements in the Monitor CRM system across 2024–2025.

Key consultations included group discussions on the Bathurst Airport Masterplan, which brought stakeholders together in November 2024, March 2025, and June 2025 to explore opportunities for the airport precinct. Roundtable discussions were also held with the Bathurst real estate sector in December 2024 and March 2025.

The team delivered presentations to a variety of groups during the year, including the Winter Festival Business Information Session and an Economy Snapshot at the Upstairs Accelerator launch evening.

### Signage

In March 2025, new signage was installed on all four billboards at the main entrances to Bathurst, improving the city's profile and reinforcing its brand as a vibrant regional centre.

## DEVELOPMENT ASSESSMENT & BUILDING SERVICES

On 1 July 2024, the NSW Minister for Planning and Public Spaces introduced a new Statement of Expectations for councils across the State. These expectations set clear targets for how quickly Development Applications (DAs) should be assessed and how fast applications lodged through the NSW Planning Portal should be accepted.

The target is for councils to achieve average DA assessment times of less than 115 days, or faster than the previous year's result (which was 66 days for Bathurst).

### Development Applications (DAs)

In 2024-2025, Council assessed 330 Development Applications with an average assessment time of 71 days. Of these, 73% were determined within 66 days, meeting the benchmark set under the NSW Minister for Planning and Public Spaces' Statement of Expectations.

These results compare favourably with the NSW State averages, which where:

- Average DA assessment time was 102 days
- 63% of DAs were determined within the benchmark
- 50% of councils were meeting the Statement of Expectations

### Lodgement of Development Applications

The Statement of Expectations requires councils to accept DAs lodged through the NSW Planning Portal within 14 days.

Our team:

- Accepted 320 DAs
- Averaged just 4 days to accept applications
- Accepted 98% of applications within the 14-day target

By comparison, the NSW State averages were 13 days and 75% respectively. With an average of 4 days, Bathurst ranked in the top three councils in NSW.

### Complying Development Certificates (CDCs)

The Minister's *Statement of Expectations* does not include targets for Complying Development Certificates (CDCs). However, Bathurst Regional Council has set its own standard to meet or be below the State average of 13 days for determining CDCs.

Council's gross average determination time was 15.49 days, which was slightly higher than the State average. This figure was affected by two applications that required additional information before they could be approved. When those outliers are accounted for, the net average was 5.45 days, showing that most applications were processed well within the benchmark.

### Our Commitment

Overall, Council's consistent performance in processing development applications demonstrates our commitment to providing timely and reliable services for the community. These results reflect our focus on continually improving both DA and CDC processes, delivering quicker turnaround times while maintaining a high standard of service.



# ENGINEERING SERVICES

### TECHNICAL SERVICES

Technical Services is a vital part of Council, providing the project management, design, and technical expertise needed to deliver a wide range of works across our region. Our team drives projects such as land development, civil design, infrastructure upgrades, and new construction, while also supporting other Council departments with specialist advice. This includes reviewing development applications, assessing traffic and transport impacts, and evaluating flood risks to ensure safe and sustainable outcomes.

We are also responsible for the management and ongoing improvement of the Bathurst Aerodrome. Our focus is on maintaining high standards of quality, safety, and functionality so that this facility continues to meet the needs of our growing community.

The following highlights some of the key projects and achievements from the past 12 months:

- Tender awarded to SMEC for the design and planning of Laffing Waters Development
- Project Management of:
  - Big Oaky Creek bridge replacement
  - Bathurst Flood Study stage 1 and 2 reports
  - Stage 1B and 2 of the residential subdivision in Windradyne
  - Bathurst Arts Residency NSW (BARN) project
  - Crago Fountain and Lamp stand restoration
  - Manning Aquatic Centre Change room refurbishment
  - Senior Citizens Centre roof replacement
  - Demolition of Eglinton radio towers.
  - Setout and survey for CBD linemarking
- Project management and completion of:
  - Macquarie Park amenities building
  - New Depot Meal and Training Room
  - Hampden Park industrial subdivision

### CURRENT PROJECTS

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

- Bathurst draft Flood Study Update is due late 2025 for review and public exhibition
- Hector Park Amenities upgrade - design for this has commenced
- Brooke Moore Oval Amenities upgrade. DA has been approved
- Manning Aquatic Centre change room refurbishment - quotations called and assessed
- RPPP Grant CBD Survey – tender documents compiled
- BARN Tender documents compiled for a design and construct tender
- Laffing Waters development, planning approval and award of construction contract – documentation compiled for a lodgement of a DA
- Big Oaky Creek Bridge replacement delayed – due to be completed by end of September 2025
- Various minor design, survey and set out projects



## WORKS

Our Works Department plays a vital role in maintaining and improving the essential infrastructure that supports the community. Council manages a road network of 1,185.3 kilometres, comprising 724 urban roads and 190 rural roads across the region.

We cover several key areas, including:

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

Together, these teams make sure that both urban and rural communities have safe, reliable and well-maintained infrastructure that supports daily life and enhances the region's overall quality of living.

Over the past year, the focus has been on both maintaining and upgrading key infrastructure across the Bathurst region. This included extensive roadworks across the network, sweeping of urban streets to improve safety and appearance, and upgrades to public amenities. Thirty public car parks were also maintained.

Stormwater systems were upgraded to support new developments, while footpath construction and repairs boosted accessibility and connectivity for pedestrians. Road pavements were rehabilitated to extend service life and enhance safety, and bridge works ensured structural integrity for motorists and pedestrians.

Mount Panorama also benefited from ongoing investment to maintain its world-class facilities, keeping it ready for both national and international events.

All this groundwork paved the way for key projects to be delivered successfully, including new roundabouts, major road upgrades, expanded footpath networks and stormwater restoration works, many of which are showcased in the following achievements during the year.

### TfNSW Roads Maintenance Council Contract

Council continues to deliver maintenance and upgrades on key State roads under the Road Maintenance Council Contract (RMCC) with Transport for NSW (TfNSW). This program ensures the region's busiest routes remain safe, functional and fit for purpose.

The contract covers the Mitchell, Mid-Western and Great Western Highways, as well as Sofala Road and O'Connell Road. On Sofala Road, works included heavy patching to stabilise worn sections and resealing to protect the pavement from further damage. On O'Connell Road, stabilisation and resealing were also carried out across several sections, improving the road surface and extending its service life. These targeted works have improved safety, reliability and driving conditions for all road users.

### Regional Road Improvements

#### Sofala & Trunkey Creek Roads

Council secured \$560,000 in State Government funding to upgrade 50.45km of Sofala and Trunkey Creek Roads. The works delivered stronger pavements and improved drainage along with widened shoulders and clearer line marking and signage.

#### Roads to Recovery Program (2023–2029)

Through the Australian Government's Roads to Recovery Program, with an annual allocation of \$2,197,471, Council has delivered targeted road rehabilitation and stabilisation projects to improve safety, durability and long-term performance across the network. We focused on high-priority sections of road and include the following work:

#### Freemantle Road

A 2km section of Freemantle Road underwent a major upgrade and was completed in February 2025. Works addressed pavement fatigue, edge deterioration and poor drainage through full-depth pavement reconstruction in selected areas, widening of the carriageway, upgraded drains and culverts, and the application of a new bitumen seal. Costing: \$666,559.

#### Browning Street

A 700m stretch of Browning Street, between Stewart Street and Panorama Avenue, underwent significant reconstruction and was completed in February 2025. The project stabilised the existing pavement, widened the roadway, upgraded kerb and guttering, improved stormwater drainage infrastructure and applied a full-width bitumen spray seal. Costing: \$345,025.

### Limekilns Road

A 1km section of Limekilns Road, extending south of Batterham Lane, was reconstructed and completed in June 2025. The works stabilised the pavement, widened the road, installed new table drains and culverts were installed or upgraded to manage stormwater runoff more effectively and applied a new bitumen spray seal across the full width of the reconstructed section. Costing: \$537,000, including \$102,564 from Council's general fund.

### O'Regans Road, Perthville

A 1.2km section of O'Regans Road, extending southeast from Hollis Lane, was reconstructed and completed in February 2025. The project included pavement stabilisation, widening of the road, drainage upgrades and a full-width bitumen seal. O'Regans Road is now fully sealed between Perthville and the Lagoon Road. Costing: \$349,173.

### Beyers Avenue, Hill End

A 500m section of Beyers Avenue, between the Hill End Road and Denison Street intersection, was fully reconstructed and completed in April 2025. The project involved milling the existing deteriorated asphalt surface to remove defects and prepare for the base for reconstruction. This process ensures a stronger bond between the new surface and the underlying layers, therefore improving long-term durability. The road was widened slightly within the existing tree lines to improve traffic flow and additional clearance for vehicles, completed drainage improvements and applied a fresh layer of asphalt. Costing: \$402,278.

### Regional Emergency Road Repair Fund (RERRF) - Road Pavement Upgrade

Council completed a major pavement upgrade on Durham Street in September 2024, funded through the State Government's Regional Emergency Road Repair Fund (RERRF). The 1km section between Mitre Street and Esrom Street was reconstructed to address severe pavement deterioration and prepare the corridor for future traffic growth. Works involved milling out the old surface and replacing it with a high-strength asphalt pavement across 12,000sqm, significantly improving the road's structural integrity.

The upgrade has ensured Durham Street can safely accommodate heavy industrial and freight vehicles, support planned development to the west of Bathurst, and deliver a smoother, safer ride for all road users. Costing: \$1,443,000.

### Local Roads & Community Infrastructure Projects

#### Russell Street Bollards

In November 2024, Council installed 34 new bollards along Russell Street, including at the intersections with William and George Streets and within the Court House laneways. The project was designed to improve event safety and support event management in the city centre, providing greater flexibility in how the public spaces are used during major community activities. Costing: \$75,000.

#### New and Reconstructed Footpaths

- **Bonnor Street**

242m concrete footpath. The project was completed in November 2024. Costing: \$62,176.

- **Ilumba Way**

80m concrete footpath from Banksia Drive to Jagoe Drive. Costing: \$20,554.

These projects enhance safety, accessibility, and connectivity for residents, particularly school children, elderly pedestrians, and those with mobility challenges.

#### Mount Panorama Maintenance

- **Mount Panorama**

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

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



## CURRENT PROJECTS

### Roads to Recovery Program (2023–2029)

Council is delivering a series of targeted road and drainage upgrades under the Roads to Recovery program to improve safety, road condition and resilience across the region. The program has focused on a range of priority upgrades across the region, including the following key projects:

#### White Rock Road

Reconstruction and widening of a 1.4km section between Lee Street and Claremont Drive, with a new bitumen surface to be applied.  
Project Cost: \$500,000.

#### Freemantle Road

Reconstruction and widening of 1.5km of deteriorated pavement, located 24km west of Eglinton, with a new bitumen seal to be applied.  
Project Cost: \$600,000.

#### Lagoon Road, Perthville

Reconstruction of 1.5km of existing pavement, including widening, drainage improvements and a new bitumen surface.  
Project Cost: \$400,000.

#### Turondale Road

Replacement of a deteriorated timber box culvert with a new concrete structure, including road widening at the site.  
Project Cost: \$200,000.

#### Prince Street, Perthville

Comprehensive drainage and road upgrade from Prince Street to Church Street, including reconstruction of the existing road, new kerb and guttering on both sides, widening to a 12m formation, new drainage infrastructure and a full-width bitumen seal.  
Project Cost: \$500,000.

### Regional Emergency Road Repair Fund (RERR)

#### Turondale Road

A 1km section of Turondale Road through the Gimlet Gully area is scheduled for major reconstruction and widening, funded through the State Government's Regional Emergency Road Repair Fund (RERRF). The project will rebuild the road surface to improve safety and durability, widen the corridor to better accommodate traffic, and address damage caused by weather, erosion and wear over time.  
Project Cost: \$645,000.

### Stormwater Drainage Improvement

#### Peel Street, Bathurst

A drainage upgrade will soon commence on Peel Street between Piper Street and Lambert Street to address localised flooding affecting nearby residential properties. The project involves constructing new stormwater infrastructure to capture and redirect concentrated runoff, improving flood resilience and helping to protect private assets. Estimated Project Cost: \$377,000.



## WATER & WASTE MANAGEMENT

The Water and Waste team plays a key role in delivering everyday services that our community relies on. We provide safe, reliable drinking water, manage sewer systems and treatment, and take care of waste collection, recycling, and disposal. Our work ensures these services are available around the clock, while also maintaining critical infrastructure and advancing sustainability initiatives to protect our environment and secure water supply for the future.

Throughout the year, we continued to deliver these essential services without interruption. Around 40,000 residents had continuous access to water and sewer systems, while more than 5,000 rural residents benefitted from bulk water supplies. In addition, daily waste services supported approximately 45,000 people across the region.

Sustainability of services, operations and environmental management continues to be a priority, with the following highlights:

### Water Security

A major focus this year has been the Water Harvesting Project, which remains a key element of Bathurst's long-term water security strategy. Council terminated the original design and construct contract with the Water Harvesting Contractor and is now working directly with a number of subcontractors to complete the project. Separate contracts have been signed for key components, including the design and installation of the water pretreatment system, pump stations, and liners, as well as the construction of a building to house the pretreatment system, an electrical substation, and the purchase of 1.5km of pipe. Work has also progressed on an underbore at Queen Charlotte Vale Creek, with further contracts being prepared for an underbore under the Main Western Rail line, additional pipe installation, and concrete and structural steel works.

Council also secured \$700,000 in funding from the Commonwealth Government's National Water Grid Program for Stage 2 of the scheme, with Council committing matching funds. The funding deed is currently awaiting finalisation.

Sustainability of services, operations and environmental management continues to be a priority, with the following highlights:

### Wastewater

At the Wastewater Treatment Works, a third belt press has been installed and, once commissioned, will significantly increase sludge dewatering capacity and improve the efficiency of processing. Odour monitoring has also been enhanced, with improved data collection and communication systems providing better understanding and management of odour concerns. Minor upgrades to the inlet works have further reduced odour issues, with levels remaining well below EPA thresholds.

### Water

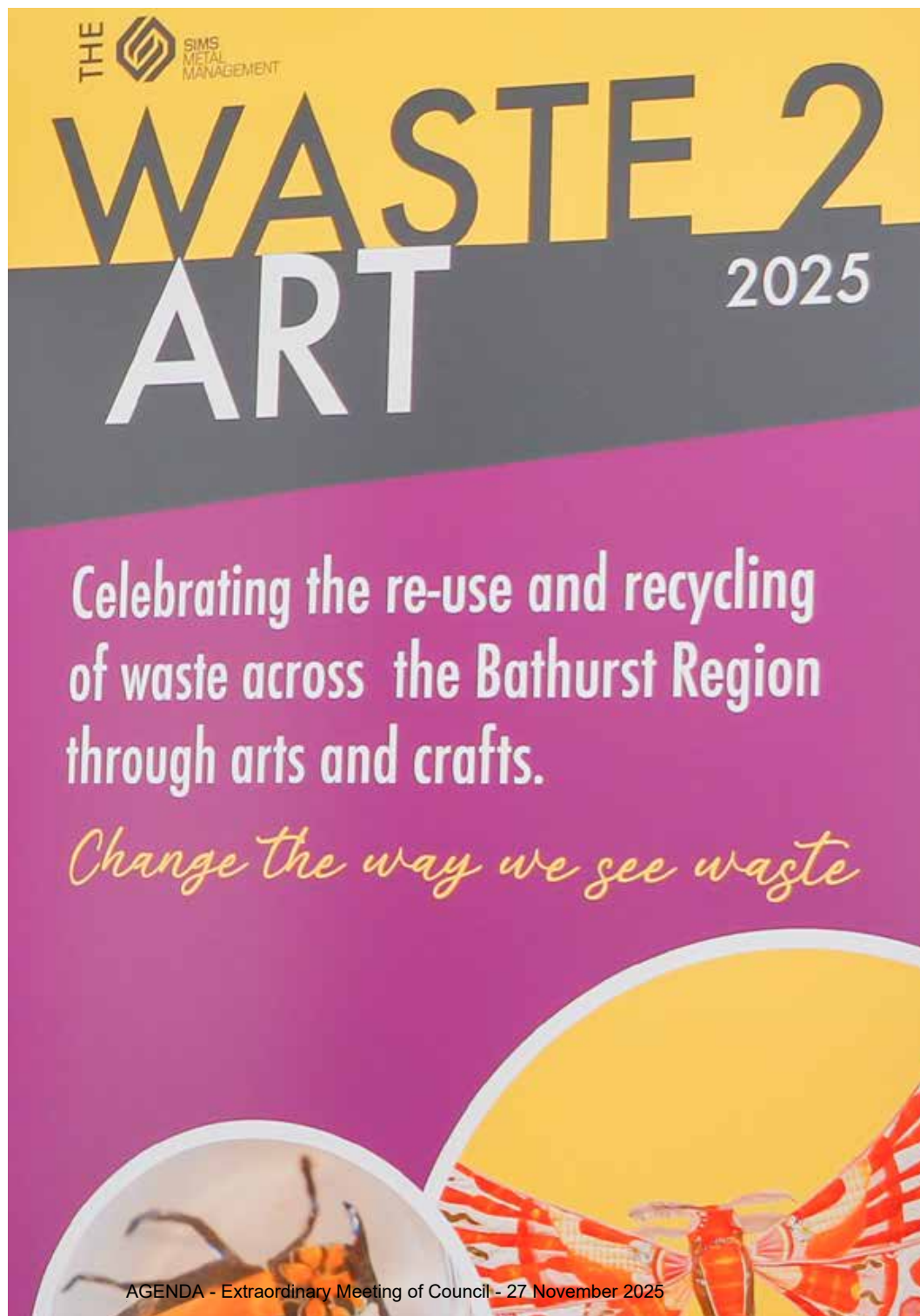
Drinking water quality remained a high priority, with 2,772 tests carried out across the network and a 99% compliance rate achieved against the Australian Drinking Water Guidelines. Progress has also continued on compliance studies and reporting for both Chifley Dam and Winburndale Dam to meet Dams Safety NSW requirements. In addition, one of the sand filters at the Water Filtration Plant was fully refurbished, replenished with new media, and returned to service. This process was carefully documented to guide the scheduled upgrades of the remaining thirteen filters in the years ahead.

### Waste

At the Bathurst Waste Management Centre, a new landfill gas management system was completed, incorporating a modern flaring unit, 38 gas wells and an extensive network of pipes. The project has already delivered measurable environmental benefits by reducing methane emissions, with more than 12 months of operational data now available to track biogas capture.

Council also participated in eight regional collection contracts to further increase landfill diversion, while kerbside programs successfully collected 4,525 tonnes of food and garden waste and 1,874 tonnes of recycling. These initiatives contributed strongly to local sustainability targets.

In addition, Council secured a three-year EPA grant to support litter research and prevention across the region. This program will provide valuable insight into litter patterns, reduce impacts and costs, and strengthen partnerships with the community in addressing litter issues.



## Attachment 6.1.2.1

### Waste 2 Art – Year of the Toys

Bathurst Regional Council, in partnership with NetWaste, was proud to be Highly Commended in the Waste Avoidance category at the 2024 Keep Australia Beautiful NSW Tidy Towns Sustainability Awards for our Waste 2 Art initiative. This recognition highlights a program that inspires creativity while raising awareness about the impacts of waste.

Waste 2 Art is a free, annual competition and exhibition for all ages and abilities. Each year a theme guides the artworks, challenging participants to reuse and recycle in imaginative ways while sparking conversation about waste in our community.

The 2025 theme, 'Year of the Toys', highlighted the huge environmental footprint of discarded toys, with more than 200,000 tonnes imported into Australia each year and most ending up in landfill. Rather than be daunted by this challenge, the Bathurst community rose to the occasion. The local exhibition, held 10–14 May 2025, featured 63 entries and attracted 170 visitors. From these, 15 category winners were selected to represent Bathurst at the Regional Waste 2 Art Exhibition, hosted at Dubbo's Western Plains Cultural Centre from 20 September to 2 November 2025. The regional showcase brought together 140 artworks from 16 councils, with Bathurst artists excelling, taking home five of the 27 winning awards.

The success of Waste 2 Art 2025 is a testament to the creativity, ingenuity and spirit of our community. Together we are showing that waste can be transformed into opportunity, and that small actions can make a big difference in reducing our waste footprint.



## RECREATION

Over the past year, Council has continued to invest in recreational spaces and facilities that support the health, wellbeing and lifestyle of our community. A range of improvements have been delivered across sporting venues, parks and play spaces, ensuring they remain safe, functional and enjoyable for all users.

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

### **Construction of Fitness Station, O'Keefe Park**

A new Ninja-style fitness station was designed, supplied and installed at O'Keefe Park to expand recreational fitness opportunities for the Bathurst community. The project was completed in 2024, costing \$200,000, funded from the State Governments *Local Small Commitment's Allocation Grant Program (LSCA)*.

### **Female Changeroom refurbishment, Manning Aquatic Centre**

The female changerooms were fully refurbished, including the installation of new toilets, showers, tapware, partitions, a new floor surface and painting. This was completed in 2025, costing \$132,000.

Male changeroom refurbishment is planned for the 2025-2026 financial year.

### **Electrical Switchboard Upgrade – Manning Aquatic Centre, Bathurst**

Upgrades were carried out in the plantroom, including reconstruction of the electrical mains switchboard with new cabling, wiring, circuit protection and computerised monitoring infrastructure. Variable speed control devices and water monitoring equipment were also installed to improve power and water efficiency. This was completed in 2025, costing \$300,000.

### **Major Facility Upgrade, Bathurst Indoor Sports Stadium**

A major \$1.5 million upgrade to the Bathurst Indoor Sports Stadium was made possible through government grant funding, with \$1.1 million provided by the NSW State Government's *Level the Playing Field Program* and \$400,000 from the Federal Government's *Local Roads and Community Infrastructure Program (LRCI)*.

The project was managed by the Stadium's lessee, Basketball NSW, and delivered significant improvements including the replacement of the stadium roof, new ventilation, refurbished amenities and the complete replacement of the wooden sports flooring. The upgrade was successfully completed in 2025.

The following projects were part of a \$1,968,755 Local Roads and Community Infrastructure (LRCI) allocation for 2024-2025:

### **Restoration of Crago Fountain, Machattie Park**

Council restored the historic Crago Fountain with funding fully provided through the Federal Government's *Local Roads & Community Infrastructure Program (LRCI)*. The project involved removing old paint, repairing rust damage, restoring and replacing missing decorative features and repainting in a heritage colour scheme. Works also included repairs to the pond, lighting and water filtration system. The project was completed in June 2025, costing \$200,000.

### **Adventure Playground and Bike Education Track Infrastructure Repairs**

This project included replacing the timber cubby houses and shopfront panels within the Bike Education Track, the renewal of playground softfall mulch, replacement of dinosaur footprints and repairs to a southern cross art feature. The project was completed in June 2025 at a cost of \$100,000, funded by the Federal Government's *Local Roads & Community Infrastructure Program (LRCI)*.

### **Carrington Park Sports Field Restoration**

The sports field at Carrington Park was restored through topdressing, soil improvements, aeration, fertilisation and seeding, along with an in-field sand grooving drainage treatment. The project was completed in December 2024, costing \$98,559, funded through the NSW Government's *Local Small Commitments Allocation Program (LRCI)*.



The following projects were part of the \$1 million grant provided by the NSW and Federal Government as part of the *Local Government Recovery Restoration Program* for various Bathurst sporting complex's and parks. All projects were completed late 2024.

### **Hereford Street Sports Precinct**

Six sporting fields were restored with topdressing, sand slit drainage, soil improvements, aeration, fertilisation and seeding, along with the replacement of flood-damaged perimeter fencing. Costing: \$648,218.

### **Proctor Park**

Football fields 1, 2 and 3 were upgraded through topdressing, sand grooving soil improvements, aeration, fertilisation and seeding, and new perimeter fencing was installed to replace flood-damaged sections adjacent to Queen Charlottes Vale Creek. Cost: \$193,275.

### **Berry Park Playground**

The playground's organic softfall surface was replaced after being damaged and contaminated during the floods. Cost: \$3,800.

### **Rankins Bridge Park Playground**

Flood-damaged and contaminated softfall material at the playground was replaced to restore the area for safe community use. Cost: \$9,100.

### **Queen Charlottes Vale Creek Vegetation Rehabilitation Fence Repairs**

Flood-damaged fencing was replaced at two revegetation sites, located at Gorman's Hill and Alpha Street, helping to protect and maintain the rehabilitation areas. Cost: \$44,292.

### **Perthville Black Gum Offset Planting Fence Repairs**

Fencing at the Black Gum offset planting site was replaced after sustaining flood damage. Cost: \$6,523.



Council has continued to support a range of environmental initiatives, however, due to resource constraints, some projects have been cancelled and/or placed on hold for the 2025–2026 financial year. The status of the affected project and program is outlined below.

### **Macquarie Wambul River Bathurst Flying-fox Habitat Restoration Project**

This project formed part of an eight-year program, part grant funded by the State Government, which was identified in Council's Machattie Park & Kings Parade Camp Management Plan, aimed at creating future roosting habitat for flying-foxes away from the CBD and residential areas. Planned works included weed control, native plantings, interpretive signage and ongoing revegetation maintenance. Council has successfully completed up to year 3 of the project objectives, however has cancelled the remaining program due to limited resources.

### **Community and Volunteer Environmental Programs**

During 2024–2025, Council supported 11 community and volunteer tree planting events, including school-based on-site environmental restoration workshops. These activities strengthened environmental awareness and community participation. At present, the program is on hold due to limited resources.

## **CURRENT PROJECTS**

Proposed works to be undertaken within the 2025–2026 financial year includes the following:

### **Male changeroom refurbishment, Manning Aquatic Centre**

Council is planning a full refurbishment of the male changerooms. Works will include the installation of new toilets, showers, tapware, partitions, new flooring and painting.

Project Cost: \$200,000

### **John Matthews Tennis Complex**

In 2025–2026, Council proposes to replace the synthetic carpet surface on courts 3 and 4. In addition, upgrade works are planned to address the deteriorated perimeter fencing at the complex.

# LEGISLATIVE COMPLIANCE AND OTHER INFORMATION

## REVIEW OF FINANCIAL ACCOUNTS

The following information on Council's financial statements from the year ended 30 June 2025 has been provided by Council's Auditor, Audit Office of New South Wales.

### INCOME STATEMENT

#### Financial performance

	2025	2024	Variance
	\$m	\$m	%
Rates and annual charges revenue	60.2	55.3	8.9
Grants and contributions provided for operating purposes revenue	14.9	18.8	20.7
Grants and contributions provided for capital purposes revenue	13.8	33.2	58.4
Operating result from continuing operations	15.6	23.9	34.7
Net Operating result for the year before grants and contributions provided for capital purposes	1.8	(9.2)	120

#### Operating result from continuing operations

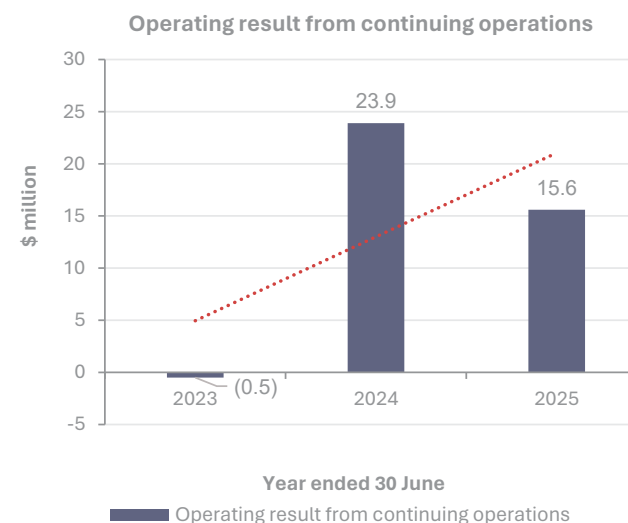
This graph shows the operating result from continuing operations for the current and prior two financial years.

Council's operating result from continuing operations for the year was \$8.3 million lower than the 2023-24 result.

In 2024-25:

- depreciation, amortisation and impairment of non-financial assets expense (\$30.0 million) increased by \$2.9 million (10.7 per cent) due to asset additions and increases to the fair values of Council's assets
- materials and services expenditure (\$50.2 million) decreased by \$7.4 million (12.8 per cent), mainly due to lower raw materials and consumables expenses incurred for roads maintenance.

The net operating result for the year before grants and contributions provided for capital purposes was \$1.8 million. Refer to 'Grants and contributions revenue' below for details.



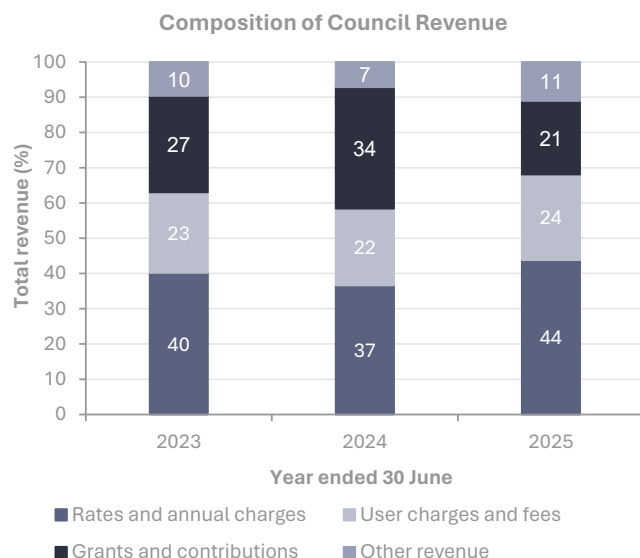
## Income

### Council revenue

This graph shows the composition of Council's revenue recognised for the current and prior two financial years.

Council's revenue (\$137.5 million) decreased by \$13.7 million (9.0 per cent) in 2024–25 due to:

- rates and annual charges revenue (\$60.2 million) which increased by \$4.9 million (8.9 per cent) mainly due to:
  - rate peg increase of 4.8 per cent
  - increases in annual charges levied for domestic waste management and sewer services.
- other revenues (\$15.2 million) which increased by \$4.4 million (40.7 per cent) mainly due to gains made the sales of land parcels within the Windy 1100 subdivision development
- grants and contributions revenue (\$28.7 million) which decreased by \$23.3 million (44.8 per cent) – see additional details below.

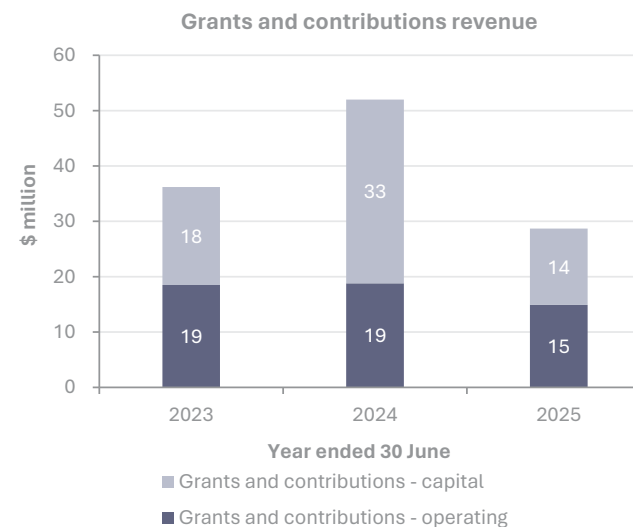


### Grants and contributions revenue

This graph shows the amount of grants and contributions revenue recognised for the current and prior two financial years.

Grants and contributions revenue (\$28.7 million) decreased by \$23.3 million (44.8 per cent) in 2024–25 due to:

- decrease of \$9.1 million of Transport-related grants recognised, mainly due to reduced activity on major road projects
- decrease of \$7.5 million of non-cash contributions, mainly due to lower levels of subdivision dedications recognised during the year
- receiving 50 per cent of the financial assistance grants for 2025-26 in advance (85 per cent for 2024-25).



CASH FLOWS

Statement of cash flows

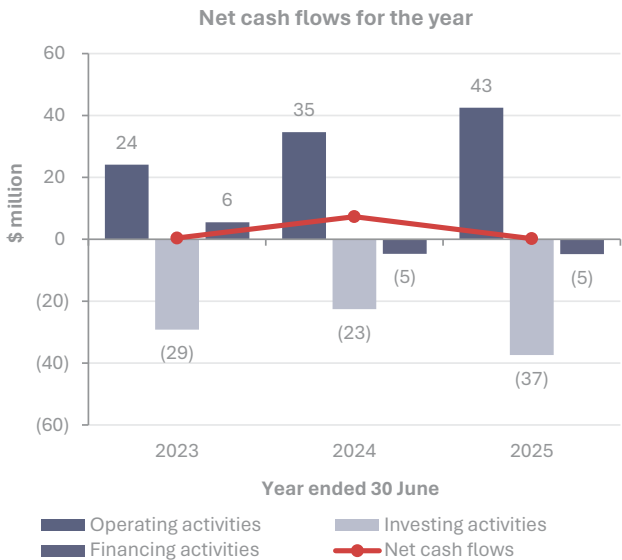
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating in a financially sustainable manner.

This graph shows the net cash flows for the current and prior two financial years.

The net cash flows for the year were positive \$0.2 million (positive \$7.3 million in 2023-24).

In 2024-25 the net cashflows:

- from operating activities increased by \$7.9 million, mainly due to increases in rates and annual charges receipts, and decreased levels of of materials and services expenditure
- used in investing activities increased by \$14.9 million, mainly due to higher levels of investment purchases
- used in financing activities remained consistent.



FINANCIAL POSITION

Cash, cash equivalents and investments

This section of the Report provides details of the amount of cash, cash equivalents and investments recorded by the Council at 30 June 2025.

Externally restricted funds are the cash, cash equivalents and investments that can only be used for specific purposes due to legal or contractual restrictions.

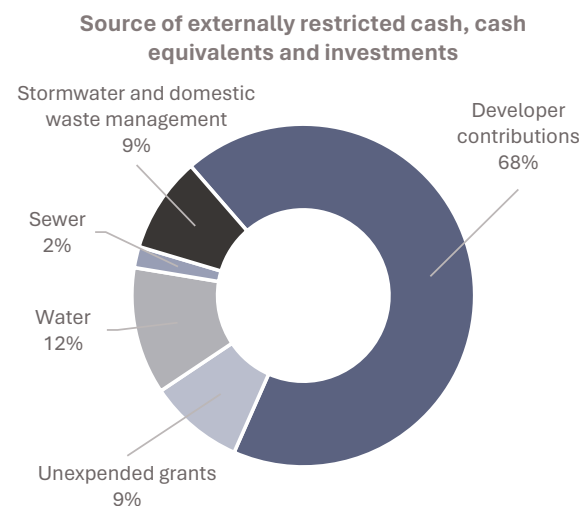
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

Cash, cash equivalents and investments	2025	2024	Percentage of total cash and investments 2025	Commentary
	\$m	\$m	%	
Total cash, cash equivalents and investments	80.9	73.8		Externally restricted balances are those which are only available for specific use due to a restriction placed by legislation or third-party contract. A breakdown of the sources of externally restricted balances is included in the graph below.
Restricted and allocated cash, cash equivalents and investments:				<b>Spending of restricted cash and investments</b>
• External restrictions	76.7	70.9	94.8	Similar to 2023-24, the Council spent restricted funds on purposes other than their intended purposes in 2024-25 without the appropriate approvals required under the LG Act. This breached the requirements of the LG Act.
• Internal allocations	4.1	2.9	5.2	<b>Internal loans from the sewer fund to the general fund</b>
				In 2023-24, the Council obtained Ministerial approval to borrow \$25.0 million from the sewer fund to the general fund, with a loan term of five years.
				In 2024-25, the Council was approved to borrow a further \$5.0 million and drew down \$4.5 million of this facility.
				At 30 June 2025, the outstanding balance of internal loans owing to the sewer fund from the general fund totalled \$24.9 million.

This graph shows the sources of externally restricted cash, cash equivalents and investments.

In 2024-25 the Council's sources of externally restricted cash, cash equivalents and investments include:

- developer contributions of \$51.7 million (2023-24: \$50.9 million)
- unexpended grants of \$7.1 million (2023-24: \$4.9 million)
- water charges of \$9.1 million (2023-24: \$9.4 million)
- sewer charges of \$1.8 million (2023-24: \$1.2 million) - see additional details above regarding the internal loans from the sewer fund to the general fund
- stormwater charges of \$1.5 million (2023-24: \$1.1 million)
- domestic waste management charges of \$5.6 million (2023-24: \$3.4 million).



## Council liquidity

This graph shows the Council's unrestricted current ratio for the current and prior two financial years.

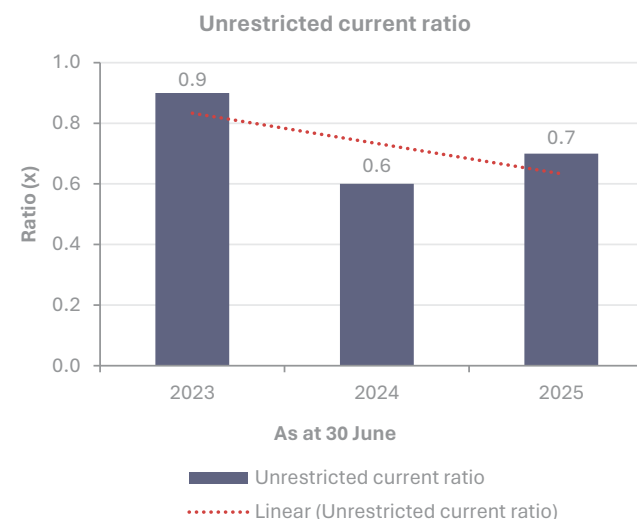
The unrestricted current ratio is specific to local government and represents council's ability to meet its short-term obligations as they fall due. It measures the ratio of unrestricted current assets to current liabilities less specific purpose liabilities.

In 2023-24, the average unrestricted current ratio was an average of 3.1x for regional councils.

The 2024-25 ratio was impacted by:

- higher levels unexpended grants subject to external restrictions
- the internal loans from the sewer fund to the general fund (refer to 'Cash, cash equivalents and investments' above for details), which reduced the Council's externally restricted balances and increased its unrestricted cash assets.

In 2024-25, the Council spent restricted funds on purposes other than their intended purposes, without the appropriate approvals required under the LG Act. Refer to 'Cash, cash equivalents and investments' above for details.



This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

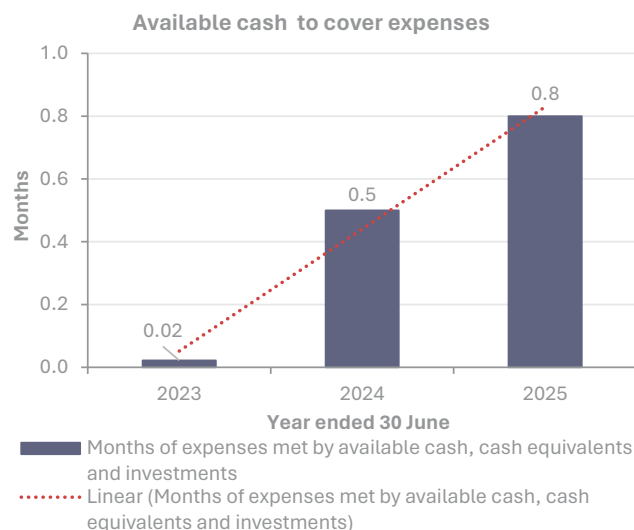
Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

In 2023-24, the available cash to cover expenses was an average of 7 months for regional councils.

The 2024-25 ratio was impacted by:

- decreased total expenses, mainly due to lower levels of materials and services expenditure
- the internal loans from the sewer fund to the general fund (refer to 'Cash, cash equivalents and investments' above for details), which reduced the Council's externally restricted balances and increased its unrestricted cash assets.

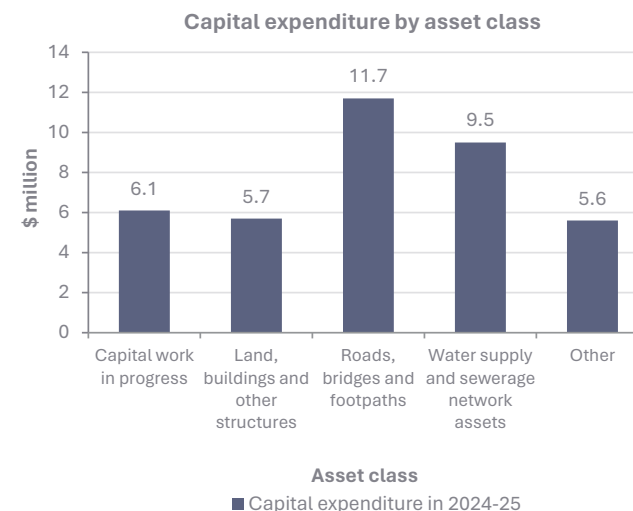
In 2024-25, the Council spent restricted funds on purposes other than their intended purposes, without the appropriate approvals required under the LG Act. Refer to 'Cash, cash equivalents and investments' above for details.



## Infrastructure, property, plant and equipment

This graph shows how much the Council spent on renewing and purchasing assets in 2024-25.

Council renewed \$17.3 million of infrastructure, property, plant and equipment during the 2024-25 financial year, and a further \$21.3 million was spent on new assets. These were mainly for roads, buildings, water supply network and sewerage network assets.



## Debt

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

The table below provides an overview of the Council's loans and committed borrowing facilities. Committed borrowing facilities are an element of liquidity management and include bank overdrafts, and credit cards.

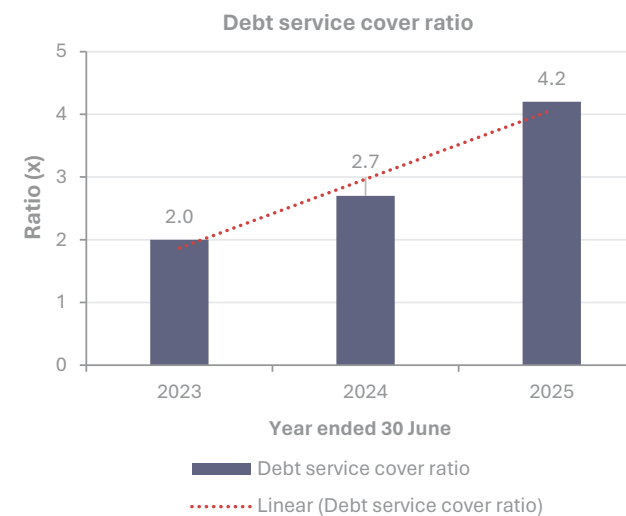
Debt	2025	2024	Commentary
	\$'000	\$'000	
Loans	30,578	35,349	In 2023-24 and 2024-25, the Council did not comply with certain financial covenant requirements for some loan facilities.  Internal loans from the sewer fund to the general fund are not included in this table – refer to 'Cash, cash equivalents and investments' above for details.
Approved overdraft facility	650	650	--
Amount drawn down	--	--	
Credit card facility	115	115	--
Amount used	--	--	

## Debt service cover

This graph shows the Council's debt service cover ratio for the current and prior two financial years.

The debt service cover ratio measures the operating cash to service debt including interest, principal and lease payments.

The 2024-25 ratio was impacted by an increased net operating result before grants and contributions provided for capital purposes.



## CAPITAL WORKS FOR 2024-2025

In 2024-2025, Council delivered a \$38.583 million capital works program. This investment supported a broad mix of projects across the region, with major expenditure directed towards roads, water and sewer infrastructure, and buildings, alongside continued investment in plant, equipment and community facilities.

The following table provides a breakdown of capital works by asset class:

CAPITAL WORKS EXPENDITURE 2024-2025	
Asset Class	Amount Spent
Capital work in progress (mainly roads)	\$ 6,083,000
Plant and equipment	\$ 2,856,000
Office equipment	\$ 84,000
Furniture and fittings	\$ 57,000
Land	\$ 884,000
Land improvements (depreciable)	\$ 596,000
<b>Infrastructure</b>	
• Buildings	\$ 3,712,000
• Other structures	\$ 1,106,000
• Roads	\$ 10,108,000
• Bridges	\$ 1,011,000
• Footpaths	\$ 548,000
• Bulk earthworks (non-depreciable)	\$ 99,000
• Stormwater drainage	\$ 1,249,000
• Water supply network	\$ 5,609,000
• Sewerage network	\$ 3,926,000
• Swimming pools	\$ 60,000
Other assets	\$ 595,000



## INTERNAL AUDIT AND RISK MANAGEMENT ATTESTATION STATEMENT

I am of the opinion that Council has an audit, risk and improvement committee, risk management framework and internal audit function that operate in compliance with the following requirements except as may be otherwise provided below:

### Audit, Risk and Improvement Committee

	Requirement	Compliance
1.	Council has appointed an audit, risk and improvement committee that comprises of an independent chairperson and at least two independent members (Section 428A of the Local Government Act 1993, Section 216C of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
2.	The chairperson and all members of Council's audit, risk and improvement committee meet the relevant independence and eligibility criteria prescribed under the Local Government (General) Regulation 2021 and have not exceeded the membership term limits prescribed under the Regulation (Sections 216D, 216E, 216F, 216G of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
3.	Council has adopted terms of reference for its audit, risk and improvement committee that are informed by the model terms of reference approved by the Departmental Chief Executive of the Office of Local Government and the committee operates in accordance with the terms of reference (Section 216K of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
4.	Council provides the audit, risk and improvement committee with direct and unrestricted access to the general manager and other senior management and the information and resources necessary to exercise its functions (Section 216L of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
5.	Council's audit, risk and improvement committee exercises its functions in accordance with a four-year strategic work plan that has been endorsed by the Council and an annual work plan that has been developed in consultation with the Council and Senior Management (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Compliant
6.	Council's audit, risk and improvement committee provides the Council with an annual assessment each year, and a strategic assessment each Council term of the matters listed in Section 428A of the Local Government Act 1993 reviewed during that term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Compliant – Annual Report on Activities provided due 2026.
7.	The Council reviews the effectiveness of the audit, risk and improvement committee at least once each Council term (Core requirement 1 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Strategic Assessment – Not Yet Due. Due 2028.

### Membership

The chairperson and membership of the audit, risk and improvement committee are:

Chairperson	Michael O'Connor	1 November 2022	1 November 2026
Independent member	Michael Quirk	1 April 2023	1 April 2027
Independent member	Tanya Whitmarsh	5 February 2025	5 February 2027

## Risk Management

	Requirement	Compliance
8.	Council has adopted a risk management framework that is consistent with current Australian risk management standard and that is appropriate for the Council's risks (section 216S of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
9.	Council's audit, risk and improvement committee reviews the implementation of its risk management framework and provides a strategic assessment of its effectiveness to the Council each Council term (section 216S of the <i>Local Government (General) Regulation 2021</i> ).	Not Yet Due Due 2028

## Internal Audit

	Requirement	Compliance
10.	Council has an internal audit function that reviews the Council's operations and risk management and control activities (Section 216O of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
11.	Council's internal audit function reports to the audit, risk and improvement committee on internal audit matters (Sections 216M, 216P and 216R of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
12.	Council's internal audit function is independent and internal audit activities are not subject to direction by the Council (Section 216P of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
13.	Council has adopted an internal audit charter that is informed by the model internal audit charter approved by the Departmental Chief Executive of the Office of Local Government and the internal audit function operates in accordance with the charter (Section 216O of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
14.	Council has appointed a member of staff to direct and coordinate internal audit activities or is part of a shared arrangement where a participating Council has appointed a staff member to direct and co-ordinate internal audit activities for all participating councils (Section 216P of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
15.	Internal audit activities are conducted in accordance with the International Professional Practices Framework (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Compliant
16.	Council provides the internal audit function with direct and unrestricted access to staff, the audit, risk and improvement committee, and the information and resources necessary to undertake internal audit activities (Section 216P of the <i>Local Government (General) Regulation 2021</i> ).	Compliant
17.	Council's internal audit function undertakes internal audit activities in accordance with a four-year strategic work plan that has been endorsed by the Council and an annual work plan that has been developed in consultation with the Council and Senior Management (Core requirement 3 of the Office of Local Government's <i>Guidelines for Risk Management and Internal Audit for Local Government in NSW</i> ).	Compliant
18.	Council's audit, risk and improvement committee reviews the effectiveness of the internal audit function and reports the outcome of the review to the Council each council term (Section 216R of the <i>Local Government (General) Regulation 2021</i> ).	Not Yet Due Due 2028

Non-compliance with the *Local Government (General) Regulation 2021*

I advise that at 30 June 2025, no item has been documented as a non-compliance on the Council.

David Sherley

GENERAL MANAGER

16 September 2025

LEGISLATIVE COMPLIANCE

Mayor & Councillor Fees, Expenses and Facilities

Money Expended during the 2024-2025 Financial Year on:

Mayoral fees	\$ 61,850
Councillor fees (8)	\$ 228,985
Councillor's expenses	\$ 80,769
<b>Total</b>	<b>\$ 371,604</b>

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

Provision of dedicated office equipment allocated to Councillors	\$ 28,612
Telephone calls made by Councillors	\$ 7,413
Attendance of Councillors at conferences and seminars	\$ 4,816
Provision of induction training, professional development and other training and provision of skill development for mayor and other councillors	\$ 8,894
Interstate visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
Overseas visits by Councillors, including transport, accommodation and other out of pocket travelling expenses	Nil
Expenses of any spouse, partner or other person who accompanied a Councillor	Nil
Expenses involved in the provision of care for a child or an immediate family member of a Councillor	Nil

Councillor Training and Ongoing Professional Development

Mayor Jess Jennings, Cr Warren Aubin, Cr Kirralee Burke, Cr Ben Fry, Cr Graeme Hanger, Cr Margaret Hogan, Cr Ian North, Cr Andrew Smith, and Cr Robert Taylor participated in ongoing professional development programs during the year (to September 2024).

Newly Elected Councillors from October 2024: Mayor Robert Taylor, Deputy Mayor Ben Fry, Cr Warren Aubin, Cr Natalie Cranston, Cr Tony Gullifer, Cr Nick Packham, Cr Jaclyn Underwood, Cr Elaine West and Cr Sophie Wright also participated in ongoing professional development programs during the year.

Councillors participated in a range of training and professional development activities throughout the year. The table below shows the types of training completed and the number of sessions delivered.

Professional Development activities delivered	No of sessions provided
Induction training course, induction refresher course or supplementary induction course during the year.	9
Participated in any ongoing professional development program during the year.	9
Activities and workshops delivered as part of the ongoing professional development program during the year.	17

In addition to regular training, Council engaged the University of Technology Sydney (UTS) to deliver an intensive program for Councillors. This program focused on the Integrated Planning & Reporting (IP&R) framework and provided a deeper understanding of councillors' roles, responsibilities, and decision-making obligations within the local government system.

Councillor Attendance at Conferences

September 2024 Australian Local Government Women’s Association (ALGWA) NSW Conference: Cr West

September 2004 LGNSW Water Management Conference: Cr West

November 2024 Local Government New South Wales (LGNSW) Annual Conference  
Cr Taylor (Mayor), Cr Fry (Deputy Mayor), Cr Underwood and Cr West.

Donations Under Section 356 Grants

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

General	\$ 98,127
BMEC Fee Waivers	\$ 47,053
Mount Panorama Fee Waivers	\$ 1,410
Market rental subsidies	\$ 317,436

Overseas Travel

In 2024-2025, there were no staff overseas visits paid by Council.

Senior Staff Salaries

Five senior staff were employed by Council during the 2024-2025 Financial Year:

- General Manager
- Director Corporate Services & Finance (left Council 21 April 2025)
- Director Engineering Services
- Director Cultural & Community Services (left Council 12 July 2024)
- Director Environmental, Planning & Building Services

The total remuneration, including all benefits, for 2024-2025 in respect of employment of the below senior staff was \$1,420,775.

General Manager	\$424,550	Directors	\$996,225
-----------------	-----------	-----------	-----------

Labour Statistics

Below are the details of total number of persons who performed paid work for Council on Wednesday 4 December 2024 including the number of persons directly employed by the Council.

Type	Number
Permanent full-time	341
Permanent part-time (FTE)	33
Casual (FTE)	14
Fixed term contract	0
The number of staff were employed by the council for the purposes of the Local Government Act 1993.	4
The number of persons engaged by the Council, under a contract or other arrangement with the person’s employer, that is wholly or principally for the labour of the person.	1
Persons supplied by council under a contract or other arrangement with the person’s employer, as an apprentice or trainee.	13

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

During 2024-2025 Council awarded the following contracts for amounts greater than \$150,000.

Name	Description	2024-2025 YTD
Optimal Stormwater Pty Ltd	Design of stormwater harvesting system and supply and installation of water pretreatment system	\$2,637,107
LMI Pty Ltd	Installation of liners for stormwater harvesting project	\$1,063,759
Downer EDI Works Pty Ltd	Supply, delivery and laying of asphaltic concrete surfacing	\$1,000,000
Oberon Quarries Pty Ltd	Supply and delivery of road base and quarry rock material	\$1,000,000
Riceman Property Services	Grounds maintenance of bulk water supply and wastewater sites 2024-2027	\$851,977
QMAX Pty Ltd	Supply and installation of pumpstation for stormwater harvesting project	\$704,110
H & S Maintenance	Hydrant Maintenance	\$596,596
The TFH Hire Trust	Temporary fencing at Mount Panorama	\$501,482
Wellmix Concrete Supplies Pty Ltd	Supply and delivery of concrete	\$500,000
Trenchless Renewals Consulting	Bathurst Sewer Flow Survey	\$320,259
Oberon Quarries Pty Ltd	Hire of Plant	\$250,000
Oberon Quarries Pty Ltd	Hire of Trucks/Watertrucks	\$250,000
Oberon Quarries Pty Ltd	Supply and Delivery of Bulk Clay Liner material	\$220,000 + additional schedule of rates as required
Kelso Electrical Pty Ltd	New filtration SCA and associated electrical upgrade at Manning Aquatic Centre	\$216,937
ACT Linemarking Pty Ltd, Gumbay Holdings Pty Ltd, Central West Linemarking Pty Ltd, Complete Linemarking Services Pty Ltd	Line marking services	\$200,000 per annum
JLW Services	Collection and recycling of used mattresses	\$170,000 incl GST

### Legal Proceedings

During 2024-2025, Bathurst Regional Council was not a party to any legal proceedings in the Local Court, District Court, NSW Civil and Administrative Tribunal, Land and Environment Court, NSW Supreme Court, or the Federal Court of Australia.

### Debt Recovery

Debt recovery proceedings by Council are generally focused on the recovery of unpaid rates.

Throughout 2024-2025, Council commenced 168 statements of claim in the Local Court in relation to the recovery of unpaid rates.

Judgment was granted in favour of Council by the Court for 63 debt recovery matters.

Legal expenses of \$229,571 were incurred by Council related to Local Court debt recovery proceedings during 2024-2025, the majority of which is recoverable from the ratepayers involved in the action.

### External Bodies Exercising Functions Delegated by Council

During the 2024-2025 financial year the following external bodies exercised functions delegated by Council.

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

## 1. Community Advisory Groups and Committees of Council

### Duty Delegates

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

### Delegates

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

## 2. Project Advisory Committee

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

## 3. Statutory Committees (s355 Management committees)

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

## 4. Statutory Committee – Other Legislation

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

## 5. Consortia

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



## Private Works

In this reporting period (2024-2025) there were no Private Works carried out by Council that required a resolution of Council because they were charged an amount less than the approved fee in accordance with s67(2) (b). All Private Works were charged the total amount and not subsidised by Council.

## Planning Agreements

Council has entered into the following Planning Agreements:

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

## Developer Contributions

Developer Contributions received under Section 7.11 or 7.12 were allocated to the projects tabled below.

Details such as project number, project description, amount of monetary contributions or levies used or expended on project, actual cost of the project and project status are included in the table. Council received \$2,537,000 via developer contributions and expended \$3,713,000.

Project Number	Project	2024-2025 Actuals	% of Project cost funded by contributions or levies	Project Status
<b>CONTRIBUTION PLAN - Raglan Creek Stormwater Drainage</b>				
11762	Stormwater Drainage Detention Basin works at Marsden Lane	58,096	100%	In progress
<b>CONTRIBUTION PLAN - Community Facilities and Services Bathurst</b>				
14653	Footpath 1-3 Sydney Road Raglan	38,537	100%	Completed
11294	Strategic Access Plan - Footpaths Bonnor St - Bannerman to Bannerman	21,108	100%	Completed
11295	Strategic Access Plan - Footpaths View St - No 29 to GWH	471	100%	Completed
11298	Strategic Access Plan - Footpaths Ilumba Way	32,130	100%	Completed
6722	Bathurst Sportsground Redevelopment - Fields ( Structure)	119,239	100%	Completed
<b>CONTRIBUTION PLAN - Bathurst Regional Open Space</b>				
15755	Open Space Land - Stage 1 & 2 Proposed Lot 301 Lawrence Drive	33,788	100%	Completed
7285	Bathurst Sportsground - Work Shed / Amenities	28,585	33%	In progress
<b>CONTRIBUTION PLAN - Roadworks - New Residential Subdivisions</b>				
14654	Urban Sealed Road - Lawrence Drive Road Ext	162,854	100%	Completed
15774	Urban Sealed Road Construction - Roundabout Marsden Lane & Hughes Street	2,503,492	100%	In progress
11642	Strategic Planning - Hereford Street Duplication Investigations	25,890	100%	In progress
6468	Cow Flat Bridge analysis for Omya Minerals Trucks -	107,276	100%	In progress
11308	Strategic - Wages - Strategic Planner Sec 7.11 Projects	49,860	60%	In progress
<b>CONTRIBUTION PLAN - Water Headworks</b>				
12138	Water Mains - Marsden Estate Trunk Mains	270,790	100%	In progress
12887	Water Filtration Plant - Front of Building Rapid Mix Channel works to stabilise	17,250	100%	In progress
12888	Water Filtration Plant - HV Switch gear upgrade	27,825	100%	In progress
13417	Water Reservoir Res NO 10	26,880	100%	In progress
14502	Water Filtration Plant - UV Treatment System	18,100	100%	In progress
<b>CONTRIBUTION PLAN - Sewer Headworks</b>				
12256	Sewer Services Mains Capital - Eglinton - Kellosheil Estate	133,671	100%	Completed
<b>Not under plan</b>				
628	Street Trees	37,982	100%	Completed

### Planning Submissions

Council made submissions to the NSW Government and attended workshops in relation to the following matters:

- NSW Regional Transport Integrated Planning Process:
- Written submission
- Central West Workshop at Orange
- Department of Planning, Housing and Infrastructure
- Bushfire Risk Management
- Employment Lands Program
- Climate Change Risk Management and Landuse planning
- Local Strategic Planning Statements

### Rates Subsidy

During the year Council abandoned \$1,552,573 in rates and charges (including postponed rates).

Pensioner Rebate	\$ 1,339,816
Postponed Rates	\$ 63,069
Other Rates & Charges	\$ 149,688

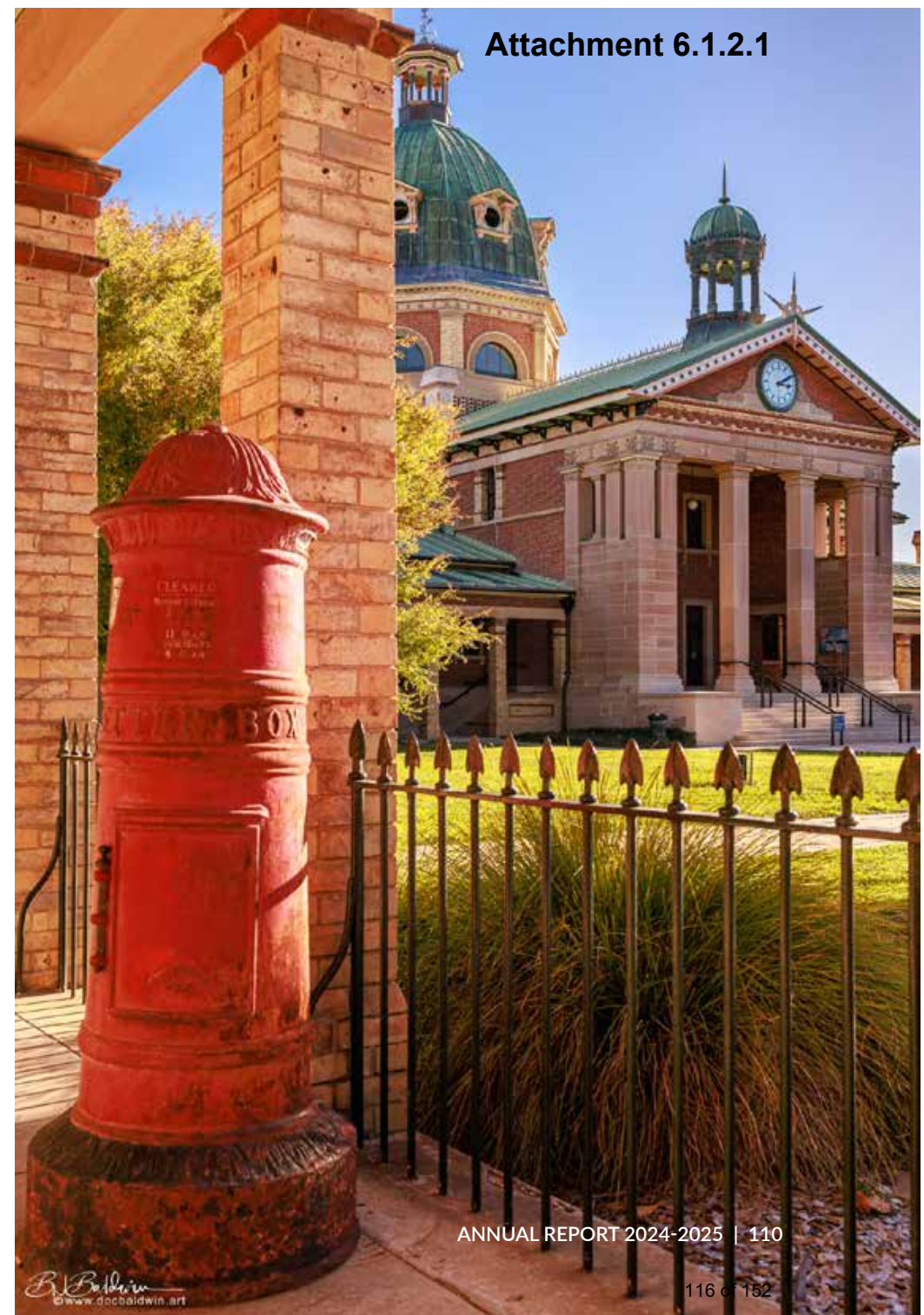
### Swimming Pool Audit

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

There were four (4) inspections for tourist and visitor accommodation and there were no inspections for premises with more than two dwellings.

During 2024-2025 Council issued the following compliance and non-compliance certificates under Section 22D of the Swimming Pools Act and clause 21 of the *Swimming Pool Regulation*.

Compliance	66
Non-compliance	11





### Companion Animals

#### Lodgement of Pound Data Collection Return

Council completed its 2024-2025 Survey of Council seizure of cats and dogs return in August 2025. Highlights of the return were:

#### Dog Attacks

Council, during 2024-2025 financial year, notified the Office of Local Government of 29 dog attacks.

#### Companion Animals Management and Activities

Council's budgeted expenditure on Companion Animal management and activities for 2024-2025 was \$959,082. This includes all activities related to Companion Animals, impounding and regulatory control, necessary upgrades, maintenance and running of the Bathurst Animal Rehoming Centre (BARC), desexing programs and the provision of off leash areas.

#### Community Education - Companion Animals

Council's community education activities focused on social media posts on responsible pet ownership and adoption opportunities. Responsible pet information was targeted on desexing, registration and dogs in public places. A Pet Day was incorporated into the Bathurst Winter Festival program in July 2024, which was highly successful and provided an excellent opportunity to engage with the community regarding the opportunities for adoption. Free microchipping of pets was offered as a part of Pet Day.

#### Strategies to Promote and Assist the Desexing of Dogs and Cats

Council conducts a desexing program in conjunction with the RSPCA and local veterinary clinics which allows pensioners and health care card holders to have their dogs and cats desexed at a subsidised rate. Council contributed \$21,818 this year towards this program and encourages eligible residents with pets to take advantage of this opportunity.

There were 224 pets desexed, microchipped and vaccinated in the 2024-2025 program and Council has allocated a further \$22,000 in the 2025-2026 budget to continue this program.

### Bathurst Animal Rehoming Centre (BARC)

In late 2023, our new Bathurst Animal Rehoming Centre (BARC) officially opened its doors. Construction was completed in November and the facility became operational the following month. With the opening of BARC, the former Small Animal Pound was formally decommissioned, and all animal care services were transferred to the new site.

BARC represents a major step forward in how we care for animals in our region. The centre was purpose-built to provide safe, modern, and welcoming spaces for animals, staff, volunteers and the community. It includes three main areas:

- Administration and operations building incorporates the public reception area, training room, offices, staff amenities, a veterinary treatment room, and a cattery with 30 cat condos, along with laundry and storage facilities.
- Dog kennel building contains 42 individual kennels, including three specialist enclosures for dangerous dogs. It also provides outdoor exercise spaces, a secure animal loading bay, and food preparation and storage areas.
- Adoption pavilion is a covered area designed to help people meet and interact with dogs in a safe and supportive environment.

All animal holding facilities have been designed to meet or exceed current welfare regulations. They provide climate-controlled environments that help reduce stress and improve the wellbeing of animals while they wait for their new homes.

### Challenges Faced

While BARC has been a milestone achievement for our community, the centre has faced significant pressures in its first year of operation. Rising cost-of-living pressures across the community have meant more animals are being surrendered or abandoned. At times, the number of animals in care has far exceeded the facility's design capacity, peaking at 110 cats and 88 dogs, more than three times the intended capacity for cats and more than double for dogs.

This increase created additional challenges:

- The staffing structure was designed for much lower numbers, requiring heavy reliance on casual staff and extra hours from permanent staff.
- Veterinary treatment and day-to-day care costs rose sharply, leading to expenditure well beyond budget allocations.
- The arrival of animals with infectious diseases added to operational pressures, requiring extra staff time, veterinary interventions and consumables.

### Building for the Future

Despite these challenges, staff have worked tirelessly to care for animals and to improve the way the centre operates. Many initiatives have been introduced, including:

- Updating and streamlining procedures in line with current best practice
- Digitising forms and documents to improve efficiency
- Enhancing data collection and reporting processes
- Focusing on customer service improvements for both the community and potential pet adopters

BARC has quickly become more than a facility, it is a community resource that highlights our shared responsibility to care for animals. While challenges remain, the centre's opening marks a significant achievement for Bathurst and reflects Council's commitment to providing safe, modern and compassionate animal welfare services.

### Looking Ahead

Council recognises the pressures the centre has faced and is taking steps to strengthen operations into the future. This includes reviewing staffing and resourcing levels, exploring sustainable funding options, and continuing to invest in systems and processes that support both animal welfare and customer service. With these measures, BARC will not only meet today's challenges but also be well placed to serve our community and its animals for many years to come.



Strategies as an Alternative to Euthanasia

Council is committed to giving every animal in our care the best possible chance of finding a safe and loving home. Euthanasia is always considered a last resort, and a range of strategies are in place to reduce the need for it.

- We regularly promote animals available for adoption from BARC through Facebook, with at least one post each week. Over the past year, 99 posts were made, many of which also celebrated successful adoption stories.
- When animals are impounded but not identified, or when an owner's contact details are out of date, Council shares their details on Facebook to help track down families. This simple step has proven very successful, with 160 posts in the past year leading to many happy reunions.
- All animals available for adoption are listed on Council's website, while dogs are also featured on the national Adopt-A-Dog website, giving them greater exposure and increasing their chances of finding a new home.
- Council runs a desexing program to help reduce the number of unwanted litters in the community.
- We continue to focus on community education, sharing 28 dedicated social media posts this year to promote responsible pet ownership and raise awareness.
- We also work proactively with rescue organisations to create more opportunities for animals to be rehomed through trusted external networks.

Through these efforts, we are striving to balance responsible animal management with compassion, always working to give animals the best possible chance at a positive future.

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 8.00am and after 5.00pm)
- 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 8.00am and after 5.00pm)
- Russell Street opposite Police paddock, bounded by Vale Creek and Russell Street
- Eglinton Showground, at the rear of Cottonwood Drive
- Kelso Reserve between McMenamin, Rivett and Bell Places
- Perthville, Brian Booth Oval, Vale Creek side
- Raglan, Lavis Park and the reserve between Napoleon Street and Adrienne Street
- South Bathurst Jaques Park, bounded by Alma and Violet Streets
- Windradyne Drainage reserve, corner of Bradwardine and Evernden Roads

Companion Animals Fund Monies

Council received \$ 13,667 from the Companion Animals Fund. We are expecting to receive a further \$58,419, pending completion of the Office of Local Government review of the Companion Animals Fund. Activities where these funds were expended include:

Companion Animal Registrations Salaries	\$59,762
Small Animal Pound Expenses	\$1,005,641
Microchipping Expenses	\$1,940
Community Pet Desexing Program	\$21,818
Cat impounding Expenses	\$2,213

### Recovery and Threat Abatement Plans

Councils identified in a plan as responsible for implementation of measures included in the plan, must report on actions taken to implement those measures as to the state of the environment in its area.

In line with these requirements under the *Fisheries Management Act 1994 – Section 220ZT (2)*, Council undertakes actions that support the protection and recovery of threatened species. Some of these responsibilities are delivered through programs under the NSW *Saving Our Species Program*:

#### **Zieria obcordate** (*Granite Zieria*) Recovery Plan

Council is responsible for ensuring that this rare plant, at one site, is managed in line with agreed protections. Not all Granite Zieria sites fall under Council's responsibility, as different sites have different management controls. During the year, staff joined a DCCEEW officer for a site inspection to check compliance at one of the Council-managed sites.

#### **Purple Copper Butterfly** (*Paralucia spinifera*)

Council is not directly responsible for the identified management sites for this endangered butterfly. However, on Council-managed land at Slingsby's Road, Walang, staff continue to monitor the population and carry out habitat management activities to support its survival.

#### **Grey-headed Flying-fox** (*Pteropus poliocephalus*)

Council manages flying-fox camps at Machattie Park and Kings Parade through its Flying-Fox Camp Management Plan. Actions include the annual flying-fox census, community education, and revegetation and land management along the Macquarie River to create alternative roosting habitats away from residential areas.

### Environmental Upgrade Agreements

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

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

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

### Carers Services

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

### Equal Employment Opportunity (EEO)

Council is committed to creating a fair, safe and respectful workplace where all employees have equal access to opportunities and are supported to thrive.

During the year, a range of initiatives were introduced and strengthened to ensure EEO principles are embedded across our organisation. These included:

- Mandatory e-Learning modules focusing on EEO and compliance were launched to all employees. These covered key topics such as harassment, discrimination, workplace safety and other core compliance requirements.
- All employees also completed mandatory Employment Policy Acknowledgements. These ensure staff are aware of and understand core policies, including the Code of Conduct and standards for acceptable workplace behaviour.
- Recruitment and selection processes were further enhanced to make sure they remain fair, thorough and efficient. This ensures that both internal and external recruitment is merit-based and consistently applies sound EEO principles.
- Council closely monitored voluntary employee turnover rates and analysed exit survey data. Where concerns were raised, they were acted on in a timely manner to support a fair and safe workplace.
- Council also provided opportunities to emerging and developing and future employees by offering apprenticeships, traineeships and cadetships. Partnerships with Skillset were maintained, while a range of work experience placements were hosted from local schools. Council also supported several Careers Expo events to encourage young people to consider local government as a career pathway.

Through these initiatives, we are not only meeting our EEO obligations but also building a positive, inclusive and supportive workplace culture that benefits both employees and the community we serve.

### Employee Assistance Program (EAP)

Our Employee Assistance Program (EAP), delivered by Lifeline Central West, continued to provide free, confidential counselling for staff and their families. This year there was a 20% increase in counselling hours compared with the previous year, showing that employees value and make good use of this important support service.

### Community Development and Advocacy Initiatives

#### Disability Inclusion Action Plan (2022-2027)

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

DIAP initiatives undertaken in 2024-2025 included:

#### The provision of a range of programs and activities

- Accessible programs facilitated by Bathurst Library.
- Promotion of local International Day of People with Disability events.
- Continued promotion of Council's accessibility through social media and website.
- Provision and support of Bathurst Access Improvement Grants 2024-2025, to assist businesses and organisations to improve access to their premises.

#### Promotion of disability services and access to Council information

- Disability Service Directory available on Council's website.
- Accessible Bathurst content including an Accessible Visitors Guide to Bathurst, accessible toilet and accessible parking maps available through the Bathurst Visitor Information Centre.

#### Userway Accessibility Widget

- To improve the ability for website users to interact with the Corporate website.
- The Userway Accessibility widget was installed allowing users to have the website read to them, change the text, increase the cursor size and other functions.

#### Recruitment practices and training

- Our employment processes remain welcoming and supportive of a diverse workforce.
- Recruitment software asks People with Disability to specify what additional requirements they need to assist them during the employment process.
- Online training modules provided to new Council staff regarding the Disability Inclusion Action Plan and Positive Ageing Strategy.
- Disability Inclusion training provided to Council staff and Councillors.

### Accessible Built Environments

- Upgrades were made to the Kiss and Ride Zone at Bathurst Memorial Entertainment Centre (BMEC) to improve access for older visitors.
- Council has commenced preparation of a new Active Transport Strategy which includes consideration of improvements for those in wheelchairs and/or using electric mobility aids.
- Footpath construction completed for Bonnor and Ilumba Way however no further work was completed due to funding being withdrawn.
- Council continues to advocate for improved access to shops and businesses through the Building Code of Australia (BCA) and Development Approval (DA) /Construction Certificate (CC) assessment processes.
- Continued inspection and maintenance of accessible toilets.
- Two charge stations for motorised wheelchairs at the Library/Art Gallery and Bathurst Visitor Information Centre (BVIC).
- Construction of the new public amenities block at Bicentennial Park was completed with improved male and female toilets, an accessible toilet/parent's room, and an accessible 'Changing Places' Design 2.0 adult change facility that includes a toilet, shower, adult changing table, and an overhead crane to meet unique needs, this amenities block fills the gap for much needed accessible public facilities in our city.
- The 'Marveloo Changing Places Facility' was available at the Winter Festival, with support from Vivability, helping improve accessibility and comfort for festival-goers.
- Continued provision of accessible toilets, parking and site access for major events.
- All new playgrounds are designed with 'Everyone Can Play' guidelines.

### Footpaths and Cycleways

Throughout the year we have continued works on constructing new footpaths and cycleways to assist with access to the Central Business District and other key areas of town.

Construction works undertaken in 2024-2025 include:

#### Bonnor Street Footpath

Construction of a 242m concrete footpath from Bannerman Crescent, enhancing pedestrian access and safety.

#### Ilumba Way Footpath

Construction of a 80m concrete footpath from Banksia Drive to Jagoe Drive, enhancing pedestrian access and safety.

### Stormwater Levy

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

Council introduced a stormwater management service charge under the *Local Government Amendment (Stormwater) Act 2005* in 2020-2021.

The levy is capped in the legislation at \$25 per property for residential properties and \$12.50 for lots in a strata scheme. Commercial properties will be charged at \$25 per 350m<sup>2</sup> of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow the Council to cover costs to implement projects in relation to capacity and water quality, as well as works arising from the Catchment Flood Study.

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

In 2024-2025, no funds were expended under the Stormwater Levy.

### Bathurst Regional Council Modern Slavery Statement Reporting Period: FY 2024-2025

#### Introduction

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

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

#### Organisational Structure and Supply Chain

Bathurst Regional Council is located in the Central West of New South Wales servicing a population of 44,939 and over one million visitors each year. Bathurst Regional Council has a centralised procurement structure with an approximate overall spend of \$104 million. We recognise the importance of taking steps to ensure that goods and services procured by our council are not the product of modern slavery.

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

#### Policy

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



## A.2 Procurement Spend Details

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

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

GRS Due Diligence Level	Identified Procurement Spend	Categories Procured
Heightened	\$ 20,282,030.58	Bridgeworks, Roadworks, Quarries, Bulk Fuel, Uniform & Workwear, Civil Engineering, Asphalt, Internal Building Materials, External Building Materials, Concrete, Earthmoving & Excavations, Rails & Fencing, Cleaning, Electrical Services, Painting, Plumbing repairs and Maintenance, Electrical Utilities, Gas Utilities, Generators, General Fleet Vehicles, Vehicle Repairs & Maintenance, Heavy Vehicle Types, Other Vehicle Types, End User Computing and Peripherals, Presentation and Multimedia, Furniture, Printers, General Office Supplies, Copiers & Printers, Medical Equipment, Chemicals & Reagents.
Standard	\$ 10,269,711.60	Weed Control, Traffic Control Services, Geotechnical Engineering and Hydrology, Elevators and Escalators, Council Waste Services, Fire Equipment, Pest Control, Security Services, Towing & Misc. HVAC Hygiene Services, Signage, Shredding Services, Support Services, Event Management.
Light	\$ 64,941,927.11	Landscaping, Land surveying, Archaeology and Heritage, Environmental Advisory Sustainability and Resilience, Infrastructure Program and Project Management, Freight Carriers, Food Catering and Consumables, Landscaping & Arborists, Indoor Plants, Vehicle Registrations, Government Agencies, Officer Worker Contingency Labour, Training Expenses, Employment Check, Conferences and Seminars, Events & Special Meetings, Talent Acquisition Services, On Premise – software licences, Network Hardware Managed, Internet, Mobile, Design and Development, On Premises – software support and maintenance, Private Cloud Services, Advertising Agency, Advertising Related Services, Media Production, Commercial Print, Audit Quality Assurance and Probity, Legal Services, Taxis, Training Consultants, Debt Recovery, Financial Services Advisory and Accounting, Financial and Insurance Services, Air Travel, Accommodation.
Minimal	\$ 9,029,521.26	Postage, Government Agencies, Universities, Membership.

**Part B. Annual modern slavery reporting**

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

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

**B.2 Reasonable Steps**

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

Reasonable Steps Taken	Form of response for annual reporting
<b>1. Commit</b>	
<b>1.1 Stakeholder Engagement</b>	
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	In conjunction with Central NSW Joint Organisation, we have created a database of suppliers for the Central West. Through the Joint Organisation we have engaged with suppliers through self-assessment questionnaires and accompanying documentation. New suppliers are added to the database annually.
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Yes
<b>1.2 Identify salient risks at the organisational level</b>	
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	Our supplier risk rating has been reviewed in accordance with the guidelines supplied by the Anti-Slavery Commission.
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	Yes
<b>1.3 Modern Slavery Policy</b>	
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	We have amended our Purchasing Policy to reflect Modern Slavery Legislation.
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Yes
<b>1.4 Modern Slavery Risk Management Plan</b>	
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	Our Audit Risk Improvement Committee has adopted a Risk Management Plan.
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Yes

<b>2. Plan</b>	
<b>2.1 Identify and map your supply-chain risks for each procurement</b>	
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	We are currently reviewing our Tender processes and documentation to reflect supply chain risk when evaluating a Tender.
<b>2.2 Develop a risk-reducing sourcing strategy</b>	
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	We are currently reviewing our Tender processes and documentation to include risk-reducing sourcing strategy.
<b>3. Source</b>	
<b>3.1 Select appropriate suppliers</b>	
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	<p>In conjunction with Central NSW Joint Organisation, we have created a database of suppliers for the Central West. Through the Joint Organisation we have engaged with suppliers through self-assessment questionnaires and accompanying documentation.</p> <p>New suppliers are added to the database annually.</p> <p>We are also reviewing our Tender processes and documentation to include a prequalification and code of conduct.</p>
<b>3.2 Adopt a shared responsibility approach to contracting</b>	
What steps did your entity take to adopt a share responsibility approach to modern slavery risks, in the contracting during this reporting period	We are currently reviewing our Tender processes and documentation to include a shared responsibility approach to Modern Slavery Risks.
<b>4. Manage</b>	
<b>4.1 Monitor and evaluate supplier performance</b>	
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	We are currently reviewing our Tender processes and documentation to include evaluation criteria of a supplier performance relating to Modern Slavery.
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this re-orting period?	No
<b>4.2 Develop supplier capabilities</b>	
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	We are currently reviewing our Tender processes and documentation to include development of supplier capabilities with regards to Modern Slavery.
<b>5. Remedy</b>	
<b>5.1 Provide or enable access to effective grievance mechanisms</b>	
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	A Grievance Mechanism has been incorporated into our Risk Management Policy.
<b>5.2 Take safe immediate steps to remedy harm</b>	
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	Our business was not connected to any modern slavery harms during this reporting period.

<b>5.3 Use leverage to remediate deficient practices</b>	
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	Our business was not required to remediate deficient modern slavery risk management practices during this reporting period.
<b>5.4 Withdraw responsibly</b>	
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	Our business was not required to withdraw responsibility during this reporting period.
<b>6. Report</b>	
<b>6.1 Establish a victim-centred reporting protocol</b>	
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	We are currently establishing a Victim reporting protocol.
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	No
<b>6.2 Report on your modern slavery risk management efforts</b>	
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	Submitted Annual Report in our annual Statement and online with ASC.
Did your entity report on modern slavery in its prior Annual Report?	Yes
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence procurements valued at \$150,000 (inc. GST) or more within 45 days?	Not applicable.
<b>7. Improve</b>	
<b>7.1 Learn lessons from your performance and others'</b>	
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	We have had meetings with other Councils and entities to identify and address any issues raised by Modern Slavery.
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	No.
<b>7.2 Train your workforce</b>	
What steps did your entity take to train your workforce during this reporting period?	Modern Slavery information has been supplied to the Executive, Procurement Staff and General Staff. A training regime has been set up for new procurement staff. Training for those who create tenders is currently being created.
What percentage of your workforce received modern slavery training in the period?	95%
<b>7.3 Cooperate with the Anti-slavery Commissioner</b>	
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	We have completed all the reporting requirements.

Government Information Public Access

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

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

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

No. Applications	41
------------------	----

Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure).

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

## GIPA Act Schedule 2

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total
Media	0	0	0	0	0	0	0	0	0
Members of Parliament	0	0	0	0	0	0	0	0	0
Private sector business	7	0	0	0	0	0	0	0	7
Not for profit organisations or community groups	2	0	0	0	0	0	0	0	2
Members of the public (by legal representative)	28	0	0	0	0	0	0	0	28
Members of the public (other)	8	0	0	0	0	0	0	1	9
Total	45	0	0	0	0	0	0	1	46

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

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

	Access granted in full	Access granted in part	Access refused in full	Information not held	Information already available	Refuse to deal with application	Refuse to confirm / deny whether information is held	Application withdrawn	Total
Personal information applications*	0	0	0	0	0	0	0	0	0
Access applications (other than personal information applications)	45	1	0	0	0	0	0	1	46
Access applications that are partly personal information and partly other	0	0	0	0	0	0	0	0	0
Total	45	1	0	0	0	0	0	1	47

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

Table C: Invalid applications

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

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

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

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

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

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

Table F: Timelines

	Number of applications*
Decided within the statutory timeframe (20 days plus any ex-tensions)	41
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	41

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

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

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

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

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

Table I: Applications transferred to other agencies.

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

### Privacy and Personal information protection

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

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

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

### Public Interest Disclosures Act

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

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

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

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

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

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

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

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

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

DRAFT

Attachment 6.1.2.1

BATHURST  
REGIONAL COUNCIL

# FINANCIAL STATEMENTS 2024-2025

General Purpose Financial Statements for the year ended 30 June 2025  
are available on our website for public viewing.

# CURRENT CHALLENGES & OVERVIEW

## Attachment 6.1.2.1

Over the next 12 months, Council will continue to face a number of challenges that affect how we deliver services, manage resources, and support our growing community. These challenges are shared across many of our teams, and while diverse in nature, they often come back to three key themes: people, funding and resources, and the changing external environment.

### **People and Workforce**

Like many organisations, attracting and retaining skilled staff remains a major challenge. Vacancies across the organisation have created pressure on teams. Acting roles and unfilled positions mean staff are often stretched, which impacts the delivery of programs, projects, and customer service. At the same time, staff are expected to adapt to new technology, regulatory change, and growing community expectations, placing a strong emphasis on leadership, capability, and resilience.

### **Funding and Resources**

Tight budgets, cost-of-living pressures, and rising construction costs continue to influence what can realistically be achieved. Many areas, such as museums, recreation, events, environment, and information services, must carefully review programs and service delivery to remain financially sustainable. Cultural facilities including the Art Gallery, BMEC and Visitor Information Centre are particularly reliant on external funding. The uncertainty of grant outcomes (such as Create NSW funding) could significantly impact exhibitions, events, and opportunities for artists and community engagement. Across the board, balancing limited budgets with the need to maintain assets, heritage buildings, and community facilities is an ongoing pressure.

### **The External Environment**

Broader social and economic conditions also play a role. Cost-of-living challenges are influencing community participation in events and ticket sales, while inflation and labour shortages affect local businesses and housing supply. For young people, competing commitments make it harder to sustain engagement in initiatives like the Youth Council. Council is also navigating a shifting media landscape, complex compliance requirements (particularly in water, waste, planning, and cyber security), and a political and real estate market that remains volatile. These factors are largely outside Council's control but have direct impacts on the services we provide and the way we engage with the community.

In summary, while Council is proud of what we deliver, the year ahead will bring its own complexities and opportunities. By focusing on sustainable service delivery, supporting our staff, and finding smarter, more collaborative ways to work, Council remains committed to meeting community needs and continuing to strengthen our region for the future.

# LOOKING AHEAD: OUR FUTURE TOGETHER

Building on the progress outlined in this Annual Report, we now look ahead with a renewed sense of purpose as we begin delivering on our new Community Strategic Plan 2025–2045.

As we close the chapter on the Community Strategic Plan 2022, we look forward with optimism and determination to the journey ahead under our new plan. This plan, shaped by the voices of our residents, sets out a clear and shared vision for the future of not only Bathurst but also our villages and rural areas, which are an integral part of the life and identity of our region.

The road ahead will not be without its challenges. Rising costs, the pressures on resources and changing community needs will continue to test us. Yet these challenges also inspire us to think differently, to be smarter in how we work and to keep finding new ways to deliver the services and facilities that matter most.

Looking forward, our focus is firmly on long term financial sustainability through our Pathway to Sustainability program. Managing budgets responsibly, maintaining essential services and caring for our infrastructure will remain at the heart of what we do. Rising costs and competing priorities mean we must continue to make careful and informed decisions that balance today's needs with tomorrow's opportunities. Alongside this financial focus we remain committed to working with our community, listening and engaging so that the aspirations in the new Community Strategic Plan guide our choices and strengthen the future of our region.

Importantly, this journey is about more than just the city of Bathurst. It is about every village and rural community that makes up our region. From heritage townships to rural landscapes, each contributes to the strength and character of the Bathurst Region. We are committed to ensuring these communities are not only included but thrive alongside our growing regional centre.

As we begin this new chapter, we extend our gratitude to our staff, whose hard work and dedication underpin everything we achieve. And we thank you, our community, for your continued trust and support.

The following pages introduce our Community Strategic Plan 2025–2045. Here you will find our shared vision, the four strategic directions and outcomes, Council's role, and the story of how we engaged with our community to shape this plan. You will also see the strengths that define our region, as well as the challenges we face over the next decade. With the introduction of new councillors, we are also looking forward to fresh perspectives and strong leadership as we deliver on the aspirations of our community. The updated linkages, relationships and partnerships that support this next chapter are also included, highlighting the many connections across all levels of government, including State and Federal agencies, as well as business and community organisations.

Together, these elements set the foundation for how we will move forward, working with you to ensure Bathurst, our villages and rural areas continue to thrive, now and into the future.



*Our Future Together*

BATHURST REGIONAL COUNCIL

# COMMUNITY STRATEGIC PLAN 2025-2045

*Our Future Together*

## What is the Community Strategic Plan?

The Community Strategic Plan (CSP) is the highest level plan that Council will prepare. It's the cornerstone document for the New South Wales (NSW) Government's Integrated Planning and Reporting (IP&R) framework. It identifies the community's most important priorities and aspirations. Developed with and on behalf of the community, the CSP represents an exciting vision for the region over a 20 year horizon.

## Our Plan

Our CSP reflects the hopes and priorities of our community, shaping a shared vision for the Bathurst region through to 2045. More than just a Council initiative, this plan has been shaped by the community, for the community.

The Plan is our blueprint for both short-term and long-term programs of works that the community has requested, as well as known maintenance and renewal works to be delivered across our Local Government Area (LGA). It identifies our **four Strategic Directions** for achieving our long-term vision and goals which are further broken down through our Resourcing Strategy, the four-year Delivery Program and the Annual Operational Plan.

## Public Exhibition

Our draft Community Strategic Plan 2025-2045 was placed on public exhibition from 22 April 2025 to 20 May 2025 and endorsed by Council on 18 June 2025.

At the heart of our CSP, and all Council decision-making processes, are the following **Social Justice Principles**:



### EQUITY

There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need.



### ACCESS

All people should have fair access to services, resources and opportunities to improve their quality of life.



### PARTICIPATION

Everyone should be given genuine opportunities to participate in decisions which affect their lives.



### RIGHTS

Equal rights should be established and promoted, with opportunities provided for all people from all backgrounds.

## Our Four Strategic Directions

The following four areas outline how Council and the community will reach our desired future.

**Building a Strong  
Local Economy**

**Council Leadership  
and Collaboration**

**A Sustainable  
Region**

**A Caring and  
Resilient Community**

## Quadruple Bottom Line

Our four Strategic Directions are built around the quadruple bottom line (QBL), ensuring our Community Strategic Plan reflects these principles along with Social Justice considerations, helping us take a balanced and holistic approach to our region's future.



### ECONOMIC

Maintain a strong and stable local economy. Financial sustainability is achieved across industry, business, transport and tourism.



### GOVERNANCE

Council engages with the community and involves them in key decision-making to promote community leadership. Strong governing frameworks addressing regional priorities. Leaders are ethical and transparent.



### ENVIRONMENTAL

Protection of the environment and preservation of biodiversity. Reduce the impact on the environment through a variety of innovative eco-friendly initiatives. Growth is managed and is sustainable.



### SOCIAL

Community has equitable access to all services and is supported to foster cohesive and diverse connections. The Bathurst Region is a great place to live.

## Strategic Direction 1: Building a Strong Local Economy

- 1.1 Local centres, main streets and rural villages are distinct and enjoyable places to shop, eat, socialise and be entertained.
- 1.2 The Bathurst Region has an accessible, integrated transport network that connects our region through safe and efficient travel options.
- 1.3 A vibrant region which provides high quality sustainable infrastructure, industry leading services and amenities.
- 1.4 The Bathurst Region offers and supports diverse and evolving cultural and tourism experiences.

## Strategic Direction 2: Council Leadership and Collaboration

- 2.1 An effective and efficient organisation with strong civic leadership.
- 2.2 Council makes responsible decisions to manage limited resources in the best interest of current and future communities.
- 2.3 Council leads through engaged civic governance and has ethical decision making, efficient management, innovation and quality customer service.
- 2.4 Our community is informed and actively engaged in decision making and problem solving to shape the future of the Bathurst region.

## Strategic Direction 3: A Sustainable Region

- 3.1 Growth of the region is planned in a sustainable and responsible way.
- 3.2 The people of the Bathurst Region contribute positively to the environment.
- 3.3 Bathurst Region is a net zero and climate resilient region that values the environment.
- 3.4 The Bathurst Region is a leader in responsible resource recovery and waste management.

## Strategic Direction 4: A Caring and Resilient Community

- 4.1 Our community are proud of where we live and our identity.
- 4.2 Our community have access to the services and facilities they need at all stages of life.
- 4.3 We are active, healthy and safe.
- 4.4 Everyone feels welcome and connected to the community.

# STRATEGIC DIRECTIONS

## Council's Role

Council will have the following roles when implementing Our Plan:



### PROVIDER

To provide a variety of services, facilities, programs and infrastructure to meet the needs of the community.



### LEADER

To help identify local community concerns and engage both local and external stakeholders when necessary. Plan and provide direction through policy and practices.



### COLLABORATOR

Working with the public, private and government sectors to provide benefits to the community.



### ADVOCATOR

Making sure the Bathurst region's voice is heard by advocating for the best possible outcomes for the community.

## How Council will monitor delivery

### BUDGET REVIEW

A revised estimate of income and expenditure with reference to Council's Revenue Policy Annual Statement.

### PROGRESS REPORTS ON THE DELIVERY PROGRAM

Six-monthly reports on the progress of the measures included in the Delivery Program.

### ANNUAL REPORT

Reports on the achievements in implementing the Delivery Program principal activities and their effectiveness in achieving CSP objectives.

### STATE OF OUR REGION REPORT

Reports Council's achievements in implementing the CSP over the council term. Reported after the next council election.

## DESIRED LEVELS OF SERVICE

The key to Council's role is understanding the community's desired levels of service and demands for essential facilities and programs. The desired levels of service is the balance between the service provided, the level of service you expect, and what you are prepared to pay for.

The desired levels of service will inform the actions within all of Council's plans.

In 2024 our community helped build our Vision for the Bathurst Region.



# OUR VISION

A thriving region where  
history, culture, and nature are valued,  
diversity is celebrated,  
and economic growth  
is balanced with sustainability.



Bathurst is a vibrant regional centre, rich in history, culture, sport, and community spirit. Established in 1815 as Australia's first inland European settlement, Bathurst honours its significant Wiradjuri heritage, while embracing the future with warmth and innovation. With its historic villages, welcoming country feel, award-winning liveability, and stunning natural environment, Bathurst attracts over one million visitors each year. From the world-famous Mount Panorama Wahlen, home of the Bathurst 1000, to thriving arts, museums, live music, festivals, picturesque parks, and outstanding food and wine experiences, Bathurst truly offers something for everyone.



A vibrant outdoor community event at sunset. In the foreground, two young girls are hula hooping with large, colorful hoops (one orange, one red). To their left, a boy in a white t-shirt and a black hat is also hula hooping with a blue hoop. In the background, a woman in a black top and a patterned skirt is hula hooping with a yellow hoop. Other people, including children and adults, are visible in the background, some sitting on the grass and others standing. The scene is set on a grassy area with trees and a building in the distance. The sky is a mix of orange and blue, indicating sunset. The overall atmosphere is festive and community-oriented.

# ENGAGING WITH OUR COMMUNITY

# We Engaged. We Listened. We Heard.

Community engagement had a dual purpose to both create awareness of Council's long-term planning and to help develop the outcomes and strategies identified in the Community Strategic Plan 2025-2045.

Our Plan was developed in response to the community's feedback to four questions:

- What do you love about Bathurst?
- Imagine Bathurst 10 years from now. What would you like to see?
- What needs to change in the Bathurst region?
- What challenges do you think the Bathurst region will face over the next 5-10 years?

We heard from a broad cross-section of our community. More than 2,800 people took part in a variety of community engagement activities with more than 6,000 ideas suggested between August 2024 and March 2025.



# STRENGTHS



## What do you love about Bathurst and our villages?

We asked you what you love most about the Bathurst region because we wanted to focus on the things that make our community special.  
By taking a value-based approach to future planning, we can ensure we protect and preserve what matters most to you.

### The strong sense of community

Connection and engagement through local neighbourhoods and cultural hubs.  
Residents are friendly and there's a sense of belonging.

### The rich history and heritage of the area

A rich Wiradjuri and colonial history.  
Heritage buildings and architecture.

### The big town, country lifestyle

City services, laid back lifestyle.  
Proximity to Sydney.  
Affordable housing to suit all lifestyles.

### The green spaces and natural environment

Trees that change with the seasons.  
Green space we love, the river walkway, Machattie Park.  
Parks, paths and playing fields to keep active.

## What are the challenges facing the Bathurst region over the next 5-10 years?

Every community faces challenges that can impact progress. Whether it's shifts in the environment, economy, or society, change is something we all have to navigate. That's why we asked you about the biggest challenges facing Bathurst, so we can plan for the future in a way that helps our community adapt and thrive.

Over the past four years, we've seen significant challenges, including the ongoing impacts of COVID-19 on how we live, work, and connect. The rising cost and availability of housing has put pressure on many households, while growing social and economic divides continue to shape our community. Natural disasters, especially the devastating floods and gas outage of 2022, drought and bush fires, have tested our resilience.

Understanding these challenges helps us respond with practical solutions, ensuring Bathurst remains a strong, vibrant, and connected community into the future.

### Managing future population growth

Where does our growing population live?

We need to protect what we love as the city grows.

We need infrastructure and services that match our growing community.

Preservation of heritage areas and buildings.

### Infrastructure development

Roads and traffic.

We need enough doctors and greenspace.

Can we afford to build more infrastructure?

### The water supply

More people means more water.

Capacity of Chifley Dam.

Impact of climate change on water.

### Cost of living, economic development, financial, sustainability and housing affordability

Costs of living and weak job prospects.

Strength of the local economy.

Long-term sustainability of CSU.

Make it easier for new business and investment.

Bathurst is more than motor sport.

### Environmental sustainability and natural disasters

Our changing climate.

Will we have more drought, flood, fires?

### Council governance

How do people see Council and its leadership.

Talk with and listen to our community.

More & better services from Council means more costs.

Be clear why you need a special rate variation.

# CHALLENGES

## LINKAGES, RELATIONSHIPS & PARTNERSHIPS

The tables on the following pages show how our CSP, under each of its four Strategic Directions, has key linkages and relationships to:

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

## Building a Strong Local Economy

Links to the State Plan 'A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
<b>Premier's Priorities</b> Creating jobs Faster housing approvals <b>State Priorities</b> Making it easier to start a business Encouraging business investment Accelerating major project assessment Increasing housing supply	<b>Department of Planning, Housing and Infrastructure</b> Central West and Orana Regional Plan <b>Department of Primary Industry</b> Land Use Conflict Risk Assessment guide <b>NSW Trade and Investment</b> Visitor Economy Industry Action Plan – Destination NSW <b>Australian Department of Prime Minister and Cabinet</b> Smarter Cities Program <b>NSW Department of Transport</b> Smart & Local Feedback Forum <b>Infrastructure NSW</b> State Infrastructure Strategy <b>Transport for NSW</b> Future Transport 2056 NSW Black Spot Program NSW Roads to Recovery Program NSW Traffic Route Lighting Subsidy Scheme <b>NSW Department of Customer Services – Spatial Services</b> Bathurst Spatial Digital Twin <b>NSW Government Architect</b> NSW State Design Review Panel Better Placed Policy Design and Place SEPP/Greener Places Policy <b>Create NSW</b> <b>National Trust NSW</b>	Bathurst Business Chamber NSW Business Chamber Tourism providers Village Associations Regional Development Australia Central West Charles Sturt University Destination Network Central West Wiradjuri Traditional Owners Central West Aboriginal Corporation (WTOCWAC) Bathurst Local Aboriginal Lands Council Wiradjuri knowledge holders Development industry National Trust Bathurst & District Branch Heritage Matters Village Associations NSW Public Works The Australian Museum

# Council Leadership and Collaboration

Links to the State Plan 'A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
<b>Premier's Priorities</b> Improving Government Services State Priorities Delivering strong budgets Better Government Digital Services	<b>Department of Infrastructure and Regional Development</b> Local government financial assistance grants <b>Department of Planning, Housing and Infrastructure</b> Environment and Heritage Corporate Plan <b>Office of Local Government</b> Fit for the Future Initiative; Comparative Information on NSW Local Government Councils Local Infrastructure Renewal Scheme (LIRS) <b>The Department of Finance, Services and Innovation</b> Digital+ 2016 - NSW Government ICT Strategy <b>ICAC</b> <b>Audit Office of NSW</b> Local government reform agenda <b>NSW Electoral Commission</b> Council go forward strategy <b>Australian Department of Prime Minister and Cabinet</b> Smarter Cities Program National Broadband Network <b>Other</b> NSW Ombudsman Reports and Complainant Data Australian Museum Art Gallery of New South Wales <b>NSW Office of The Children's Guardian (OCG)</b>	Audit and Risk Improvement Committee Central NSW Joint Organisation NetWaste Charles Sturt University Wiradyuri Traditional Owners Central West Aboriginal Corporation (WTOCWAC) Bathurst Local Aboriginal Lands Council Wiradjuri knowledge holders Cultural Groups Section 355 Committees NSW Health Water NSW National Parks and Wildlife Service (NPWS)

# A Sustainable Region

Links to the State Plan 'A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
<b>Premier's Priorities</b> Keeping our environment clean	<b>Department of Planning, Housing and Infrastructure</b> Strategic Plan NSW Biosecurity Strategy Emergency Management Strategic Plan NSW Invasive Species Plan <b>Office of Emergency Management</b> NSW State Emergency Management Plan <b>Central Tablelands Local Land Services</b> Local Strategic Plans <b>Office of Environment and Heritage</b> Energy Efficiency Action Plan Special Areas Strategic Plan of Management Net Zero Plan <b>NSW Environment Protection Authority</b> NSW Waste Avoidance and Resource Recovery Strategy <b>New South Wales National Parks and Wildlife Service</b> Regional Pest Management Strategy <b>Water NSW</b> The Healthy Catchments Strategy <b>Central West &amp; Orana Regional Plan</b>	Central Tablelands Local Land Service National Parks and Wildlife Service (NPWS) NSW Public Works Water NSW Central NSW Joint Organisation Emergency Services: RFS, SES, Police, Ambulance, Fire Central Tablelands Weeds Authority Greening Bathurst Bathurst Community Climate Action Network Wiradyuri Traditional Owners Central West Aboriginal Corporation (WTOCWAC) Bathurst Local Aboriginal Lands Council

# A Caring and Resilient Community

Links to the State Plan 'A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
<b>Premier's Priorities</b> Improving Education Results Protecting our Kids Reducing Domestic Violence Tackling Childhood Obesity <b>State Priorities</b> Increasing Cultural Participation Reducing Violent Crime Transitioning to the National Disability Insurance Scheme	<b>NSW Health</b> Future Health: Guiding the next decade of health care in NSW 2022-2032 NSW Domestic and Family Violence Prevention and Early Intervention Strategy <b>NSW Aboriginal Affairs</b> Aboriginal Cultural Heritage Reform <b>Office of Environment and Heritage</b> NSW Heritage Heritage Grants Program <b>NSW Department of Education and Communities</b> Strategic Plan Living well: a strategic plan for mental health in NSW <b>NSW Government Architect</b> NSW State Design Review Panel Better Placed Policy Design and Place SEPP/Greener Places Policy <b>NSW Department of Family and Community Services</b> The NSW Ageing Strategy NSW Disability Inclusion Plan Future directions for Social Housing in NSW <b>Office of Sport</b> NSW Sport and Recreation Grants <b>NSW Government emergency response agencies</b> <b>NSW Office of the Children's Guardian</b> <b>State Library of NSW</b> <b>National Trust NSW</b>	Educational Facilities e.g. Primary Schools, High Schools, TAFE, Universities Bathurst Health Alliance Community Transport Local RFS Groups Local SES Groups Bathurst Regional Access Committee Cultural Groups National Trust Bathurst & District Branch Bathurst District Historical Society Wiradyuri Traditional Owners Central West Aboriginal Corporation (WTOCWAC) Bathurst Local Aboriginal Lands Council Wiradyuri Cultural Care NSW Health

## GLOSSARY OF TERMS

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

## COUNCIL FACILITIES

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

## Thank You

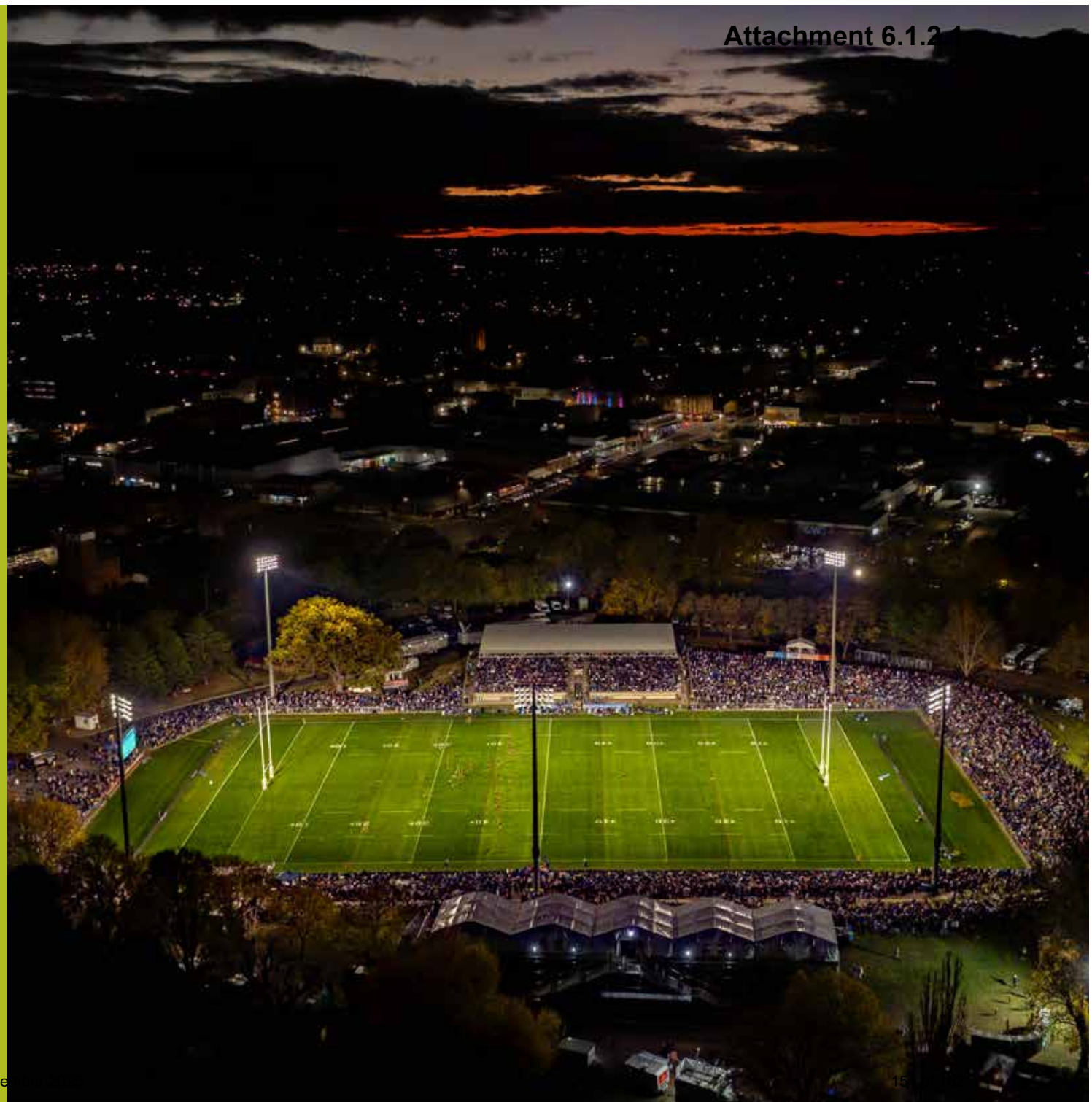
As we close the chapter on our previous Community Strategic Plan, we want to thank our community for your ideas, feedback and support in helping guide Council's work over recent years.

Your involvement has ensured that the services and facilities we deliver reflect the needs and aspirations of the Bathurst Region.

Together we have now created a new Community Strategic Plan 2025-2045, shaped by your voices and built on our shared vision for the future. Thank you for continuing to walk alongside us as we work to create a strong, sustainable and thriving region for Bathurst, our villages and rural communities, now and into the future.



158 Russell Street  
PMB 17  
Bathurst NSW 2795  
02 6333 6111  
[council@bathurst.nsw.gov.au](mailto:council@bathurst.nsw.gov.au)  
[www.bathurst.nsw.gov.au](http://www.bathurst.nsw.gov.au)





Wiradjuri Country  
158 Russell Street  
Private Mail Bag 17  
Bathurst NSW 2795

Telephone 02 6333 6111  
Facsimile 02 6331 7211  
council@bathurst.nsw.gov.au  
www.bathurst.nsw.gov.au

29 October 2025

Ms J Turner  
Office of Local Government  
Locked Bag 3015  
NOWRA NSW 2541

Via email only: [olg@olg.nsw.gov.au](mailto:olg@olg.nsw.gov.au)

Dear Ms Turner

**Bathurst Regional Council – Audited Financial Statements**

Council is requesting an extension of time for submission of its audited Financial Statements.

The Audit Office NSW has had Council's financial Statements since 18 September 2025, in accordance with the agreed Annual Engagement Plan. During this time, no issues of significance have been raised with Council. Council understands that requests for extensions should be lodged by 17 October, however, Council was requested by the Audit Office NSW to seek an extension on 28 October 2025. The reasoning behind their request was to complete further work on the "going concern" nature of Council's Financial Statements.

Accordingly, Council is requesting, on behalf of the Audit Office NSW, an extension of time for lodgement of its Financial Statements by 14 days to 14 November 2025. The Financial Data Return is completed and ready for submission, however, it also can't be lodged prior to receiving the audit opinion.

Yours faithfully

A handwritten signature in black ink, appearing to be "DJS", written over a light blue circular stamp.

D J Sherley  
**GENERAL MANAGER**

---

Reference: DS:AF: 16.00055  
Enquiries: D J Sherley 02 6333 6201