

**EXTRAORDINARY MEETING OF BATHURST REGIONAL
COUNCIL**

20 November 2025

His Worship the Mayor & Councillors

**Notice of Extraordinary Meeting of Bathurst Regional Council –
Thursday 27 November 2025**

Notice is given that an Extraordinary Meeting of Bathurst Regional Council will be held in the Council Chambers on Thursday 27 November 2025 commencing at 8:00 AM.

The meeting will be livestreamed on Council's YouTube Channel.



D J Sherley
GENERAL MANAGER

BUSINESS AGENDA
EXTRAORDINARY MEETING OF BATHURST REGIONAL COUNCIL
TO BE HELD ON Thursday 27 November 2025

Table of Contents

1 RECORDING OF MEETINGS	3
2 MEETING COMMENCES	3
3 PRAYER AND ACKNOWLEDGEMENT OF COUNTRY	3
4 APOLOGIES OR ATTENDANCE BY AUDIO-VISUAL LINK	3
5 DECLARATION OF INTEREST	4
6 RECEIVE AND DEAL WITH GENERAL MANAGER'S AND DIRECTORS' REPORTS	5
6.1 DIRECTOR CORPORATE SERVICES AND FINANCE'S REPORT	5
6.1.1 ANNUAL FINANCIAL STATEMENTS 2025	6
6.1.2 INTEGRATED PLANNING AND REPORTING - 2024-2025 ANNUAL REPORT	108
7 MEETING CLOSE	260

1 RECORDING OF MEETINGS

1.1 RECORDING OF MEETING - GENERAL MANAGER TO READ

Commence normal recording of Council Meeting.

N.B. Ensure microphones are not muted on laptop.

This Council meeting is being recorded in accordance with Council's webcasting of Council Meetings Policy. The recording will be archived and made available for viewing at any time on Council's YouTube channel for a minimum period of 12 months. All care is taken to maintain your privacy however if you are in attendance in the public gallery you should be aware that your presence may be recorded. Your continued attendance means that you agree to being recorded and also that you will abide by the Council's adopted Code of Meeting Practice.

The Chairperson or General Manager have the discretion to interrupt the recording of any meeting at any time should it be deemed necessary. This may occur in circumstances where commentary is considered to be misleading, defamatory or inappropriate to be published or where behaviour breaches Council's adopted Code of Meeting Practice.

Councillors and Senior Staff are reminded that this meeting is being livestreamed and for the benefit of those viewing online, please ensure you use the microphone when speaking and turn it off when you are finished.

2 MEETING COMMENCES

3 PRAYER AND ACKNOWLEDGEMENT OF COUNTRY

3.1 PRAYER AND ACKNOWLEDGEMENT OF COUNTRY

Could all those who are able, please stand for the prayer and the acknowledgement.

4.01 Almighty God, give wisdom to those in authority and guide all peoples in the way of righteousness and peace, so that we may share with justice the resources of the earth, work together in trust and seek the common good. Amen

4.02 I would like to acknowledge that this meeting is being held on the traditional lands of the Wiradjuri people and recognise the strength, resilience and capacity of Aboriginal people in this land.

4 APOLOGIES OR ATTENDANCE BY AUDIO-VISUAL LINK

5 DECLARATION OF INTEREST

5.1 DECLARATION OF INTEREST

Declaration of Interest

Councillors are reminded of their:

- a) Oath or Affirmation of office made under Section 233A of the Local Government Act 1993; and
- b) obligations under Council's Code of Conduct to disclose and appropriately manage Conflicts of Interest.

DIRECTOR CORPORATE SERVICES & FINANCE'S REPORT

The following reports are presented for Council's consideration.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'P Smith', is positioned below the 'Yours faithfully' text.

Peter Smith
INTERIM DIRECTOR CORPORATE SERVICES AND FINANCE

6.1.1

ANNUAL FINANCIAL STATEMENTS 2025

FILE NO: 16.00055

RECOMMENDATION:

That the information be noted.

REPORT:






Council's Auditors, the Audit Office of NSW, have completed their audit of Bathurst Regional Council's Financial Statements for the year ended 30 June 2025.

In accordance with Section 418 (3) the audited Financial Statements and the Auditor's Reports for the year ending 30 June 2025 are presented to Council, at **attachment 1**.

In accordance with Section 420 of the Local Government Act, the public are invited to make submissions on the Audited Financial Statements until 4 pm on Friday, 5 December 2025.

Financial Statements Summary

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 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.



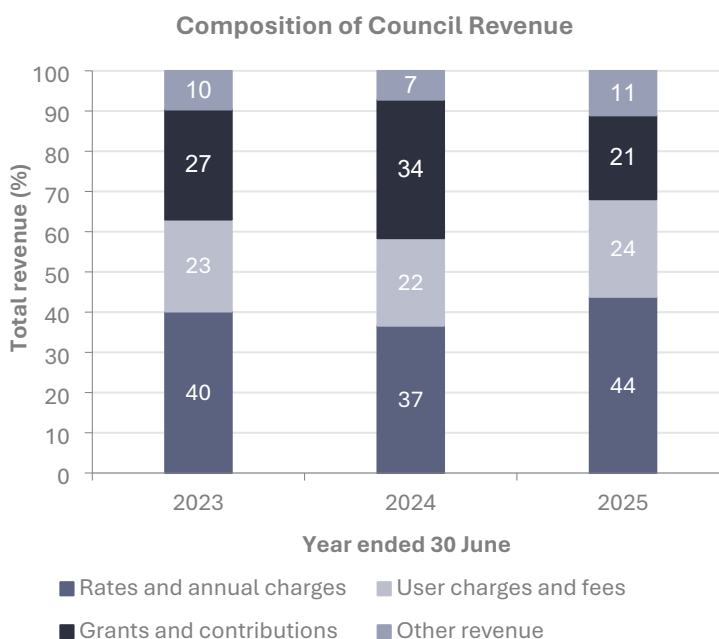
Income

Council revenue

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

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

- grants and contributions revenue (\$28.7 million) which decreased by \$23.3 million (44.8 per cent) – see additional details below
- 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 revenue (\$15.2 million) which increased by \$4.4 million (40.7 per cent) due to gains made from the sale of land parcels within Windy 1100.



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 \$2.6 million of developer contributions recognised during the year
- decrease of \$9.1 million of Transport related grants due to reduced activity on major road projects
- decrease of \$7.5 million of non-cash contributions due to less 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

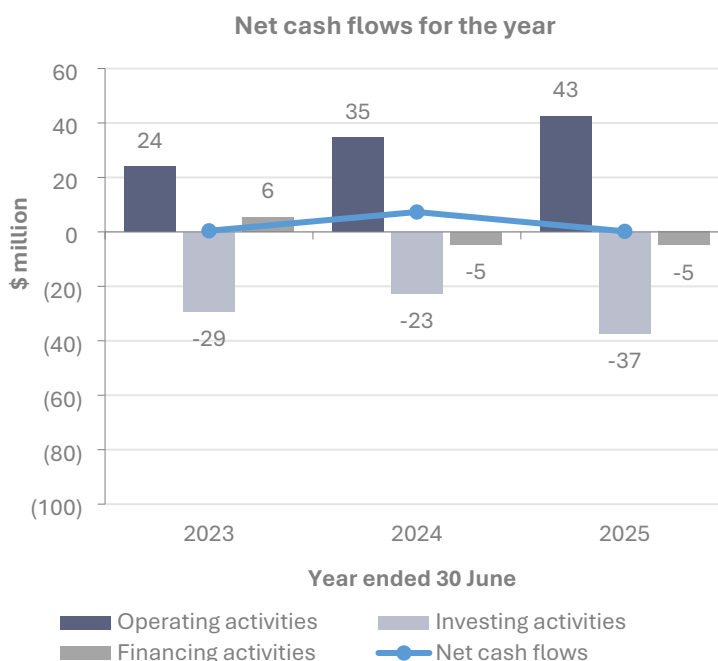
Statement of cash flows

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 increase in rates and annual charges receipts and decrease in payments for materials and services
- used in investing activities increased by \$14.9 million, mainly due to higher levels of investment purchases and reduced payments for IPPE
- 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.

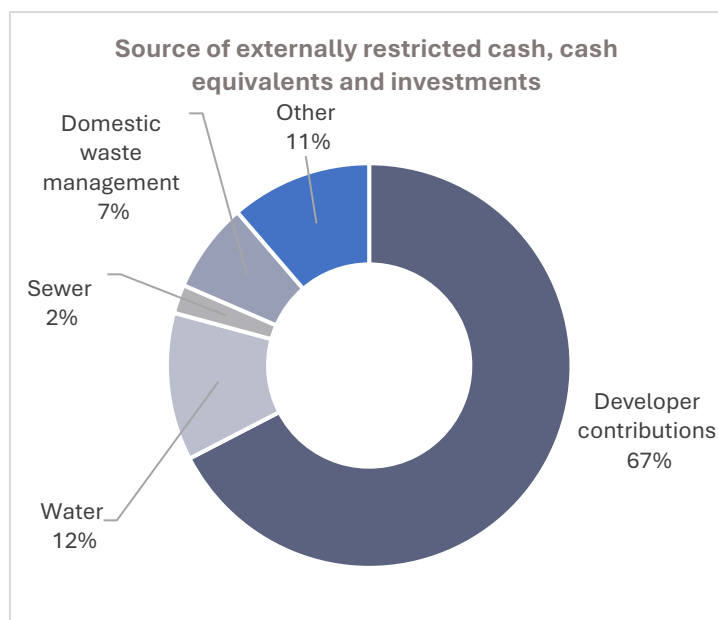
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

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. Internal allocations are determined by council policies or decisions, which are subject to change. In 2024-25, the Council spent restricted funds on purposes other than their intended purposes, without the appropriate approvals required under the LG Act. This breached the requirements of the LG Act.
Restricted and allocated cash, cash equivalents and investments:				
External restrictions	76.7	70.9	94.8	
Internal allocations	4.1	2.9	5.2	

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

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

- developer contributions of \$51.7 million (2023-24: \$50.9 million)
- water fund of \$9.1 million (2023-24: \$9.4 million)
- sewer fund of \$1.8 million (2023-24: \$1.2 million)
- domestic waste management charges of \$5.6 million (2023-24: \$3.4 million) which increased mainly due to higher levels of waste management services during the year.



Other externally restricted cash, cash equivalents comprise of the following:

- stormwater management charges (\$1.5 million)
- specific purpose unexpended grants (\$7.1 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.

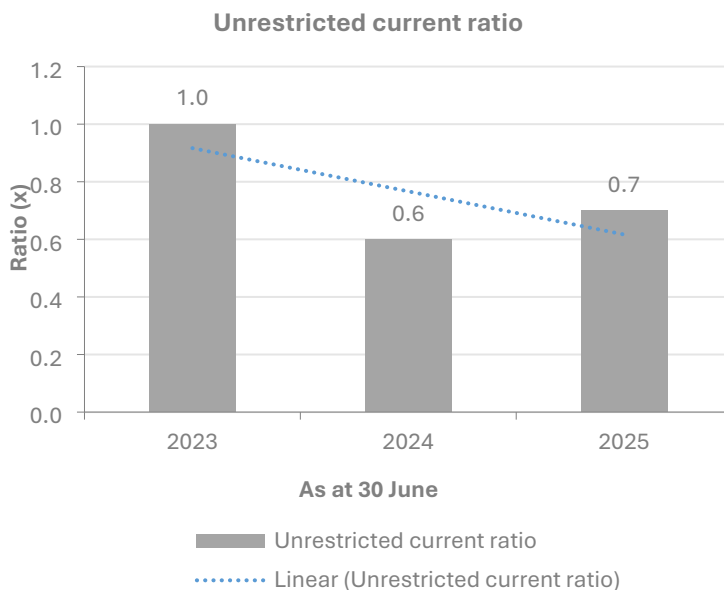
In 2023-24, the average unrestricted current ratio was an average of 3.1x for regional councils.

In 2024-25, the Council spent restricted funds on purposes other than their intended purposes, without the appropriate approvals required under the LG Act. This breached the requirements of the LG Act.

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.

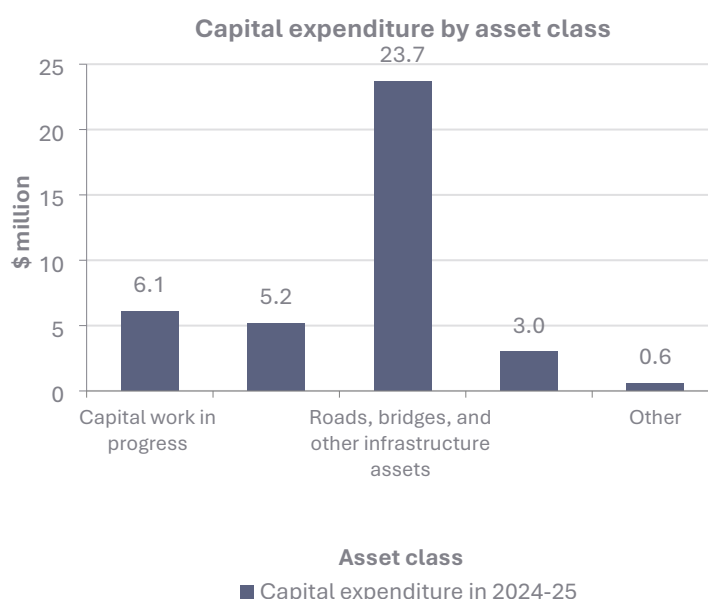


Infrastructure, property, plant and equipment

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. This was mainly spent on buildings, roads and water supply network. A further \$21.3 million was spent on new assets including plant and equipment, water supply network and sewerage network assets.

The Council also recognised a non-cash capital contribution totalling \$2.6 million for no consideration.



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.

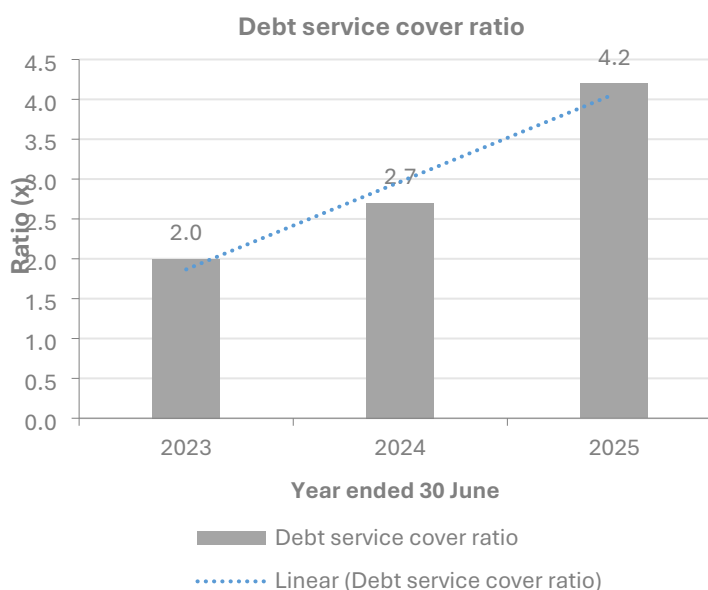
Debt	2025	2024	Commentary
	\$m	\$m	
Loans	30.6	35.3	The decrease represents principal repayments made throughout the year in line with the loan repayment schedule.
Approved overdraft facility	0.7	0.7	
Amount drawn down	--	--	
Credit card facility	0.1	0.1	
Amount used	--	--	

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 the increased net operating result for the year before grants and contributions provided for capital purposes.



FINANCIAL IMPLICATIONS:

Nil

BATHURST COMMUNITY STRATEGIC PLAN – OBJECTIVES AND STRATEGIES:

Strategic Direction 2: Council Leadership and Collaboration

- | | |
|-------------|--|
| Outcome 2.2 | Council makes responsible decisions to manage limited resources in the best interest of current and future communities. |
| Outcome 2.3 | Council leads through engaged civic governance and has ethical decision making, efficient management, innovation and quality customer service. |

COMMUNITY ENGAGEMENT:

02 **Consult** - to obtain public feedback on alternatives and/or decisions

ATTACHMENTS:

- Attachment 1 - Audited Annual Financial Statements 2025 [6.1.1.1 - 94 pages]

Bathurst Regional Council

ANNUAL FINANCIAL STATEMENTS

for the year ended 30 June 2025

*A thriving region where history, culture and nature are
valued, diversity is celebrated, and economic growth is
balanced with sustainability*



Bathurst Regional Council

GENERAL PURPOSE FINANCIAL STATEMENTS

for the year ended 30 June 2025

A thriving region where history, culture and nature are valued, diversity is celebrated, and economic growth is balanced with sustainability



Bathurst Regional Council

General Purpose Financial Statements

for the year ended 30 June 2025

Contents	Page
Statement by Councillors and Management	3
Primary Financial Statements:	
Income Statement	4
Statement of Comprehensive Income	5
Statement of Financial Position	6
Statement of Changes in Equity	7
Statement of Cash Flows	8
Notes to the Financial Statements	9
Independent Auditor's Reports:	
On the Financial Statements (Sect 417 [2])	58
On the Financial Statements (Sect 417 [3])	61

Bathurst Regional Council

General Purpose Financial Statements for the year ended 30 June 2025

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413 (2c) of the *Local Government Act 1993*

The attached general purpose financial statements have been prepared in accordance with:

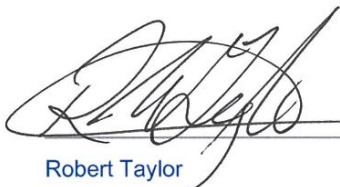
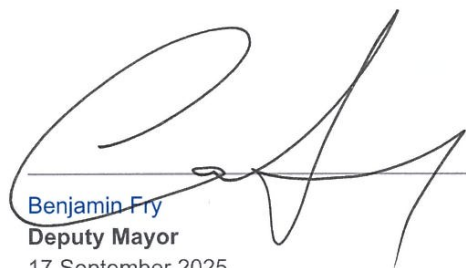

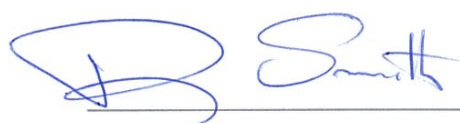
- the *Local Government Act 1993* and the regulations made thereunder,
- the Australian Accounting Standards issued by the Australian Accounting Standards Board
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 17 September 2025.


Robert Taylor
Mayor
17 September 2025
Benjamin Fry
Deputy Mayor
17 September 2025
David Sherley
General Manager
17 September 2025
Peter Smith
Responsible Accounting Officer
17 September 2025

Bathurst Regional Council

Income Statement

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
	Income from continuing operations			
57,356	Rates and annual charges	B2-1	60,216	55,346
31,724	User charges and fees	B2-2	33,354	32,885
2,969	Other revenues		2,903	2,743
13,546	Grants and contributions provided for operating purposes	B2-3	14,898	18,843
23,151	Grants and contributions provided for capital purposes	B2-3	13,773	33,196
4,077	Interest and investment income		3,884	4,374
2,774	Other income		3,109	2,910
14,708	Net gain from the disposal of assets	B4-1	4,857	–
1,067	Fair value increment on investment properties	C1-7	468	815
151,372	Total income from continuing operations		137,462	151,112
	Expenses from continuing operations			
37,825	Employee benefits and on-costs	B3-1	37,477	38,170
44,147	Materials and services	B3-2	50,224	57,570
1,404	Borrowing costs		1,576	1,610
2,623	Other expenses		2,572	2,582
–	Net loss from the disposal of assets	B4-1	–	103
85,999	Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		91,849	100,035
65,373	Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets		45,613	51,077
36,177	Depreciation, amortisation and impairment of non-financial assets	B3-3	30,030	27,129
29,196	Operating result from continuing operations		15,583	23,948
29,196	Net operating result for the year attributable to Council		15,583	23,948
6,045	Net operating result for the year before grants and contributions provided for capital purposes		1,810	(9,248)

The above Income Statement should be read in conjunction with the accompanying notes.

Attachment 6.1.1.1

Bathurst Regional Council | Statement of Comprehensive Income | for the year ended 30 June 2025

Bathurst Regional Council

Statement of Comprehensive Income

for the year ended 30 June 2025

\$ '000	Notes	2025	2024
Net operating result for the year – from Income Statement		15,583	23,948
Other comprehensive income:			
Amounts which will not be reclassified subsequent to operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	139,970	84,699
Total items which will not be reclassified subsequent to operating result		139,970	84,699
Total other comprehensive income for the year		139,970	84,699
Total comprehensive income for the year attributable to Council		155,553	108,647

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Attachment 6.1.1.1

Bathurst Regional Council | Statement of Financial Position | as at 30 June 2025

Bathurst Regional Council

Statement of Financial Position

as at 30 June 2025

\$ '000	Notes	2025	2024
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	15,158	14,983
Investments	C1-2	46,550	41,000
Receivables	C1-4	15,410	12,935
Inventories	C1-5	7,501	5,379
Contract assets and contract cost assets		1,427	3,151
Other		415	1,635
Total current assets		86,461	79,083
Non-current assets			
Investments	C1-2	19,150	17,800
Receivables	C1-4	510	505
Inventories	C1-5	11,546	11,403
Infrastructure, property, plant and equipment (IPPE)	C1-6	1,991,431	1,845,521
Investment property	C1-7	22,733	22,265
Right of use assets		200	192
Total non-current assets		2,045,570	1,897,686
Total assets		2,132,031	1,976,769
LIABILITIES			
Current liabilities			
Payables	C3-1	14,335	13,317
Contract liabilities	C3-2	7,391	2,860
Lease liabilities		54	68
Borrowings	C3-3	10,610	13,925
Employee benefit provisions	C3-4	11,758	11,623
Provisions	C3-5	67	82
Total current liabilities		44,215	41,875
Non-current liabilities			
Payables	C3-1	757	895
Lease liabilities		161	135
Borrowings	C3-3	19,968	21,424
Employee benefit provisions	C3-4	581	426
Provisions	C3-5	2,031	3,249
Total non-current liabilities		23,498	26,129
Total liabilities		67,713	68,004
Net assets		2,064,318	1,908,765
EQUITY			
Accumulated surplus		741,348	725,765
IPPE revaluation surplus		1,322,970	1,183,000
Council equity interest		2,064,318	1,908,765
Total equity		2,064,318	1,908,765

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Bathurst Regional Council

Statement of Changes in Equity

for the year ended 30 June 2025

\$ '000	Notes	2025			2024		
		Accumulated surplus	IPPE revaluation surplus	Total equity	Accumulated surplus	IPPE revaluation surplus	Total equity
Opening balance at 1 July		725,765	1,183,000	1,908,765	701,817	1,098,301	1,800,118
Net operating result for the year		15,583	–	15,583	23,948	–	23,948
Other comprehensive income							
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-6	–	139,970	139,970	–	84,699	84,699
Other comprehensive income		–	139,970	139,970	–	84,699	84,699
Total comprehensive income		15,583	139,970	155,553	23,948	84,699	108,647
Closing balance at 30 June		741,348	1,322,970	2,064,318	725,765	1,183,000	1,908,765

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Bathurst Regional Council

Statement of Cash Flows

for the year ended 30 June 2025

Original unaudited budget 2025	\$ '000	Notes	Actual 2025	Actual 2024
Cash flows from operating activities				
Receipts:				
56,945	Rates and annual charges		59,759	54,983
31,594	User charges and fees		34,292	34,513
4,077	Interest received		3,900	4,618
36,973	Grants and contributions		32,433	30,940
–	Bonds, deposits and retentions received		450	511
4,677	Other		11,427	22,142
Payments:				
(37,514)	Payments to employees		(36,719)	(38,864)
(59,815)	Payments for materials and services		(58,815)	(69,677)
(1,404)	Borrowing costs		(1,585)	(1,619)
(2,220)	Other		(2,685)	(2,997)
33,313	Net cash flows from operating activities	G1-1	42,457	34,550
Cash flows from investing activities				
Receipts:				
155,645	Sale of investments		90,000	73,550
24,000	Sale of real estate assets		5,515	322
805	Proceeds from sale of IPPE		1,077	984
–	Deferred debtors receipts		61	52
Payments:				
(152,520)	Purchase of investments		(97,900)	(74,050)
(5,000)	Acquisition of term deposits		1,000	32,550
(44,292)	Payments for IPPE		(34,636)	(55,003)
(134)	Purchase of real estate assets		(2,551)	(960)
(21,496)	Net cash flows from investing activities		(37,434)	(22,555)
Cash flows from financing activities				
Receipts:				
350	Proceeds from borrowings		350	700
Payments:				
(5,101)	Repayment of borrowings		(5,121)	(5,290)
(50)	Principal component of lease payments		(77)	(69)
(4,801)	Net cash flows from financing activities		(4,848)	(4,659)
7,016	Net change in cash and cash equivalents		175	7,336
7,016	Cash and cash equivalents at end of year	C1-1	15,158	14,983

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Bathurst Regional Council

Contents for the notes to the Financial Statements for the year ended 30 June 2025

A About Council and these financial statements	11
A1-1 Basis of preparation	11
B Financial Performance	13
B1 Functions or activities	13
B1-1 Functions or activities – income, expenses and assets	13
B1-2 Components of functions or activities	14
B2 Sources of income	15
B2-1 Rates and annual charges	15
B2-2 User charges and fees	16
B2-3 Grants and contributions	17
B3 Costs of providing services	20
B3-1 Employee benefits and on-costs	20
B3-2 Materials and services	20
B3-3 Depreciation, amortisation and impairment of non-financial assets	21
B4 Gains or losses	22
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	22
B5 Performance against budget	22
B5-1 Material budget variations	22
C Financial position	24
C1 Assets we manage	24
C1-1 Cash and cash equivalents	24
C1-2 Financial investments	24
C1-3 Restricted and allocated cash, cash equivalents and investments	25
C1-4 Receivables	27
C1-5 Inventories	28
C1-6 Infrastructure, property, plant and equipment	29
C1-7 Investment properties	32
C2 Leasing activities	33
C2-1 Council as a lessor	33
C3 Liabilities of Council	34
C3-1 Payables	34
C3-2 Contract Liabilities	34
C3-3 Borrowings	35
C3-4 Employee benefit provisions	36
C3-5 Provisions	37
D Council structure	38
D1 Results by fund	38
D1-1 Income Statement by fund	38
D1-2 Statement of Financial Position by fund	39
D1-3 Details of internal loans	40
D2 Interests in other entities	41

Bathurst Regional Council**Contents for the notes to the Financial Statements for the year ended 30 June 2025**

D2-1 Subsidiaries	41
E Risks and accounting uncertainties	43
E1-1 Risks relating to financial instruments held	43
E2-1 Fair value measurement	45
E3-1 Contingencies	49
F People and relationships	52
F1 Related party disclosures	52
F1-1 Key management personnel (KMP)	52
F1-2 Councillor and Mayoral fees and associated expenses	52
F2 Other relationships	52
F2-1 Audit fees	52
G Other matters	53
G1-1 Statement of Cash Flows information	53
G2-1 Commitments	53
G3 Statement of developer contributions	54
G3-1 Summary of developer contributions	54
G3-2 Developer contributions by plan	54
G3-3 Contributions not under plans	56

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 17 September 2025. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The material accounting policy information related to these consolidated financial statements is set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993* (Act) and *Local Government (General) Regulation 2021* (Regulation), and the Local Government Code of Accounting Practice and Financial Reporting. Council is a not for-profit entity. The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- (i) estimated fair values of investment properties – refer Note C1-7
- (ii) estimated fair values of infrastructure, property, plant and equipment – refer Note C1-6
- (iii) estimated tip remediation provisions – refer Note C3-5
- (iv) employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-3.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993* (NSW), all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- General purpose operations
- Water service
- Sewerage service

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993* (NSW) (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

A1-1 Basis of preparation (continued)

Trust monies and property subject to Council's control have been included in these reports.

A separate statement of monies held in the Trust Fund is available for inspection at the council office by any person free of charge.

Volunteer services

Council relies on some volunteer services in the operation of various Museums. The volunteer services, whilst helping the facilities, would not be purchased if not voluntarily provided and the value of those services cannot be reliably measured.

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council has not applied any pronouncements before its operative date in the annual reporting period beginning 1 July 2024.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

The following new standard is effective for the first time at 30 June 2025:

- **AASB 2022-10 Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities.**

There is not expected to be significant impact on the Councils' reported financial position.

Going Concern

In preparing these financial statements, management and those charged with governance have made an assessment of the ability of the Council to continue as a going concern, which contemplates the continuity of business operations, realisation of assets and settlement of liabilities in the ordinary course of business.

Management and those charged with governance are of the opinion the Council will continue as a going concern and that it is appropriate to adopt the going concern basis in the preparation of the financial statements after consideration of the following factors:

- at 30 June 2025, the Council reported:
 - a surplus of \$15.583 million
 - total current assets (\$86.461 million) excess of its total liabilities (\$67.713 million)
 - total cash, cash equivalents and investments of \$80.858 million
- the Council's operating and cash flow estimates for the next 12 months forecast the achievement of a surplus, inclusive of expected land sales (see Note C1-5)
- the Council has access to an overdraft facility of \$0.7 million (nil drawn down at 30 June 2025 and at the date of the auditor's report on these financial statements).

Considering the above factors, management and those charged with governance are of the opinion the Council will have sufficient cash available to enable it to pay its debts as and when they fall due for the next 12 months from the date of the auditor's report on these financial statements.

As such, the financial statements for the year ended 30 June 2025 have been prepared under the assumption of a going concern basis.

B Financial Performance**B1 Functions or activities****B1-1 Functions or activities – income, expenses and assets**

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating result		Grants and contributions		Carrying amount of assets	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
Functions or activities										
Governance	–	–	4,333	3,855	(4,333)	(3,855)	–	–	38	56
Administration	1,484	1,333	17,770	16,296	(16,286)	(14,963)	567	15	157,712	52,898
Public order and safety	663	567	3,573	3,109	(2,910)	(2,542)	482	464	15,984	15,704
Environment	15,330	14,834	14,614	13,219	716	1,615	537	913	220,141	231,465
Community services and education	3,356	2,831	3,004	2,578	352	253	2,670	2,237	14,719	14,294
Housing and community amenities	328	272	2,934	3,318	(2,606)	(3,046)	189	37	8,044	8,001
Water supplies	25,922	26,505	13,126	12,509	12,796	13,996	5,056	7,349	359,816	370,980
Sewerage services	19,515	20,403	12,364	10,340	7,151	10,063	921	1,843	171,009	215,869
Recreation and culture	11,185	14,115	25,364	25,715	(14,179)	(11,600)	5,126	4,272	334,850	325,457
Mining, manufacturing and construction	1,216	1,032	1,573	1,659	(357)	(627)	–	25	290	287
Transport and communication	8,340	23,189	18,200	29,363	(9,860)	(6,174)	5,116	24,431	816,225	715,274
Economic affairs	12,062	5,175	5,024	5,203	7,038	(28)	3,038	3,268	33,203	26,843
General Purpose Revenues	38,061	40,856	–	–	38,061	40,856	4,969	7,185	–	–
Other	–	–	–	–	–	–	–	–	–	(359)
Total functions and activities	137,462	151,112	121,879	127,164	15,583	23,948	28,671	52,039	2,132,031	1,976,769

B1-2 Components of functions or activities

Details relating to the Council's functions or activities as reported in B1-1 are as follows:

Governance

Includes costs relating to Council's role as a component of democratic government, including elections, members' fees and expenses, subscriptions to local authority associations, meetings of Council and policy-making committees, public disclosure (e.g. GIPA), and legislative compliance.

Administration

Includes corporate support and other support services, engineering works, and any Council policy

Public order and safety

Includes Council's fire and emergency services levy, fire protection, emergency services, enforcement of regulations and animal control.

Environment

Includes noxious plants and insect/vermin control; other environmental protection; solid waste management, including domestic waste; other waste management; other sanitation; and garbage, street cleaning, drainage and stormwater management.

Community services and education

Includes administration and education; social protection (welfare); migrant, Aboriginal and other community services and administration (excluding accommodation – as it is covered under 'housing and community amenities'); youth services; aged and disabled persons services; children's services, including family day care; child care; and other family and children services.

Housing and community amenities

Includes public cemeteries; public conveniences; street lighting; town planning; other community amenities, including housing development and accommodation for families and children, aged persons, disabled persons, migrants and Indigenous persons.

Water supplies

Includes maintenance and operation of dams, water filtration plant, reservoirs and the reticulation of the water supply.

Sewerage services

Includes maintenance and operation of the sewerage network of pipes, pump stations and treatment works.

Recreation and culture

Includes public libraries; museums; art galleries; community centres and halls, including public halls and performing arts venues; sporting grounds and venues; swimming pools; parks; gardens; lakes; and other sporting, recreational and cultural services.

Mining, manufacturing and construction

Includes building control, quarries and pits.

Transport and communication

Urban local, urban regional, includes sealed and unsealed roads, bridges, footpaths, parking areas, and aerodromes.

Economic affairs

Includes camping areas and caravan parks; tourism and area promotion; industrial development promotion; sale yards and markets; real estate development; commercial nurseries; and other business undertakings.

B2 Sources of income**B2-1 Rates and annual charges**

\$ '000	2025	2024
Ordinary rates		
Residential	23,257	22,000
Farmland	2,455	2,340
Mining	12	12
Business	6,932	6,596
Less: pensioner rebates (mandatory)	(686)	(671)
Rates levied to ratepayers	31,970	30,277
Pensioner rate subsidies received	377	369
Total ordinary rates	32,347	30,646
Annual charges (pursuant to s496, 496A, 496B, 501 & 611)		
Domestic waste management services	8,649	7,568
Stormwater management services	406	405
Water supply services	4,011	3,427
Sewerage services	13,995	12,586
Waste management services (non-domestic)	1,183	1,076
Section 611 charges	31	32
Less: pensioner rebates (mandatory)	(451)	(439)
Less: pensioner rebates (Council policy)	(204)	(195)
Annual charges levied	27,620	24,460
Pensioner annual charges subsidies received:		
– Water	114	115
– Sewerage	119	113
– Domestic waste management	16	12
Total annual charges	27,869	24,700
Total rates and annual charges	60,216	55,346

Council has used 2022 year valuations provided by the NSW Valuer General in calculating its rates.

Material accounting policy information

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	2025	2024
Specific user charges (per s502 - specific 'actual use' charges)		
Water supply services	15,977	13,984
Sewerage services	2,187	2,004
Waste management services (non-domestic)	3,823	3,473
Total specific user charges	21,987	19,461
Other user charges and fees		
(i) Fees and charges – statutory and regulatory functions (per s608)		
Planning and building regulation	1,616	1,274
Private works – section 67	45	36
Section 603 certificates	107	95
Other	53	–
Total fees and charges – statutory/regulatory	1,821	1,405
(ii) Fees and charges – other (incl. general user charges (per s608))		
Advertising	4	17
Aerodrome	108	112
Cemeteries	5	2
Child care	684	624
Bathurst rail museum	200	220
Chifley home	21	19
Entertainment centre	504	707
Library and art gallery	21	19
Mount Panorama	2,863	2,896
National motor racing museum	457	461
Tourism	1,150	1,185
Transport for NSW works (state roads not controlled by Council)	2,055	4,712
Sewerage	892	694
Water	310	210
Other	272	141
Total fees and charges – other	9,546	12,019
Total other user charges and fees	11,367	13,424
Total user charges and fees	33,354	32,885

Material accounting policy information

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service or in some cases such as the aquatic centre, the customer is required to pay on arrival or a deposit in advance. There is no material obligation for Council in relation to refunds or returns.

Where an upfront fee is charged such as annual fees for the museum membership the fee is recognised on a straight-line basis over the expected life of the membership.

Licences granted by Council are all either short-term or low value and all revenue from licences is recognised at the time that the licence is granted rather than over the term of the licence.

B2-3 Grants and contributions

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
General purpose grants and non-developer contributions (untied)				
General purpose (untied)				
Financial assistance	1,255	333	–	–
Payment in advance - future year allocation				
Financial assistance	4,244	6,852	–	–
Amount recognised as income during current year	5,499	7,185	–	–
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Animal Control	–	–	182	–
Bushfire and emergency services	298	291	–	31
Community care	2,687	2,237	92	–
Community centres	16	22	–	–
Drainage	–	–	117	–
Economic development	1,059	117	1,980	3,082
Environmental programs	28	187	21	71
Floodplain management	74	41	–	–
Heritage and cultural	506	1,006	5	(17)
LIRS subsidy	–	4	–	–
NSW Treasury – FESL implementation	64	–	–	–
Other councils – joint works/services	2	518	–	–
Recreation and culture	738	292	821	2,236
Sewerage services	–	–	–	205
Storm/flood damage	–	–	(14)	–
Strategic planning	78	15	–	–
Street lighting	111	109	–	–
Transport (aerodrome)	–	–	–	1,546
Transport (cycleways)	–	–	23	951
Transport (roads and bridges)	–	–	34	720
Transport (roads to recovery)	2,198	2,608	–	–
Transport for NSW contributions (regional roads, block grant)	847	853	–	–
Transport (other roads and bridges funding)	219	3,173	838	3,392
Waste management	3	96	–	–
Water supplies	–	–	4,253	5,638
Other specific grants	416	40	400	211
Other contributions	4	–	–	–
Total special purpose grants and non-developer contributions – cash	9,348	11,609	8,752	18,066
Non-cash contributions				
Dedications	–	–	67	536
Dedications – subdivisions (other than by s7.4 and s7.11 – EP&A Act, s64 of the LGA)	–	–	1,041	9,329
Heritage/cultural	–	–	28	170
Recreation and culture	–	–	1,420	–
Total other contributions – non-cash	–	–	2,556	10,035
Total special purpose grants and non-developer contributions (tied)	9,348	11,609	11,308	28,101
Total grants and non-developer contributions	14,847	18,794	11,308	28,101
Comprising:				
– Commonwealth funding	9,357	11,903	1,045	2,138
– State funding	3,178	6,267	7,464	15,634
– Other funding	2,312	624	2,799	10,329
	14,847	18,794	11,308	28,101

continued on next page ...

Page 17 of 68

B2-3 Grants and contributions (continued)

Developer contributions

\$ '000	Notes	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Developer contributions:					
(s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
	G3				
Cash contributions					
S 7.11 – contributions towards amenities/services		–	–	1,118	1,746
S 64 – water supply contributions		–	–	645	1,711
S 64 – sewerage service contributions		–	–	702	1,638
Other developer contributions		51	49	–	–
Total developer contributions – cash		51	49	2,465	5,095
Total developer contributions		51	49	2,465	5,095
Total contributions		51	49	2,465	5,095
Total grants and contributions		14,898	18,843	13,773	33,196
Total grants and contributions		14,898	18,843	13,773	33,196

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2025	Operating 2024	Capital 2025	Capital 2024
Unspent grants				
Unspent funds at 1 July	3,955	2,590	436	8,476
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	5,720	3,375	17,592	–
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(3,541)	(2,010)	(17,109)	(8,040)
Unspent funds at 30 June	6,134	3,955	919	436
Unspent contributions				
Unspent funds at 1 July	80	32	50,862	45,858
Add: contributions recognised as revenue in the reporting year but not yet spent in accordance with the conditions	57	53	4,402	9,267
Less: contributions recognised as revenue in previous years that have been spent during the reporting year	–	(5)	(3,714)	(4,263)
Unspent contributions at 30 June	137	80	51,550	50,862

Material accounting policy information

Grants and contributions – enforceable agreement with sufficiently specific performance obligations

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligation is transferred.

The performance obligations vary according to the agreement. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

B2-3 Grants and contributions (continued)

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods being either costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2025	2024
Salaries and wages	26,433	27,190
Travel expenses	417	654
Employee leave entitlements (ELE)	5,259	4,691
Superannuation	3,750	3,573
Workers' compensation insurance	1,667	1,334
Fringe benefit tax (FBT)	148	155
Payroll tax	370	353
Training costs (other than salaries and wages)	293	342
Protective clothing	1	6
Other	95	102
Total employee costs	38,433	38,400
Less: capitalised costs	(956)	(230)
Total employee costs expensed	37,477	38,170

Material accounting policy information

Employee benefit expenses are recorded when the service has been provided by the employee.

Retirement benefit obligations

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Superannuation plans

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2025	2024
Consultancy costs		309	47
Raw materials and consumables		33,325	42,054
Contractor costs		1,896	2,386
Audit Fees	F2-1	150	211
Councillor and Mayoral fees and associated expenses	F1-2	372	334
Advertising		543	567
Bank charges		170	174
Cleaning		871	644
Election expenses		410	–
Electricity and heating		3,447	3,204
Fire control expenses		24	7
Insurance		2,282	1,826
Office expenses (including computer expenses)		80	104
Postage		138	136
Printing and stationery		148	173
Street lighting		711	816
Subscriptions and licences		2,216	1,938
Telephone and communications		499	499
Valuation fees		185	185
Travel expenses		1	–

continued on next page ...

Page 20 of 68

B3-2 Materials and services (continued)

\$ '000	2025	2024
Other expenses	5	7
Legal expenses:		
– Legal expenses: planning and development	–	16
– Legal expenses: debt recovery	190	174
– Legal expenses: other	163	176
Expenses from short-term leases	35	93
Expenses from leases of low value assets	8	–
Variable lease expense relating to usage	66	104
Recycling services	1,980	1,695
Total materials and services	50,224	57,570

Material accounting policy information

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2025	2024
Depreciation and amortisation			
Plant and equipment		2,728	2,729
Office equipment		161	231
Furniture and fittings		86	84
Land improvements (depreciable)		964	831
Infrastructure:	C1-6		
– Buildings		3,433	3,316
– Buildings – Leasehold Improvements		286	270
– Other structures		1,398	1,172
– Roads		9,745	11,674
– Bridges		1,009	866
– Footpaths		271	261
– Stormwater drainage		1,997	533
– Water supply network		3,892	2,326
– Sewerage network		3,104	1,929
– Swimming pools		352	360
Right of use assets		81	74
Other assets:			
– Other		496	443
Reinstatement, rehabilitation and restoration assets:			
– Tip assets	C3-5, C1-6	27	30
Total depreciation and amortisation costs		30,030	27,129
Total depreciation, amortisation and impairment for non-financial assets		30,030	27,129

Material accounting policy information**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives. Useful lives are included in Note C1-6 for IPPE assets.

Impairment of non-financial assets

Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at each reporting date.

B3-3 Depreciation, amortisation and impairment of non-financial assets (continued)

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B4 Gains or losses**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2025	2024
Infrastructure, property, plant & equipment			
Proceeds from disposal – property		227	219
Less: carrying amount of property assets sold/written off		(859)	(1,297)
Gain (or loss) on disposal		(632)	(1,078)
Gain (or loss) on disposal of plant and equipment			
	C1-6		
Proceeds from disposal – plant and equipment		850	765
Less: carrying amount of plant and equipment assets sold/written off		(444)	(104)
Gain (or loss) on disposal		406	661
Gain (or loss) on disposal of real estate assets held for sale			
	C1-5		
Proceeds from disposal – real estate assets		5,515	322
Less: carrying amount of real estate assets sold/written off		(432)	(8)
Gain (or loss) on disposal		5,083	314
Gain (or loss) on disposal of investments			
	C1-2		
Proceeds from disposal/redemptions/maturities – investments		–	73,550
Less: carrying amount of investments sold/redeemed/matured		–	(73,550)
Gain (or loss) on disposal		–	–
Net gain (or loss) from disposal of assets		4,857	(103)

Material accounting policy information

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget**B5-1 Material budget variations**

Council's original budget was adopted by the Council on 19 June 2024 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----
---------	----------------	----------------	------------------------------

Attachment 6.1.1.1

Bathurst Regional Council | Notes to the Financial Statements 30 June 2025

B5-1 Material budget variations (continued)

\$ '000	2025 Budget	2025 Actual	2025 ----- Variance -----	
---------	----------------	----------------	------------------------------	--

Revenues

Operating grants and contributions 13,546 14,898 1,352 10% **F**

Council received various grants during the year that were unknown during Budget preparation.

Capital grants and contributions 23,151 13,773 (9,378) (41)% **U**

Budget included \$10m for Mt Panorama track resurfacing, tyre walls and tunnel works and \$5m for Recreation asset renewals which we did not receive. Partially offset by grant funded projects carried over from the previous year.

Interest and investment revenue 4,077 3,884 (193) (5)% **U**

Interest rates deteriorated over the year, with Council's investments earning 4.75% on average, similar to budgeted assumptions. However total investments were lower than anticipated, resulting in lower interest earned.

Net gains from disposal of assets 14,708 4,857 (9,851) (67)% **U**

Budget included \$14.6m gain on land sales (91 lots), with actual gain being \$5.1m (19 lots settled, with additional 12 exchanged & deposits received). Land sales continued steadily throughout 2025 but not to budgeted expectations.

Fair value increment on investment property 1,067 468 (599) (56)% **U**

Budget was prepared using rate peg of 4.8% as assumption for 2025 CPI. Actual CPI to June 2025 was only 2.1%, reducing FV increment.

Other income 2,774 3,109 335 12% **F**

Rental income from Council's properties was higher than anticipated following Council's push to optimise returns on it's properties and also due to the high CPI increasing rents higher than expected.

Additional leases at Council's aerodrome and extra rental from new fibre optic cables at Mt Panorama for races.

Expenses

Employee benefits and on-costs 37,825 37,477 348 1% **F**

Savings in Superannuation and Leave on-costs due to lower staffing numbers throughout the year.

Offset by Employees re-assigned during the year from capital work (which then had to be completed with contractors) to complete operating and maintenance activities (some of which were grant funded).

Materials and services 44,147 50,224 (6,077) (14)% **U**

Council completed additional \$2m in road repair/maintenance and \$1.8m additional Sewer treatment costs. Electricity usage higher than anticipated by \$606k, mainly Water \$214k and Sewer \$255k.

Depreciation, amortisation and impairment of non-financial assets 36,177 30,030 6,147 17% **F**

Review of asset useful lives in June 2024 resulted in lower depreciation for some asset classes.

Net losses from disposal of assets - - - ∞ **F**

Statement of cash flows

Cash flows from operating activities 33,313 42,457 9,144 27% **F**

Income from operating activities is up \$8m, with Rates up \$2.8m, User charges up \$2.6m, Other up \$6.8m but Grants down \$4.5m.

Expenses down \$2.6m with Council commitment to reducing spending.

Cash flows from investing activities (21,496) (37,434) (15,938) 74% **U**

Income from land sales down \$19m on Budget due to high cost of living and higher mortgage rates. Payments for new IPPE down \$10m with no grant received and therefore no work performed for Mt Panorama track resurfacing and other associated works.

C Financial position**C1 Assets we manage****C1-1 Cash and cash equivalents**

\$ '000	2025	2024
Cash assets		
Cash on hand and at bank	15,158	14,983
Total cash and cash equivalents	15,158	14,983

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	15,158	14,983
Balance as per the Statement of Cash Flows	15,158	14,983

Material accounting policy information

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Debt securities at amortised cost				
Long term deposits	40,000	3,000	37,500	6,500
NCD's, FRN's (with maturities > 3 months)	6,550	16,150	3,500	11,300
Total	46,550	19,150	41,000	17,800
Total financial investments	46,550	19,150	41,000	17,800

Material accounting policy information

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

C1-2 Financial investments (continued)

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment. Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Fair value through other comprehensive income – equity instruments

Council has a number of strategic investments in entities over which they do not have significant influence nor control. Council has made an irrevocable election to classify these equity investments as fair value through other comprehensive income as they are not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to accumulated surplus and is not reclassified to profit or loss. Other net gains and losses excluding dividends are recognised in Other Comprehensive Income Statement.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss. Net gains or losses, including any interest or dividend income, are recognised in profit or loss. Council's financial assets measured at fair value through profit or loss comprise investments in FRNs and NCDs in the Statement of Financial Position.

C1-3 Restricted and allocated cash, cash equivalents and investments

\$ '000	2025	2024
(a) Externally restricted cash, cash equivalents and investments		
Total cash, cash equivalents and investments	80,858	73,783
Less: Externally restricted cash, cash equivalents and investments	(76,711)	(70,873)
Cash, cash equivalents and investments not subject to external restrictions	4,147	2,910
External restrictions		
External restrictions included in cash, cash equivalents and investments above comprise:		
Specific purpose unexpended grants – general fund	7,053	4,384
Specific purpose unexpended grants – water fund	–	7
Specific purpose unexpended loans – general	93	503
Developer contributions – general	13,143	14,722
Developer contributions – water fund	12,365	11,615
Developer contributions – sewer fund	26,178	24,604
Water fund	9,070	9,401
Sewer fund	1,766	1,190
Stormwater management	1,492	1,085
Domestic waste management	5,551	3,362
Total external restrictions	76,711	70,873

Cash, cash equivalents and investments subject to external restrictions are those which are only available for specific use by Council due to a restriction placed by legislation or third-party contractual agreement.

\$ '000	2025	2024
---------	------	------

(b) Internal allocations

Internal allocations

continued on next page ...

Page 25 of 68

Attachment 6.1.1.1

Bathurst Regional Council | Notes to the Financial Statements 30 June 2025

C1-3 Restricted and allocated cash, cash equivalents and investments (continued)

\$ '000	2025	2024
At 30 June, Council has internally allocated funds to the following:		
Plant and vehicle replacement	101	460
Infrastructure replacement	426	355
Employees leave entitlement	65	65
Administration	272	300
Building maintenance and improvements	244	240
Cultural and community services	304	194
Depot maintenance	343	435
Environmental	194	93
Waste employee leave entitlements	289	229
Waste management	1,823	500
Total internal allocations	4,061	2,871

Cash, cash equivalents and investments not subject to external restrictions may be internally allocated by resolution or policy of the elected Council.

C1-4 Receivables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Rates and annual charges	3,040	269	2,551	218
Interest and extra charges	1,358	–	1,190	–
User charges and fees	5,334	–	4,366	–
Accrued revenues				
– Interest on investments	758	–	942	–
– Other income accruals	845	–	344	–
Deferred debtors	31	241	46	287
Government grants and subsidies	16	–	20	–
Net GST receivable	1,421	–	1,645	–
Sundry debtors	2,664	–	1,852	–
Other debtors	(6)	–	–	–
Total	15,461	510	12,956	505
Less: provision for impairment				
User charges and fees	(34)	–	(9)	–
Other debtors	(17)	–	(12)	–
Total provision for impairment – receivables	(51)	–	(21)	–
Total net receivables	15,410	510	12,935	505

\$ '000	2025	2024
Movement in provision for impairment of receivables		
Balance at the beginning of the year	21	21
+ new provisions recognised during the year	1	6
– amounts written off this year	–	(6)
Balance at the end of the year	22	21

Material accounting policy information

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

When estimating ECL, the Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

When considering the ECL for rates debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold. For non-rates debtors, Council uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

Credit losses are measured as the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

The Council writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed into liquidation or has entered into bankruptcy proceedings, or when the receivables are over 1 years past due, whichever occurs first.

Where the Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

C1-5 Inventories

\$ '000	2025	2025	2024	2024
	Current	Non-current	Current	Non-current
(i) Inventories at cost				
Real estate for resale	6,317	11,546	4,341	11,403
Stores and materials	917	–	765	–
Trading stock	267	–	273	–
Total inventories at cost	7,501	11,546	5,379	11,403
Total inventories	7,501	11,546	5,379	11,403

Material accounting policy information

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land held for resale

Land held for resale is stated at the lower of cost and net realisable value. Cost is assigned by specific identification and includes the cost of acquisition, and development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Borrowing costs included in the cost of land held for resale are those costs that would have been avoided if the expenditure on the acquisition and development of the land had not been made. Borrowing costs incurred while active development is interrupted for extended periods are recognised as expenses.

C1-6 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2024			Asset movements during the reporting period						At 30 June 2025		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	Write Back to Provision	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000												
Capital work in progress	–	–	–	1,042	5,041	–	–	–	–	6,083	–	6,083
Plant and equipment	33,587	(23,200)	10,387	–	2,856	(444)	(2,728)	–	–	33,907	(23,836)	10,071
Office equipment	3,747	(3,190)	557	–	84	–	(161)	–	–	3,831	(3,351)	480
Furniture and fittings	2,110	(1,865)	245	–	57	–	(86)	–	–	2,167	(1,951)	216
Land:												
– Operational land	131,179	–	131,179	–	850	(440)	–	–	–	131,589	–	131,589
– Community land	37,186	–	37,186	–	34	–	–	–	–	37,220	–	37,220
– Land under roads (post 30/6/08)	2,533	–	2,533	–	–	–	–	–	–	2,533	–	2,533
Land improvements – depreciable	43,796	(11,285)	32,511	437	159	(21)	(964)	–	839	45,375	(12,414)	32,961
Infrastructure:												
– Buildings	393,679	(155,676)	238,003	1,798	1,914	(375)	(3,433)	–	10,552	414,007	(165,548)	248,459
– Buildings – leasehold improvements	5,780	(1,205)	4,575	–	–	–	(286)	–	190	6,036	(1,557)	4,479
– Other structures	54,693	(21,947)	32,746	55	1,051	(22)	(1,398)	–	1,410	58,211	(24,369)	33,842
– Roads	641,141	(258,187)	382,954	9,792	316	–	(9,745)	–	3,470	616,652	(229,865)	386,787
– Bridges	129,077	(57,768)	71,309	1,011	–	–	(1,009)	–	3,351	129,374	(54,712)	74,662
– Footpaths	29,492	(9,209)	20,283	–	548	–	(271)	–	573	29,616	(8,483)	21,133
– Bulk earthworks (non-depreciable)	187,873	–	187,873	15	84	–	–	–	93,737	281,709	–	281,709
– Stormwater drainage	242,445	(65,924)	176,521	372	877	–	(1,997)	–	13,884	258,029	(68,372)	189,657
– Water supply network	461,442	(160,524)	300,918	1,566	4,043	–	(3,892)	–	7,429	478,590	(168,526)	310,064
– Sewerage network	297,487	(145,113)	152,374	820	3,106	–	(3,104)	–	3,731	308,849	(151,922)	156,927
– Swimming pools	35,999	(17,516)	18,483	60	–	–	(352)	–	804	38,033	(19,038)	18,995
Other assets:												
– Other	59,363	(17,562)	41,801	336	259	–	(496)	–	–	59,958	(18,058)	41,900
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):												
– Tip assets	3,169	(86)	3,083	–	–	–	(27)	(1,392)	–	1,777	(113)	1,664
Total infrastructure, property, plant and equipment	2,795,778	(950,257)	1,845,521	17,304	21,279	(1,302)	(29,949)	(1,392)	139,970	2,943,546	(952,115)	1,991,431

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2023			Asset movements during the reporting period						At 30 June 2024		
	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount	Additions renewals ¹	Additions new assets	Carrying value of disposals	Depreciation expense	Adjustments and transfers	Revaluation increments to equity (ARR)	Gross carrying amount	Accumulated depreciation and impairment	Net carrying amount
\$ '000												
Plant and equipment	33,000	(22,027)	10,973	2,207	–	(65)	(2,729)	–	–	33,587	(23,200)	10,387
Office equipment	3,504	(2,986)	518	242	27	–	(231)	–	–	3,747	(3,190)	557
Furniture and fittings	2,109	(1,795)	314	–	16	–	(84)	–	–	2,110	(1,865)	245
Land:												
– Operational land	131,213	–	131,213	–	–	(34)	–	–	–	131,179	–	131,179
– Community land	37,186	–	37,186	–	–	–	–	–	–	37,186	–	37,186
– Land under roads (post 30/6/08)	2,533	–	2,533	–	–	–	–	–	–	2,533	–	2,533
Land improvements – depreciable	37,722	(9,910)	27,812	–	2,007	–	(831)	2,064	1,460	43,796	(11,285)	32,511
Infrastructure:												
– Buildings	374,127	(145,012)	229,115	–	1,497	(1,263)	(3,316)	–	12,330	393,679	(155,676)	238,003
– Buildings – leasehold improvements	5,404	(857)	4,547	–	–	–	(270)	–	298	5,780	(1,205)	4,575
– Other structures	49,040	(18,254)	30,786	70	3,478	(38)	(1,172)	(4,110)	3,730	54,693	(21,947)	32,746
– Roads	584,841	(236,600)	348,241	4,374	23,977	–	(11,674)	–	18,036	641,141	(258,187)	382,954
– Bridges	118,863	(54,316)	64,547	790	3,231	–	(866)	(27)	3,634	129,077	(57,768)	71,309
– Footpaths	25,037	(8,414)	16,623	–	886	–	(261)	2,046	989	29,492	(9,209)	20,283
– Bulk earthworks (non-depreciable)	174,406	–	174,406	497	2,488	–	–	–	10,482	187,873	–	187,873
– Stormwater drainage	224,753	(62,114)	162,639	2,538	3,240	–	(533)	–	8,637	242,445	(65,924)	176,521
– Water supply network	430,761	(150,482)	280,279	1,126	7,724	–	(2,326)	–	14,115	461,442	(160,524)	300,918
– Sewerage network	279,273	(136,191)	143,082	1,699	2,422	–	(1,929)	–	7,100	297,487	(145,113)	152,374
– Swimming pools	33,660	(16,378)	17,282	–	–	–	(360)	–	1,201	35,999	(17,516)	18,483
Other assets:												
– Other	54,823	(15,792)	39,031	–	499	–	(443)	27	2,687	59,363	(17,562)	41,801
Reinstatement, rehabilitation and restoration assets (refer Note C3-5):												
– Tip assets	3,169	(56)	3,113	–	–	–	(30)	–	–	3,169	(86)	3,083
Total infrastructure, property, plant and equipment	2,605,424	(881,184)	1,724,240	13,543	51,492	(1,400)	(27,055)	–	84,699	2,795,778	(950,257)	1,845,521

(1) Renewals are defined as the replacement of existing assets (as opposed to the acquisition of new assets).

C1-6 Infrastructure, property, plant and equipment (continued)

Material accounting policy information

Infrastructure, property, plant and equipment are held at fair value. Independent valuations are performed at least every five years, however the carrying amount of assets is assessed at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Crown Lands and Water (CLAW).

Increases in the carrying amounts arising on revaluation are credited to the revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against revaluation reserves directly in equity to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

Plant and equipment	Years	Other equipment	Years
Office equipment	5 to 10	Playground equipment	5 to 15
Office furniture	10 to 20	Benches, seats etc.	10 to 20
Computer equipment	4		
Vehicles	5 to 8	Buildings	
Heavy plant/road making equipment	5 to 8	Buildings: masonry	50 to 100
Other plant and equipment	5 to 15	Buildings: other	20 to 40
Water and sewer assets		Stormwater assets	
Dams and reservoirs	70 to 300	Drains	120
Bores	20 to 40	Culverts	120
Reticulation pipes: PVC	50 to 190	Flood control structures	120
Reticulation pipes: other	50 to 190		
Pumps and telemetry	40 to 70		
Transportation assets		Other infrastructure assets	
Sealed roads: surface	20 to 120	Bulk earthworks	Non-depreciable
Sealed roads: structure	20 to 120	Swimming pools	50
Unsealed roads	30	Other open space/recreational assets	20
Bridge: concrete	80 to 210	Other infrastructure	20
Bridge: other	80 to 210		
Road pavements	90 to 100		
Kerb, gutter and footpaths	100		

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated.

C1-6 Infrastructure, property, plant and equipment (continued)

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

C1-7 Investment properties

\$ '000	2025	2024
Owned investment property		
Investment property on hand at fair value	22,733	22,265
Total owned investment property	22,733	22,265

Owned investment property

At fair value

Opening balance at 1 July	22,265	21,450
Net gain/(loss) from fair value adjustments	468	815
Closing balance at 30 June	22,733	22,265

Material accounting policy information

Investment property, principally comprising freehold office buildings, is held for long-term rental yields and is not occupied by the Council.

C2 Leasing activities

C2-1 Council as a lessor

Operating leases

Council leases out a number of properties and /or plant and equipment to community groups; these leases have been classified as operating leases for financial reporting purposes and the assets are included as investment property (refer note C1-7) and/or IPP&E (refer note C1-6) in the Statement of Financial Position.

(i) Assets held as investment property

Investment property operating leases relate to Council's leasing of the Post Office building. The leases for each tenant range in term from 1 to 9 years, with some having options for further periods up to 15 years.

Amount of IPPE leased out by Council under operating leases

\$ '000	2025	2024
Plant & Equipment	1,031	1,031
Land	6,086	5,236
Buildings	63,995	61,832
Land Improvements	5,593	5,703
Structures	4,174	4,227
Total amount of IPPE leased out by Council under operating leases	80,879	78,029

Material accounting policy information

When Council is a lessor, the lease is classified as either an operating or finance lease at inception date, based on whether substantially all of the risks and rewards, incidental to ownership of the asset, have been transferred to the lessee. If the risks and rewards have been transferred then the lease is classified as a finance lease, otherwise it is an operating lease.

When Council has a sub-lease over an asset and is the intermediate lessor then the head lease and sub-lease are accounted for separately. The classification of the sub-lease is based on the right-of-use asset which arises from the head lease rather than the useful life of the underlying asset.

The lease income is recognised on a straight-line basis over the lease term for an operating lease and as finance income using amortised cost basis for finance leases.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Goods and services	7,443	–	7,428	–
Accrued expenses:				
– Borrowings	103	–	112	–
– Salaries and wages	706	–	238	–
– Other expenditure accruals	75	–	202	–
Security bonds, deposits and retentions	3,807	757	3,219	895
Prepaid rates	2,201	–	2,118	–
Total payables	14,335	757	13,317	895

Material accounting policy information

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Grants and contributions received in advance:					
Funds to construct Council controlled assets	(i)	5,331	–	1,079	–
Grant Funds received prior to performance obligation being satisfied	(ii)	1,845	–	1,565	–
Contributions received prior to performance obligation being satisfied	(ii)	142	–	84	–
Total grants received in advance		7,318	–	2,728	–
User fees and charges received in advance:					
Other		73	–	132	–
Total user fees and charges received in advance		73	–	132	–
Total contract liabilities		7,391	–	2,860	–

Notes

(i) Council has received funding to construct assets including sporting facilities, bridges and other infrastructure. The funds received are under enforceable contracts which require Council to construct identified assets which will be under Council's control on completion. Revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants and contributions received but the revenue recognition criteria in AASB 15 have not been satisfied as the performance obligations are ongoing.

Significant changes in contract liabilities

Contract liabilities have increased significantly from 2024 due to receipt of Government grant of \$5m for Laffing Waters land development project in advance of project commencement and with only minimal spend in this year.

Material accounting policy information

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring

continued on next page ...

Page 34 of 68

C3-2 Contract Liabilities (continued)

a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Loans – secured ¹	10,610	19,968	13,925	21,424
Total borrowings	10,610	19,968	13,925	21,424

(1) Loans are secured over the general rating income of Council.

(a) Changes in liabilities arising from financing activities

\$ '000	2024	Payments	Non-cash movements	2025
	Opening Balance		New Loans / Leases	Closing balance
Loans – secured	35,349	(5,121)	350	30,578
Lease liability	203	(76)	88	215
Total liabilities from financing activities	35,552	(5,197)	438	30,793

\$ '000	2023	Payments	Non-cash movements	2024
	Opening Balance		New Loans / Leases	Closing balance
Loans – secured	39,939	(5,290)	700	35,349
Lease liability (Note C2-1)	171	(70)	102	203
Total liabilities from financing activities	40,110	(5,360)	802	35,552

(b) Financing arrangements

\$ '000	2025	2024
---------	------	------

Total facilities

Total financing facilities available to Council at the reporting date are:

Bank overdraft facilities ¹	650	650
Credit cards/purchase cards	115	115
Total financing arrangements	765	765

Drawn facilities

Financing facilities drawn down at the reporting date are:

Undrawn facilities

Undrawn financing facilities available to Council at the reporting date are:

– Bank overdraft facilities	650	650
– Credit cards/purchase cards	115	115
Total undrawn financing arrangements	765	765

Additional financing arrangements information**Breaches and defaults**

Council's borrowings from TCorp are subject to covenant clauses, where Council is required to meet certain key financial ratios.

C3-3 Borrowings (continued)

Council has not met the Unrestricted Cash Expense Ratio as at 30 June 2024 and 30 June 2025. Due to this breach of the covenant clause, the lender is contractually entitled to request for immediate repayment of the outstanding loan amount of \$7,241,595 (2024: \$8,818,276)

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

C3-4 Employee benefit provisions

\$ '000	2025 Current	2025 Non-current	2024 Current	2024 Non-current
Annual leave	3,521	–	3,586	–
Long service leave	8,084	581	7,897	426
Rostered Day Off	153	–	140	–
Total employee benefit provisions	11,758	581	11,623	426

Current employee benefit provisions not anticipated to be settled within the next twelve months

\$ '000	2025	2024
The following provisions, even though classified as current, are not expected to be settled in the next 12 months.		
Provisions – employees benefits	8,084	7,897
	8,084	7,897

Material accounting policy information

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

C3-5 Provisions

\$ '000	2025 Current	2025 Non-Current	2024 Current	2024 Non-Current
Asset remediation/restoration:				
Asset remediation/restoration (future works)	67	2,031	82	3,249
Sub-total – asset remediation/restoration	67	2,031	82	3,249
Total provisions	67	2,031	82	3,249

Description of and movements in provisions

\$ '000	Other provisions	
	Asset remediation	Total
2025		
At beginning of year	3,331	3,331
Other	(1,233)	(1,233)
Total other provisions at end of year	2,098	2,098
2024		
At beginning of year	3,247	3,247
Other	84	84
Total other provisions at end of year	3,331	3,331

Nature and purpose of provisions

Asset remediation

The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the council tip.

Material accounting policy information

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tip**Restoration**

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs.

Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The costs are estimated on the basis of a closure plan. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental rehabilitation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations.

The expected timing of expenditure can also change. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General 2025	Water 2025	Sewer 2025
Income from continuing operations			
Rates and annual charges	42,382	3,931	13,903
User charges and fees	12,954	17,190	3,210
Interest and investment revenue	241	969	2,674
Other revenues	2,828	39	36
Grants and contributions provided for operating purposes	14,665	114	119
Grants and contributions provided for capital purposes	7,142	5,417	1,214
Net gains from disposal of assets	5,082	(240)	15
Fair value increment on investment property	468	–	–
Other income	3,109	–	–
Total income from continuing operations	88,871	27,420	21,171
Expenses from continuing operations			
Employee benefits and on-costs	29,056	4,072	4,349
Materials and services	33,905	8,956	7,363
Borrowing costs	1,054	522	–
Other expenses	12	1,416	1,144
Total expenses from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	64,027	14,966	12,856
Operating result from continuing operations excluding depreciation, amortisation and impairment of non-financial assets	24,844	12,454	8,315
Depreciation, amortisation and impairment of non-financial assets	22,252	4,502	3,276
Operating result from continuing operations	2,592	7,952	5,039
Net operating result for the year	2,592	7,952	5,039
Net operating result attributable to each council fund	2,592	7,952	5,039
Net operating result for the year before grants and contributions provided for capital purposes	(4,550)	2,535	3,825

Attachment 6.1.1.1

Bathurst Regional Council | Notes to the Financial Statements 30 June 2025

D1-2 Statement of Financial Position by fund

\$ '000	General 2025	Water 2025	Sewer 2025
ASSETS			
Current assets			
Cash and cash equivalents	4,322	9,070	1,766
Investments	8,007	12,365	26,178
Receivables	8,670	5,118	6,425
Inventories	7,501	—	—
Contract assets and contract cost assets	1,427	—	—
Other	351	61	3
Total current assets	30,278	26,614	34,372
Non-current assets			
Investments	19,150	—	—
Receivables	383	72	20,175
Inventories	11,546	—	—
Infrastructure, property, plant and equipment	1,460,606	359,816	171,009
Investment property	22,733	—	—
Right of use assets	199	—	1
Total non-current assets	1,514,617	359,888	191,185
Total assets	1,544,895	386,502	225,557
LIABILITIES			
Current liabilities			
Payables	13,512	468	355
Contract liabilities	7,380	11	—
Lease liabilities	54	—	—
Borrowings	14,921	492	—
Employee benefit provision	10,365	917	476
Provisions	67	—	—
Total current liabilities	46,299	1,888	831
Non-current liabilities			
Payables	757	—	—
Lease liabilities	160	—	1
Borrowings	30,265	9,823	—
Employee benefit provision	502	—	79
Provisions	2,031	—	—
Total non-current liabilities	33,715	9,823	80
Total liabilities	80,014	11,711	911
Net assets	1,464,881	374,791	224,646
EQUITY			
Accumulated surplus	472,807	161,984	106,557
IPPE revaluation surplus	992,074	212,807	118,089
Total equity	1,464,881	374,791	224,646

D1-3 Details of internal loans

(in accordance with s410(3) of the *Local Government Act 1993*)

Details of individual internal loans	Council ID / Ref	Council ID / Ref
Borrower (by purpose)	General Fund	General Fund
Lender (by purpose)	Sewerage Fund	Sewerage Fund
Date of Minister's approval	11 June 2024	27 June 2025
Date raised	30 June 2024	30 June 2025
Term years	5	5
Dates of maturity	30 June 2029	30 June 2030
Rate of interest (%)	4.35%	4.10%
Amount originally raised (\$'000)	\$25,000	\$4,500
Total repaid during year (principal and interest) (\$'000)		While the interfund loan facility approved by OLG was \$5.0 million, Council has only drawn down \$4.5 million at 30 June 2025
Principal outstanding at end of year (\$'000)	\$20,423	\$4,500

D2 Interests in other entities

D2-1 Subsidiaries

Council's consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with AASB 10 and the accounting policy described below.

Council's consolidated financial statements also include controlled entities with ownership interest of 50% or less.

Name of Operation/Entity	Principal activity
The Somerville Collection Ltd	Australian Fossil and Mineral Museum 224 Howick Street, Bathurst

Interests in Subsidiary	Ownership 2025	Ownership 2024	Voting rights 2025	Voting rights 2024
Council's interest in Subsidiary	0%	0%	20%	20%
Non-controlling interest in Subsidiary	100%	100%	80%	80%

The nature and extent of significant restrictions relating to the Subsidiary

The specimen collection is owned by the Australian Museum Trust.

The fixtures and fittings are owned by The Somerville Collection Limited, a company limited by guarantee.

The nature of risks associated with Council's interests in the Subsidiary

Council controls the day to day financial and operating activities of the museum including the receipt of its income, payment of its expenses and employment of staff, including the liability for the leave entitlements of those staff.

Council has resolved to support the operations of the museum to a maximum subsidy of \$250,000 each year into the future.

Other disclosures

Although Council's voting rights are only 20% and it owns none of the assets, because of the support of the day to day operations, Council considers that it has control over the operations.

Reporting dates of Subsidiary

The Somerville Collection balance date is 30 June.

Summarised financial information for the Subsidiary

\$ '000	2025	2024
Summarised statement of comprehensive income		
Revenue	483	554
Expenses	(500)	(484)
Profit for the period	(17)	70
Total comprehensive income	(17)	70
Summarised statement of financial position		
Current assets	155	148
Non-current assets	211	235
Total assets	366	383
Current liabilities	7	7
Total liabilities	7	7
Net assets	359	376

D2-1 Subsidiaries (continued)

Material accounting policy information

Subsidiaries are all entities (including structured entities) over which the Council has control. Control is established when the Council is exposed to, or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the relevant activities of the entity.

These consolidated financial statements include the financial position and performance of controlled entities from the date on which control is obtained until the date that control is lost. Intragroup assets, liabilities, equity, income, expenses and cash flows relating to transactions between entities in the consolidated entity have been eliminated in full for the purpose of these financial statements. Appropriate adjustments have been made to a controlled entity's financial position, performance and cash flows where the accounting policies used by that entity were different from those adopted by the consolidated entity. All controlled entities have a June financial year end.

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's activities expose it to a variety of financial risks including (1) price risk, (2) credit risk, (3) liquidity risk and (4) interest rate risk.

The Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council. Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by Council's finance section under policies approved by the Council. The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

(a) Market risk – interest rate and price risk

\$ '000	2025	2024
The impact on the result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movement in the price of investments held does not affect Council as it does not openly trade investments and all are held to maturity at face value.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	808	738
Impact of a 10% movement in price of investments		
– Equity / Income Statement	–	–

(b) Credit risk

Council's major receivables comprise (i) rates and annual charges and (ii) user charges and fees. Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors. There are no material receivables that have been subjected to a renegotiation of repayment terms.

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to secure a charge over the land relating to the debts – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages the payment of debt.

Council has a policy in the case of an aged pensioner who elects to do so, Council shall allow unpaid rates to accumulate and be paid from the estate of such aged pensioner or from the sale of the house.

\$ '000	Not yet overdue	overdue rates and annual charges < 5 years	≥ 5 years	Total
2025				
Gross carrying amount	–	3,309	–	3,309
2024				
Gross carrying amount	–	2,769	–	2,769

E1-1 Risks relating to financial instruments held (continued)

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet overdue	Overdue debts				Total
		0 - 30 days	31 - 60 days	61 - 90 days	> 91 days	
2025						
Gross carrying amount	12,345	889	774	5	76	14,089
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	67.00%	0.36%
ECL provision	—	—	—	—	51	51
2024						
Gross carrying amount	13,297	22	180	2	342	13,843
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	6.00%	0.15%
ECL provision	—	—	—	—	21	21

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

	Weighted average interest rate	Subject to no maturity	≤ 1 Year	payable in: 1 - 5 Years	> 5 Years	Total cash outflows	Actual carrying values
\$ '000							
2025							
Payables	0.00%	14,335	757	–	–	15,092	15,092
Borrowings	2.07%	–	5,905	17,574	13,064	36,543	30,578
Total financial liabilities		14,335	6,662	17,574	13,064	51,635	45,670
2024							
Payables	0.00%	4,114	895	–	–	5,009	14,212
Borrowings	2.19%	–	6,130	20,217	15,889	42,236	35,349
Total financial liabilities		4,114	7,025	20,217	15,889	47,245	49,561

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

The fair value of assets and liabilities must be estimated in accordance with various accounting standards for either recognition and measurement requirements or for disclosure purposes.

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a 'level' in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Fair value measurement hierarchy							
\$ '000	Notes	Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2025	2024	2025	2024	2025	2024
Recurring fair value measurements							
Investment property	C1-7						
230 Howick Street, Bathurst		22,733	22,265	–	–	22,733	22,265
Total investment property		22,733	22,265	–	–	22,733	22,265
Infrastructure, property, plant and equipment							
	C1-6						
Plant and equipment		–	–	10,071	10,387	10,071	10,387
Office equipment		–	–	480	557	480	557
Furniture and fittings		–	–	216	245	216	245
Operational land		–	–	131,589	131,179	131,589	131,179
Community land		–	–	37,220	37,186	37,220	37,186
Land under roads (post 30/6/08)		–	–	2,533	2,533	2,533	2,533
Land improvements – depreciable		–	–	32,961	32,511	32,961	32,511
Buildings		–	–	248,459	238,363	248,459	238,363
Leasehold Improvements		–	–	4,479	4,575	4,479	4,575
Other structures		–	–	33,842	32,746	33,842	32,746
Roads		–	–	386,787	382,954	386,787	382,954
Bridges		–	–	74,662	71,309	74,662	71,309
Footpaths		–	–	21,133	20,283	21,133	20,283
Bulk earthworks (non-depreciable)		–	–	281,709	187,873	281,709	187,873
Stormwater drainage		–	–	189,657	176,521	189,657	176,521
Water supply network		–	–	310,064	300,918	310,064	300,918
Sewerage network		–	–	156,927	152,374	156,927	152,374
Swimming pools		–	–	18,995	18,123	18,995	18,123
Other assets		–	–	41,900	41,801	41,900	41,801
Tip		–	–	1,664	3,083	1,664	3,083
Total infrastructure, property, plant and equipment		–	–	1,985,348	1,845,521	1,985,348	1,845,521

Transfers between level 1 and level 2 fair value hierarchies

During the year, there were no transfers between level 1 and level 2 fair value hierarchies for recurring fair value measurements.

E2-1 Fair value measurement (continued)

Valuation techniques

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Investment property

The investment property at 230 Howick Street, Bathurst was valued by Marsh Pty Ltd (AssetVal), registered valuers, in June 2023. The 2025 fair value includes an indexation using the Consumer Price Index, as shown in Note C1-7.

Infrastructure, property, plant and equipment (IPPE)

Land and Buildings

The buildings asset class includes any 'enclosable' roofed structure (4 walls), otherwise assets are classified as Other Structures. Land is classified as either operational or community by Council when acquired. Operational land includes those parcels that are used or earmarked for future use in Council's operations. Community land typically includes road and drainage reserves and open space areas.

Community land is valued at the current valuation provided by the Valuer General of NSW and does not have an active market. As such, these assets were classified as having been valued using level 3 valuation inputs. In June 2025, Council has undertaken a fair value assessment to index this asset class to ensure the carrying value approximates the fair value.

Operational land and buildings were valued by Marsh Pty Ltd (AssetVal), Registered Valuers, in June 2023 using the market approach for land and replacement cost approach for buildings. The approach estimated the replacement cost for each building by componentising the buildings into significant parts with different useful lives and taking into account a range of factors. While buildings were physically inspected and the unit rates based on square metres could be supported from market evidence (Level 2) other inputs (such as estimates of residual value and pattern of consumption) required extensive professional judgement and impacted significantly on the final determination of fair value. As such, these assets were classified as having been valued using Level 3 valuation inputs.

In June 2025, Council has undertaken a fair value assessment of this asset class to ensure the carrying value approximates the fair value.

Other Structures

This asset class includes any non-enclosable roofed or non-roofed structure (fewer than 4 walls).

Other Structures were revalued in 2021 using the cost approach. This was derived via a number of methods, depending on the information available (historical cost, actual quotes/tenders, published component rates). Due to the highly varied nature of this asset class, only very small subsets of assets can be valued using the same basis. Consequently a high degree of professional judgement is required in establishing replacement cost and this asset class is classified as Level 3. In June 2025, Council has undertaken a fair value assessment to index this asset class to ensure the carrying value approximates the fair value.

Roads

This asset class comprises the Road Carriageway, Guardrails, Kerb and Gutter, Signs and Traffic facilities.

The road carriageway is defined as the trafficable portion of a road, between but not including the kerb and gutter or other roadside drainage. The 'Cost Approach' using Level 3 inputs was used to value the road carriageway and other road infrastructure.

Roads were revalued by Council staff on 30 June 2025. Valuations for the road carriageway, comprising surface, pavement and formation earthworks were based on internal cost rates and the detailed asset information residing in Council's Asset Management System. Other Road Infrastructure was valued the same way.

The cost approach was utilised and while the unit rates based on square metres, linear metres or similar could be supported from market evidence (Level 2) other inputs (such as estimated pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value. Additionally due to limitations in the historical records of very long lived assets there is some uncertainty regarding the actual design, specifications and dimensions of some assets. Consequently a high degree of professional judgement is required in establishing replacement cost and this asset class is classified as Level 3.

Bridges

E2-1 Fair value measurement (continued)

Bridges were valued in 2025 by Bridge Knowledge using the cost approach and also included a condition assessment. The approach estimated the replacement for each bridge in its entirety; deck, approaches, railings and abutments.

All bridges were physically inspected and an assessment made of the component condition. Unit rates based on deck areas could be supported from market evidence (level 2) however other inputs (pattern of consumption, site-specific technical design issues) require extensive professional judgement and impact on the final determination of fair value. Consequently a high degree of professional judgement is required in establishing replacement cost and this asset class is classified as Level 3.

Footpaths

Footpaths were revalued by Council Staff on 30 June 2025 using the cost approach using internal unit cost inputs (Level 3). Footpaths are inspected on either an annual or semi-annual basis for defects and condition and the results are included in the asset register (Confirm) system.

Parking areas

Parking areas are valued and assessed on the same basis as roads.

Bus Shelters

Bus Shelters are valued and assessed on the same basis as Other Structures.

Aerodrome

This comprises the infrastructure assets that form the aerodrome. Equivalent asset classes have been valued using the same conditions and parameters as described above (runway surface, pavement and earthworks as for roads; parking areas, other structures and drainage like for like). Revalued by Council staff on 30 June 2025. Substantial professional judgement has been required to undertake this work and this class is therefore classified as Level 3.

Water Supply network

Assets within this class comprise the infrastructure to supply a reticulated potable drinking water service to Bathurst and adjoining suburbs/villages. There is also a small non-potable service at Hillview Estate Napoleon Reef and a raw-water supply from Winburndale Dam used for irrigation of parks and playing fields in town.

In Bathurst, there is the Filtration Plant, Pump Stations, Reservoirs and reticulation pipe network. A revaluation was made as at 30 June 2022; the reticulation network valued on the basis outlined in the DPI NSW Reference Rates Manual and all other assets were revalued as part of a CNSWJO-wide contract with Australis Valuers. While this provides some degree of observability, a substantial amount of professional judgement is required due to limitations in the historical records of very long lived assets as there is some uncertainty regarding the actual design, specifications and dimensions of some assets. Consequently a high degree of professional judgement is required in establishing replacement cost and this asset class is classified as Level 3. In June 2025, Council has undertaken a fair value assessment to index this asset class to ensure the carrying value approximates the fair value.

Sewerage network

Assets within this class comprise the infrastructure to supply a reticulated waste water (sewerage) service to Bathurst and adjoining suburbs/villages. This is the Reticulation Pipe Network, Pump Stations and Treatment Plant. A revaluation was made as at 30 June 2022; the reticulation network valued on the basis outlined in the DPI NSW Reference Rates Manual and all other assets were revalued as part of a CNSWJO-wide contract with Australis Valuers. While this provides some degree of observability, a substantial amount of professional judgement is required due to limitations in the historical records of very long lived assets as there is some uncertainty regarding the actual design, specifications and dimensions of some assets. Consequently a high degree of professional judgement is required in establishing replacement cost and this asset class is classified as Level 3. In June 2025, Council has undertaken a fair value assessment to index this asset class to ensure the carrying value approximates the fair value.

Stormwater Drainage

Assets within this class comprise pits, pipes, open channels, headwalls and various types of water quality devices.

Drainage assets were revalued by Council staff on 30 June 2025. The 'Cost Approach' estimated the replacement cost for each asset by componentising the assets into significant parts with different useful lives and taking into account a range of factors.

While the unit rates based on linear metres of certain diameter pipes and prices per pit or similar could be supported from market evidence (Level 2) other inputs (such as estimates of pattern of consumption, asset condition and useful life) required extensive professional judgement and impacted significantly on the final determination of fair value.

E2-1 Fair value measurement (continued)

Additionally due to limitations in the historical records of very long lived assets there is uncertainty regarding the actual design, specifications and dimensions of some assets. Consequently a high degree of professional judgement is required in establishing replacement cost and this asset class is classified as Level 3.

Fair value measurements using significant unobservable inputs (level 3)

b. Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/25) 2025	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment			
Land & Buildings	424,280	Market approach; land values obtained from the Valuer General	Land value, land area, restricted use
Infrastructure	1,506,737	Cost approach	Based on actual costs and indexed where required. Estimation of remaining asset lives where infrastructure is below ground. Condition.
Other Assets	54,331	Cost approach	Based on actual costs and indexed where required.

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy by class of assets is provided below:

\$ '000	Total 2025	2024
Opening balance	1,845,521	1,724,240
Total gains or losses for the period		
Recognised in other comprehensive income – revaluation surplus	139,970	84,699
Other movements		
Transfers from/(to) another asset class	–	–
Purchases (GBV)	32,500	65,037
Disposals (WDV)	(2,691)	(1,400)
Depreciation and impairment	(29,952)	(27,055)
Closing balance	1,985,348	1,845,521

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under Active Super – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB 119 *Employee Benefits* for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formula and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are:

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% of salary
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 9.5% from 1 July 2025 of salaries to these members' accumulation accounts in line with current level of SG contributions, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$20.0 million per annum for 1 January 2022 to 31 December 2024, apportioned according to each employer's share of the accrued liabilities as at 30 June. Given the funding position of the Fund as at 30 June 2024, it was recommended to cease these past service contributions effective 1 January 2025.

The adequacy of contributions is assessed at each actuarial investigation which will be conducted annually, the next of which is due effective 30 June 2025.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

Description of any agreed allocation of a deficit or surplus on:

(i) wind up of the plan

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

E3-1 Contingencies (continued)

(ii) Councils withdrawal from the plan

There is no provision for allocation of any surplus which may be present at the date of withdrawal of an employer.

The expected contributions to the plan for the next annual reporting period

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2025 was \$ 372,970.92. The last valuation of the Scheme was performed by fund actuary, Richard Boyfield, FIAA as at 30 June 2024.

Council's expected contribution to the plan for the next annual reporting period is \$136,706.95.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2025 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,197.6	
Past Service Liabilities	2,092.0	105.0%
Vested Benefits	2,130.4	103.2%

* excluding other accumulation accounts and reserves in both assets and liabilities.

The share of this deficit that is broadly attributed to the Council is estimated to be 0.95% as at 30 June 2025.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	6.0% per annum
Salary inflation	3.5% per annum
Increase in CPI	2.5% per annum

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

Please note that the estimated employer reserves financial position above is a preliminary calculation, and once all the relevant information has been received by the Funds Actuary, the final end of year review will be completed by December 2025.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30 June this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

E3-1 Contingencies (continued)

(iv) Other guarantees

Council had one bank guarantee at 30 June 2025 held by the Commonwealth Bank.

1. Rental bond for the premises used as the Bathurst Rail Museum for \$50,000

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

(iii) Somerville collection

The Council is a member of a company Limited by Guarantee called the Somerville Collection.

The company was established to manage & maintain the Somerville Collection (made up of fossils, minerals and other features) which are exhibited in Bathurst at the Australian Fossil and Mineral Museum. The Company is a non profit entity. In the event that the Company is wound up, Council's liability is limited to a maximum of \$100.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051 *Land Under Roads*, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/2008.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships**F1 Related party disclosures****F1-1 Key management personnel (KMP)**

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2025	2024
Compensation:		
Short-term benefits	1,577	1,787
Post-employment benefits	168	170
Total	1,745	1,957

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2025	2024
----------------	-------------	-------------

The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:

Mayoral fee	62	64
Councillors' fees	229	235
Other Councillors' expenses (including Mayor)	81	35
Total	372	334

F2 Other relationships**F2-1 Audit fees**

\$ '000	2025	2024
----------------	-------------	-------------

Auditors of the Council - NSW Auditor-General:**(i) Audit and other assurance services**

Audit of financial statements	108	105
Remuneration for audit services	108	105
Total Auditor-General remuneration	108	105

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of net Operating Result to cash provided from operating activities

\$ '000	2025	2024
Net operating result from Income Statement	15,583	23,948
Add / (less) non-cash items:		
Depreciation and amortisation	30,030	27,129
(Gain) / loss on disposal of assets	(4,857)	103
Non-cash capital grants and contributions	(2,556)	(10,035)
Losses/(gains) recognised on fair value re-measurements through the P&L:		
– Investment property	(468)	(815)
Movements in operating assets and liabilities and other cash items:		
(Increase) / decrease of receivables	(2,571)	7,583
Increase / (decrease) in provision for impairment of receivables	30	–
(Increase) / decrease of inventories	(146)	(195)
(Increase) / decrease of other current assets	1,220	(510)
(Increase) / decrease of contract asset	1,724	(2,076)
Increase / (decrease) in payables	15	(1,410)
Increase / (decrease) in accrued interest payable	(9)	(9)
Increase / (decrease) in other accrued expenses payable	341	(484)
Increase / (decrease) in other liabilities	533	404
Increase / (decrease) in contract liabilities	4,531	(8,965)
Increase / (decrease) in employee benefit provision	290	(202)
Increase / (decrease) in other provisions	(1,233)	84
Net cash flows from operating activities	42,457	34,550

(b) Non-cash investing and financing activities

Other dedications	2,556	10,035
Total non-cash investing and financing activities	2,556	10,035

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2025	2024
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Property, plant and equipment		
Roads	6	866
Sewer	29	1,173
Stormwater Drainage	39	92
Structures	596	708
Water	2,890	9,072
Total commitments	3,560	11,911

G3 Statement of developer contributions

G3-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2024	Contributions received during the year - Cash	Interest and investment income earned	Amounts expended	Held as restricted asset at 30 June 2025
Drainage	3,817	351	154	(58)	4,264
Roads	6,029	243	138	(2,849)	3,561
Traffic facilities	14	3	1	–	18
Parking	275	–	7	–	282
Open space	1,184	114	41	(62)	1,277
Community facilities	2,933	391	106	(211)	3,219
S7.11 contributions – under a plan	14,252	1,102	447	(3,180)	12,621
Total S7.11 and S7.12 revenue under plans	14,252	1,102	447	(3,180)	12,621
S7.11 not under plans	390	19	14	(38)	385
S7.4 planning agreements	80	51	6	–	137
S64 contributions	36,219	1,365	1,453	(495)	38,542
Total contributions	50,941	2,537	1,920	(3,713)	51,685

Under the *Environmental Planning and Assessment Act 1979*, local infrastructure contributions, also known as developer contributions, are charged by councils when new development occurs. They help fund infrastructure like parks, community facilities, local roads, footpaths, stormwater drainage and traffic management. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

G3-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2024	Contributions received during the year - Cash	Interest and investment income earned	Amounts expended	Held as restricted asset at 30 June 2025
S7.11 contributions – under a plan					
CONTRIBUTION PLAN – Jordan Creek Stormwater Drainage Management					
Drainage	696	21	33	–	750
Total	696	21	33	–	750

G3-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2024	Contributions received during the year - Cash	Interest and investment income earned	Amounts expended	Held as restricted asset at 30 June 2025
CONTRIBUTION PLAN – Raglan Creek Stormwater Drainage					
Drainage	1,155	234	54	(58)	1,385
Total	1,155	234	54	(58)	1,385
CONTRIBUTION PLAN – Sawpit Creek Drainage					
Drainage	897	87	16	–	1,000
Total	897	87	16	–	1,000
CONTRIBUTION PLAN – Central Carparking Strategies					
Parking	275	–	7	–	282
Total	275	–	7	–	282
CONTRIBUTION PLAN – Community Facilities and Services Bathurst					
Community facilities	2,933	391	106	(211)	3,219
Total	2,933	391	106	(211)	3,219
CONTRIBUTION PLAN – Robin Hill Drainage					
Drainage	513	–	24	–	537
Total	513	–	24	–	537
CONTRIBUTION PLAN – Eglinton Open Space & Drainage					
Drainage	556	9	27	–	592
Open space	628	10	29	–	667
Total	1,184	19	56	–	1,259
CONTRIBUTION PLAN – Bathurst Regional Open Space					
Open space	556	104	12	(62)	610
Total	556	104	12	(62)	610
CONTRIBUTION PLAN – Roadworks – New Residential Subdivisions					
Roads	6,029	243	138	(2,849)	3,561
Total	6,029	243	138	(2,849)	3,561
CONTRIBUTION PLAN - Bathurst Regional Traffic Generating Development					
Traffic facilities	14	3	1	–	18
Total	14	3	1	–	18

Attachment 6.1.1.1

Bathurst Regional Council | Notes to the Financial Statements 30 June 2025

\$ '000	Opening balance at 1 July 2024	Contributions received during the year - Cash	Interest and investment income earned	Amounts expended	Held as restricted asset at 30 June 2025
G3-3 Contributions not under plans					
CONTRIBUTIONS NOT UNDER A PLAN					
Roads	85	2	3	–	90
Other	305	17	11	(38)	295
Total	390	19	14	(38)	385

End of the audited financial statements



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Bathurst Regional Council

To the Councillors of Bathurst Regional Council

Opinion

I have audited the accompanying financial statements of Bathurst Regional Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2025, the Statement of Financial Position as at 30 June 2025, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information. The financial statements include the consolidated financial statements of the Council and the entities it controlled at the year's end or from time to time during the year.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of the Division
 - are, in all material respects, consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2025, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/media/apzlw0y/ar3_2024.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 'Material budget variations'
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Cassie Malone
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

14 November 2025
SYDNEY



Cr Robert Taylor
Mayor
Bathurst Regional Council
Private Mail Bag 17
BATHURST NSW 2795

Contact: Cassie Malone
Phone no: 02 9275 7388
Our ref: R008-1981756498-7968

14 November 2025

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2025
Bathurst Regional Council**

I have audited the general purpose financial statements (GPFS) of Bathurst Regional Council (the Council) for the year ended 30 June 2025 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

My audit procedures did not identify any instances of material non-compliance with the financial reporting requirements in Chapter 13, Part 3, Division 2 of the LG Act and the associated regulation or a material deficiency in the Council's accounting records or financial statements. The Council's:

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

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2025 is issued in accordance with section 417 of the Act. The Report:

- must address the specific matters outlined in the Local Government Code of Accounting Practice and Financial Reporting 2024-25
- may include statements, comments and recommendations that I consider to be appropriate based on the conduct of the audit of the GPFS.

This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

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.

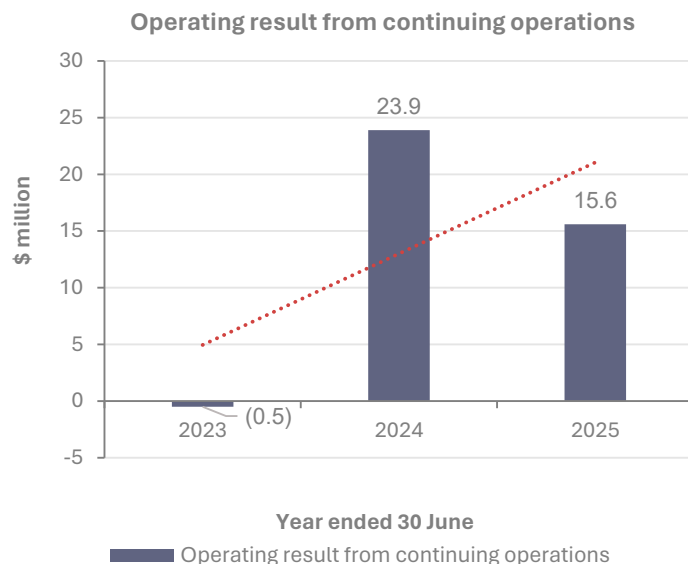
Council's operating result from continuing operations for the year was \$8.3 million lower than the 2023–24 result.

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.



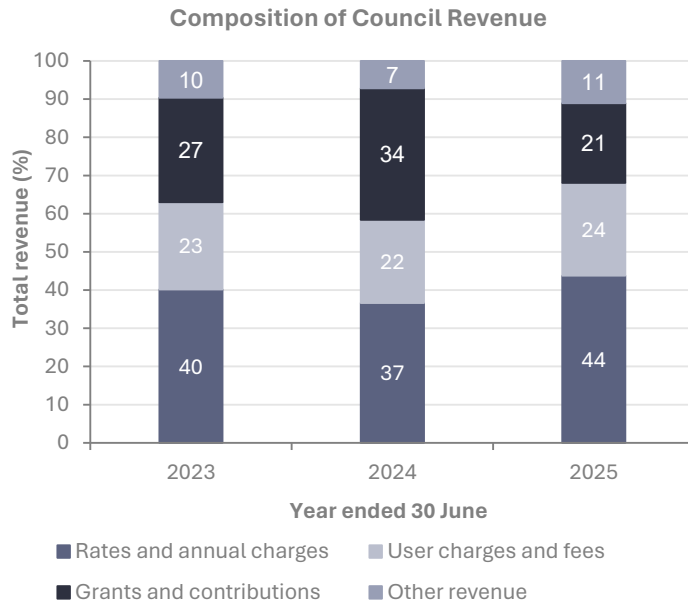
Income

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.

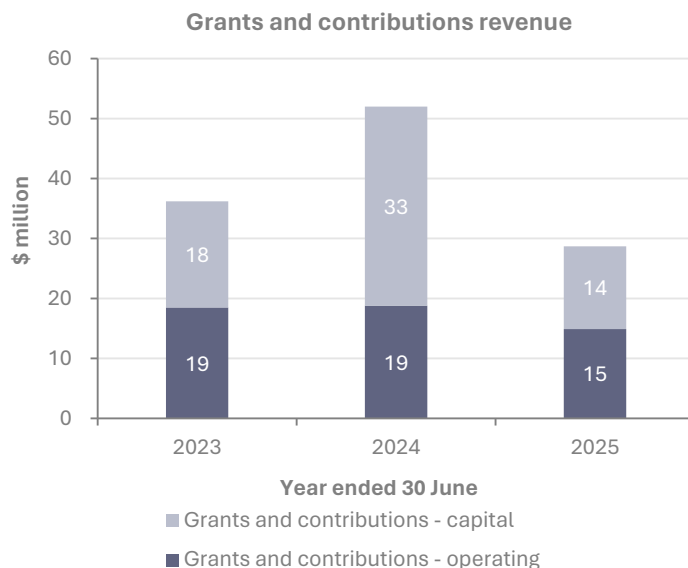


Grants and contributions revenue

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

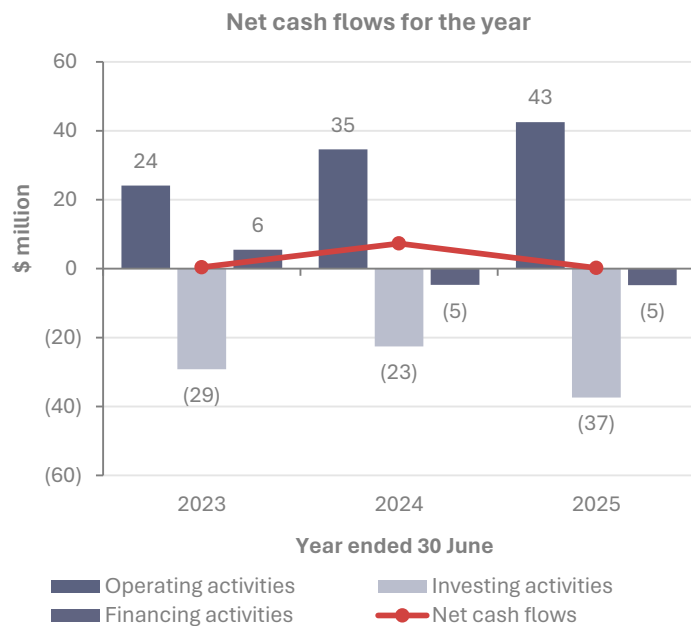
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating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

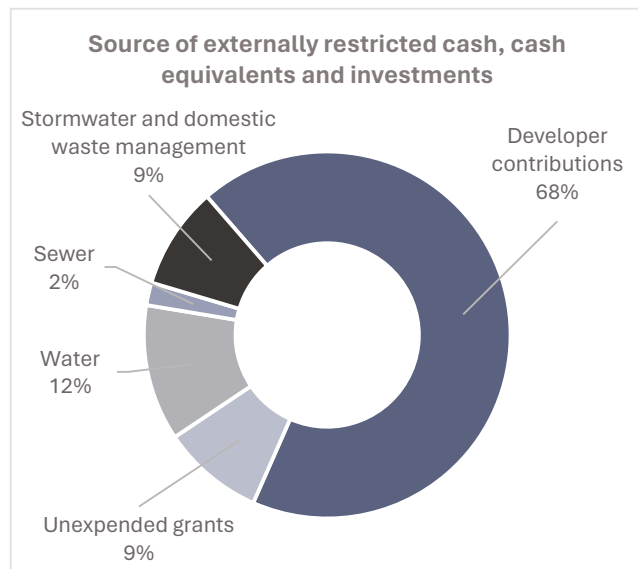
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

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:				Spending of restricted cash and investments
• 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	Internal loans from the sewer fund to the general fund 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.

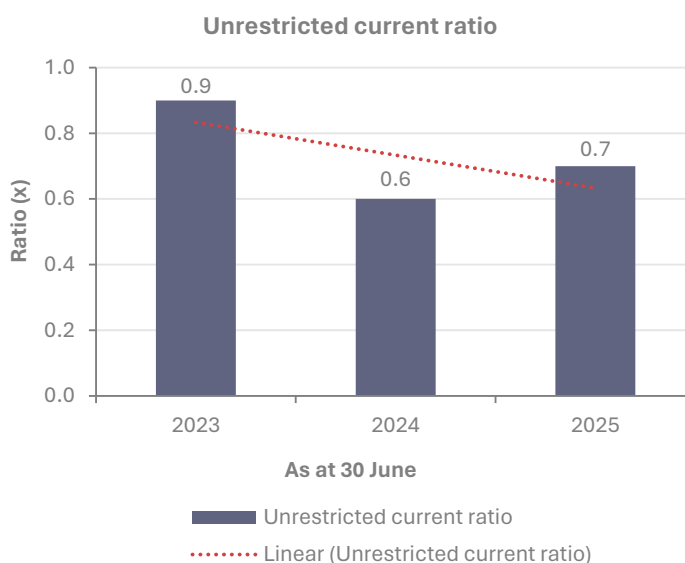
The unrestricted current ratio is specific to local government and represents council's ability to meet its short-term obligations as they fall due. It measures the ratio of unrestricted current assets to current liabilities less specific purpose liabilities.

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.



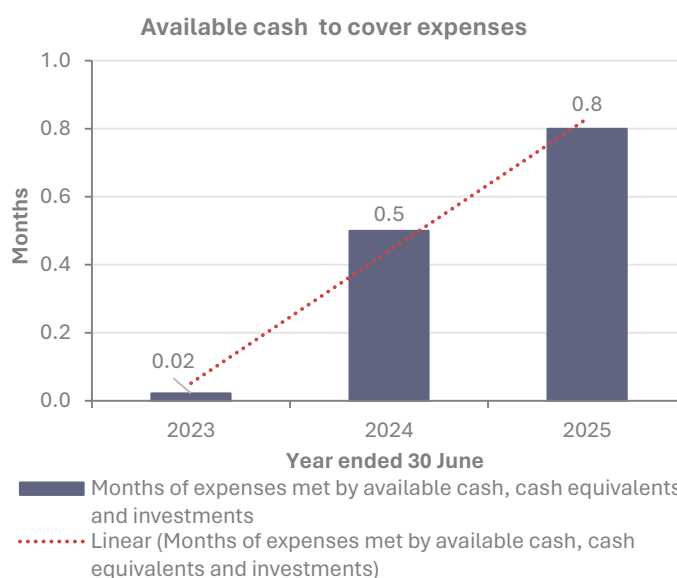
This graph shows the number of months of general fund expenses (excluding depreciation and borrowing costs), Council can fund from its available cash, cash equivalents and investments (not subject to external restrictions).

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



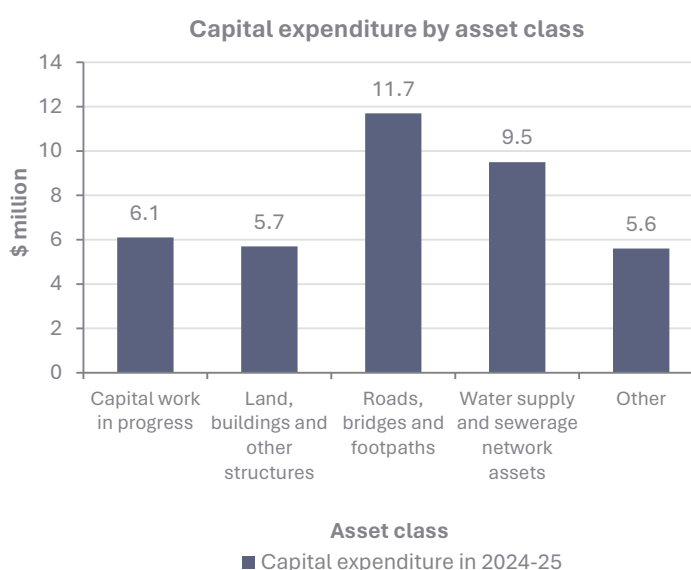
investments' above for details), which reduced the Council's externally restricted balances and increased its unrestricted cash assets.

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.

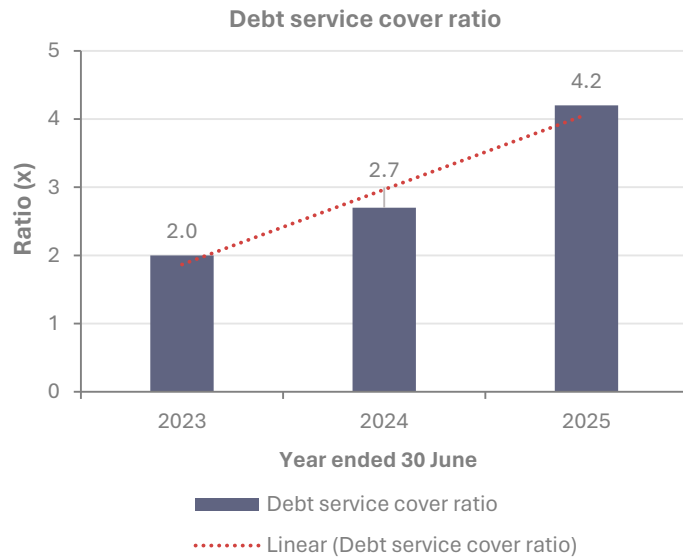
Debt	2025	2024	Commentary
	\$'000	\$'000	
Loans	30,578	35,349	In 2023-24 and 2024-25, the Council did not comply with certain financial covenant requirements for some loan facilities. Internal loans from the sewer fund to the general fund are not included in this table – refer to 'Cash, cash equivalents 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.



Cassie Malone
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

Bathurst Regional Council

SPECIAL PURPOSE FINANCIAL STATEMENTS for the year ended 30 June 2025

*A thriving region where history, culture and nature are
valued, diversity is celebrated, and economic growth is
balanced with sustainability*



Bathurst Regional Council**Special Purpose Financial Statements**

for the year ended 30 June 2025

Contents	Page
Statement by Councillors and Management	3
Special Purpose Financial Statements:	
Income Statement of water supply business activity	4
Income Statement of sewerage business activity	5
Income Statement of Waste Management business activity	6
Statement of Financial Position of water supply business activity	7
Statement of Financial Position of sewerage business activity	8
Statement of Financial Position of Waste Management business activity	9
Note – Material accounting policy information	10
Auditor's Report on Special Purpose Financial Statements	13

Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Bathurst Regional Council**Special Purpose Financial Statements**
for the year ended 30 June 2025**Statement by Councillors and Management****Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting**

The attached Special Purpose Financial Statements have been prepared in accordance with:

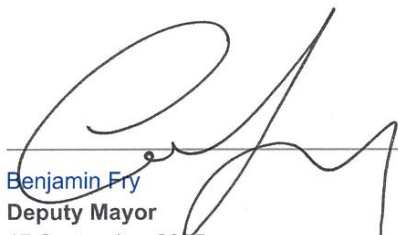


- the NSW Government Policy Statement 'Application of National Competition Policy to Local Government',
- the Division of Local Government Guidelines 'Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality',
- the Local Government Code of Accounting Practice and Financial Reporting,
- the NSW Office of Water Best-Practice Management of Water and Sewerage Guidelines.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year,
- accord with Council's accounting and other records, and
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 17 September 2025.


Robert Taylor
Mayor
17 September 2025
Benjamin Fry
Deputy Mayor
17 September 2025
David Sherley
General Manager
17 September 2025
Peter Smith
Responsible Accounting Officer
17 September 2025

Bathurst Regional Council

Income Statement of water supply business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	3,931	3,356
User charges	16,909	14,945
Fees	281	176
Interest and investment income	969	503
Grants and contributions provided for operating purposes	114	115
Net gain from the disposal of assets	(240)	28
Other income	39	45
Total income from continuing operations	22,003	19,168
Expenses from continuing operations		
Employee benefits and on-costs	4,072	4,297
Borrowing costs	522	546
Materials and services	8,956	8,862
Depreciation, amortisation and impairment	4,502	2,913
Calculated taxation equivalents	326	325
Debt guarantee fee (if applicable)	71	151
Other expenses	1,416	1,311
Total expenses from continuing operations	19,865	18,405
Surplus (deficit) from continuing operations before capital amounts	2,138	763
Grants and contributions provided for capital purposes	5,417	8,974
Surplus (deficit) from continuing operations after capital amounts	7,555	9,737
Surplus (deficit) from all operations before tax	7,555	9,737
Less: corporate taxation equivalent (25%) [based on result before capital]	(535)	(191)
Surplus (deficit) after tax	7,020	9,546
Plus accumulated surplus	154,032	143,819
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	326	325
– Debt guarantee fees	71	151
– Corporate taxation equivalent	535	191
Closing accumulated surplus	161,984	154,032
Return on capital %	0.7%	0.4%
Subsidy from Council	12,308	13,542
Calculation of dividend payable:		
Surplus (deficit) after tax	7,021	9,546
Less: capital grants and contributions (excluding developer contributions)	(5,417)	(8,974)
Surplus for dividend calculation purposes	1,604	572
Potential dividend calculated from surplus	802	286

Bathurst Regional Council

Income Statement of sewerage business activity

for the year ended 30 June 2025

\$ '000	2025	2024
Income from continuing operations		
Access charges	13,903	12,499
User charges	2,270	2,089
Liquid trade waste charges	825	636
Fees	115	104
Interest and investment income	2,674	1,120
Grants and contributions provided for operating purposes	119	113
Net gain from the disposal of assets	15	27
Other income	36	33
Total income from continuing operations	19,957	16,621
Expenses from continuing operations		
Employee benefits and on-costs	4,349	4,367
Materials and services	7,363	6,567
Depreciation, amortisation and impairment	3,276	2,072
Calculated taxation equivalents	97	8
Other expenses	1,144	1,046
Total expenses from continuing operations	16,229	14,060
Surplus (deficit) from continuing operations before capital amounts	3,728	2,561
Grants and contributions provided for capital purposes	1,214	4,438
Surplus (deficit) from continuing operations after capital amounts	4,942	6,999
Surplus (deficit) from all operations before tax	4,942	6,999
Less: corporate taxation equivalent (25%) [based on result before capital]	(932)	(640)
Surplus (deficit) after tax	4,010	6,359
Plus accumulated surplus	101,518	94,511
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	97	8
– Corporate taxation equivalent	932	640
Closing accumulated surplus	106,557	101,518
Return on capital %	2.2%	1.6%
Subsidy from Council	3,386	4,476
Calculation of dividend payable:		
Surplus (deficit) after tax	4,010	6,359
Less: capital grants and contributions (excluding developer contributions)	(1,214)	(4,438)
Surplus for dividend calculation purposes	2,796	1,921
Potential dividend calculated from surplus	1,398	961

Bathurst Regional Council

Income Statement of Waste Management business activity

for the year ended 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
Income from continuing operations		
Annual charges	9,849	8,648
Fees	8,088	7,716
Interest and investment income	125	241
Grants and contributions provided for operating purposes	18	108
Net gain from the disposal of assets	—	4
Other income	(3)	(4)
Total income from continuing operations	18,077	16,713
Expenses from continuing operations		
Employee benefits and on-costs	4,203	3,926
Borrowing costs	158	85
Materials and services	8,604	9,673
Depreciation, amortisation and impairment	652	616
Net loss from the disposal of assets	13	(28)
Calculated taxation equivalents	136	40
Other expenses	61	26
Total expenses from continuing operations	13,827	14,338
Surplus (deficit) from continuing operations before capital amounts	4,250	2,375
Surplus (deficit) from continuing operations after capital amounts	4,250	2,375
Surplus (deficit) from all operations before tax	4,250	2,375
Less: corporate taxation equivalent (25%) [based on result before capital]	(1,063)	(594)
Surplus (deficit) after tax	3,187	1,781
Plus accumulated surplus	51,497	49,082
Plus adjustments for amounts unpaid:		
– Taxation equivalent payments	136	40
– Corporate taxation equivalent	1,063	594
Closing accumulated surplus	55,883	51,497
Return on capital %	36.3%	19.9%
Calculation of dividend payable:		
Surplus (deficit) after tax	3,188	1,781
Surplus for dividend calculation purposes	3,188	1,781
Potential dividend calculated from surplus	1,594	891

Attachment 6.1.1.1

Bathurst Regional Council | Statement of Financial Position of water supply business activity | as at 30 June 2025

Bathurst Regional Council

Statement of Financial Position of water supply business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Cash and cash equivalents	9,070	9,408
Investments	12,365	11,615
Receivables	5,118	4,152
Other	61	29
Total current assets	26,614	25,204
Non-current assets		
Receivables	72	57
Infrastructure, property, plant and equipment	359,816	345,361
Total non-current assets	359,888	345,418
Total assets	386,502	370,622
LIABILITIES		
Current liabilities		
Contract liabilities	11	—
Payables	468	678
Borrowings	492	469
Employee benefit provisions	917	820
Total current liabilities	1,888	1,967
Non-current liabilities		
Income received in advance	—	227
Borrowings	9,823	10,315
Total non-current liabilities	9,823	10,542
Total liabilities	11,711	12,509
Net assets	374,791	358,113
EQUITY		
Accumulated surplus	161,984	154,033
IPPE revaluation surplus	212,807	204,080
Total equity	374,791	358,113

Attachment 6.1.1.1

Bathurst Regional Council | Statement of Financial Position of sewerage business activity | as at 30 June 2025

Bathurst Regional Council

Statement of Financial Position of sewerage business activity

as at 30 June 2025

\$ '000	2025	2024
ASSETS		
Current assets		
Cash and cash equivalents	1,766	1,190
Investments	26,178	24,604
Receivables	6,425	5,920
Other	3	38
Total current assets	34,372	31,752
Non-current assets		
Right of use assets	1	1
Receivables	20,175	20,468
Infrastructure, property, plant and equipment	171,009	163,647
Total non-current assets	191,185	184,116
Total assets	225,557	215,868
LIABILITIES		
Current liabilities		
Payables	355	426
Employee benefit provisions	476	489
Total current liabilities	831	915
Non-current liabilities		
Lease liabilities	1	1
Employee benefit provisions	79	—
Total non-current liabilities	80	1
Total liabilities	911	916
Net assets	224,646	214,952
EQUITY		
Accumulated surplus	106,557	101,519
IPPE revaluation surplus	118,089	113,433
Total equity	224,646	214,952

Attachment 6.1.1.1

Bathurst Regional Council | Statement of Financial Position of Waste Management business activity | as at 30 June 2025

Bathurst Regional Council

Statement of Financial Position of Waste Management business activity

as at 30 June 2025

\$ '000	2025 Category 1	2024 Category 1
ASSETS		
Current assets		
Cash and cash equivalents	50,503	48,020
Receivables	1,763	976
Other	41	2
Total current assets	52,307	48,998
Non-current assets		
Receivables	38	30
Infrastructure, property, plant and equipment	12,132	12,363
Total non-current assets	12,170	12,393
Total assets	64,477	61,391
LIABILITIES		
Current liabilities		
Contract liabilities	239	243
Payables	9	289
Employee benefit provisions	435	428
Total current liabilities	683	960
Non-current liabilities		
Remediation Provision	2,062	3,276
Total non-current liabilities	2,062	3,276
Total liabilities	2,745	4,236
Net assets	61,732	57,155
EQUITY		
Accumulated surplus	55,883	51,495
Revaluation reserves	5,849	5,660
Total equity	61,732	57,155

Note – Material accounting policy information

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993* (Act), the *Local Government (General) Regulation 2021* (Regulation) and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Bathurst Regional Council Water Supplies

Council's water supply activities (established as separate Special Rate Funds) servicing the region of Bathurst.

b. Bathurst Regional Council Sewerage Service

Council's sewerage reticulation & treatment activities (established as a Special Rate Fund) servicing the region of Bathurst.

c. Bathurst Regional Council Waste Services

Council's domestic waste service & solid waste depot activities servicing the region of Bathurst.

Note – Material accounting policy information (continued)

Category 2

(where gross operating turnover is less than \$2 million)

Council has no Category 2 businesses.

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Corporate income tax rate – **25%** (2024 - 25%)

Land tax – the first \$1,075,000 of combined land values attracts **0%**. For the combined land values in excess of \$1,075,001 up to \$6,571,000 the rate is **\$100 + 1.6%**. For the remaining combined land value that exceeds \$6,571,000 a premium marginal rate of **2.0%** applies.

Payroll tax – **5.45%** on the value of taxable salaries and wages in excess of \$1,200,000.

Income tax

An income tax equivalent has been applied on the profits of the business activities. Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested. Accordingly, the return on capital invested is set at a pre-tax level – gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 25%. (2024 25%).

Income tax is only applied where a gain from ordinary activities before capital amounts has been achieved. Since the taxation equivalent is notional – that is, it is payable to the 'Council' as the owner of business operations – it represents an internal payment and has no effect on the operations of the Council.

Accordingly, there is no need for disclosure of internal charges in the SPFS. The rate applied of 25% is the equivalent company tax rate prevalent at reporting date. No adjustments have been made for variations that have occurred during the year.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face 'true' commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council's borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Note – Material accounting policy information (continued)

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 4.16% at 30/6/25.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

A local government water supply and sewerage business is permitted to pay annual dividends from their water supply or sewerage business surpluses. Each dividend must be calculated and approved in accordance with DCCEE's regulatory and assurance framework and must not exceed 50% of the relevant surplus in any one year, or the number of water supply or sewerage assessments at 30 June 2025 multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).



INDEPENDENT AUDITOR'S REPORT

Report on the special purpose financial statements

Bathurst Regional Council

To the Councillors of Bathurst Regional Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Bathurst Regional Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2025, the Statement of Financial Position of each Declared Business Activity as at 30 June 2025 and the Material accounting policy information note.

The Declared Business Activities of the Council are:

- water supply
- sewerage
- waste management.

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2025, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Material accounting policy information note and the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Material accounting policy information note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Material accounting policy information note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Cassie Malone
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

14 November 2025
SYDNEY

Bathurst Regional Council

SPECIAL SCHEDULES
for the year ended 30 June 2025

*A thriving region where history, culture and nature are
valued, diversity is celebrated, and economic growth is
balanced with sustainability*



Bathurst Regional Council

Special Schedules

for the year ended 30 June 2025

Contents	Page
Special Schedules:	
Permissible income for general rates	3
Report on infrastructure assets as at 30 June 2025	7

Attachment 6.1.1.1

Bathurst Regional Council | Permissible income for general rates | for the year ended 30 June 2025

Bathurst Regional Council

Permissible income for general rates

\$ '000	Notes	Calculation 2024/25	Calculation 2025/26
Notional general income calculation ¹			
Last year notional general income yield	a	31,448	33,290
Plus or minus adjustments ²	b	273	99
Notional general income	c = a + b	31,721	33,389
Permissible income calculation			
Percentage increase	d	4.80%	4.90%
Plus percentage increase amount ³	f = d x (c + e)	1,524	1,636
Sub-total	g = (c + e + f)	33,245	35,025
Plus (or minus) last year's carry forward total	h	98	52
Sub-total	j = (h + i)	98	52
Total permissible income	k = g + j	33,343	35,077
Less notional general income yield	l	33,290	35,073
Catch-up or (excess) result	m = k - l	52	4
Carry forward to next year ⁶	p = m + n + o	52	4

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the *Valuation of Land Act 1916 (NSW)*.
- (3) The 'percentage increase' is inclusive of the rate-peg percentage, and/or special variation and/or Crown land adjustment (where applicable).
- (6) Carry-forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the Act. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Bathurst Regional Council

To the Councillors of Bathurst Regional Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Bathurst Regional Council (the Council) for the year ending 30 June 2026.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2024–25 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I have fulfilled my other ethical responsibilities in accordance with APES 110.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2025 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2025'.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements.

Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.



Cassie Malone
Director, Financial Audit

Delegate of the Auditor-General for New South Wales

14 November 2025
SYDNEY

Bathurst Regional Council

Report on infrastructure assets as at 30 June 2025

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2024/25 Required maintenance ^a	2024/25 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Buildings	6,606	445	1,095	1,313	252,938	420,043	10.0%	38.5%	50.0%	1.5%	0.0%
	Sub-total	6,606	445	1,095	1,313	252,938	420,043	10.0%	38.5%	50.0%	1.5%	0.0%
Other structures	Other structures	2,974	1,638	436	154	33,842	58,211	20.0%	29.0%	28.0%	15.0%	8.0%
	Sub-total	2,974	1,638	436	154	33,842	58,211	20.0%	29.0%	28.0%	15.0%	8.0%
Roads	Sealed roads	87,377	70,284	9,172	3,256	314,295	485,487	14.0%	27.0%	22.0%	26.0%	11.0%
	Unsealed roads	4,629	2,973	499	1,204	72,492	131,165	0.0%	17.0%	23.0%	43.0%	17.0%
	Bridges	10,265	9,154	1,749	36	74,662	129,734	14.0%	32.0%	35.0%	12.0%	7.0%
	Footpaths	1,151	—	294	491	21,133	29,616	45.0%	21.0%	25.0%	8.0%	1.0%
	Other road assets	3,360	234	436	712	281,709	281,709	26.0%	25.0%	31.0%	17.0%	1.0%
	Sub-total	106,782	82,645	12,150	5,699	764,291	1,057,711	16.3%	25.7%	26.2%	23.5%	8.3%
Water supply network	Water supply network	27,264	14,657	6,327	3,680	310,064	478,590	10.0%	36.0%	39.0%	11.0%	4.0%
	Other	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	27,264	14,657	6,327	3,680	310,064	478,590	10.0%	36.0%	39.0%	11.0%	4.0%
Sewerage network	Sewerage network	37,592	20,775	6,268	4,375	156,927	308,849	15.0%	16.0%	36.0%	26.0%	7.0%
	Other	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	37,592	20,775	6,268	4,375	156,927	308,849	15.0%	16.0%	36.0%	26.0%	7.0%
Stormwater drainage	Stormwater drainage	4,209	383	2,102	1,437	189,657	258,029	34.0%	32.0%	29.0%	4.0%	1.0%
	Other	—	—	—	—	—	—	0.0%	0.0%	0.0%	0.0%	0.0%
	Sub-total	4,209	383	2,102	1,437	189,657	258,029	34.0%	32.0%	29.0%	4.0%	1.0%
Open space / recreational assets	Swimming pools	1,926	1,555	296	909	18,995	38,033	0.0%	100.0%	0.0%	0.0%	0.0%
	Sub-total	1,926	1,555	296	909	18,995	38,033	0.0%	100.0%	0.0%	0.0%	0.0%
Total – all assets		187,353	122,098	28,674	17,567	1,726,714	2,619,466	15.6%	30.3%	33.4%	15.5%	5.2%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

Bathurst Regional Council**Report on infrastructure assets as at 30 June 2025 (continued)**

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Bathurst Regional Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2025	Indicator 2025	Indicators 2024 2023		Benchmark
Buildings and infrastructure renewals ratio					
Asset renewals ¹	17,304	67.89%	48.86%	18.31%	> 100.00%
Depreciation, amortisation and impairment	25,487				
Infrastructure backlog ratio					
Estimated cost to bring assets to a satisfactory standard	187,353	10.81%	10.97%	9.22%	< 2.00%
Net carrying amount of infrastructure assets	1,732,797				
Asset maintenance ratio					
Actual asset maintenance	17,567	61.26%	86.82%	115.68%	> 100.00%
Required asset maintenance	28,674				
Cost to bring assets to agreed service level					
Estimated cost to bring assets to an agreed service level set by Council	122,098	4.66%	1.90%	2.10%	
Gross replacement cost	2,619,466				

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Bathurst Regional Council

Report on infrastructure assets as at 30 June 2025

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2025	2024	2025	2024	2025	2024	
Buildings and infrastructure renewals ratio							
Asset renewals ¹	80.68%	44.81%	40.24%	48.41%	26.42%	88.08%	> 100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard	9.68%	10.26%	8.79%	8.07%	23.96%	21.94%	< 2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	59.16%	80.31%	58.16%	109.69%	69.80%	85.60%	> 100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	4.73%	0.79%	3.06%	2.93%	6.73%	6.78%	
Gross replacement cost							

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

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

3,819km²

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 & FOOTPATH

9

COUNCILLORS

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

FITNESS STATIONS

37PUBLIC E-VEHICLE
CHARGERS**548**

COUNCIL OWNED BUILDINGS & STRUCTURES

4

COUNCIL MUSEUMS

109PLAYGROUNDS
& PARKS**877kW**

TOTAL CAPACITY OF COUNCIL'S SOLAR GENERATION

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

CEMETERIES

2COUNCIL 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

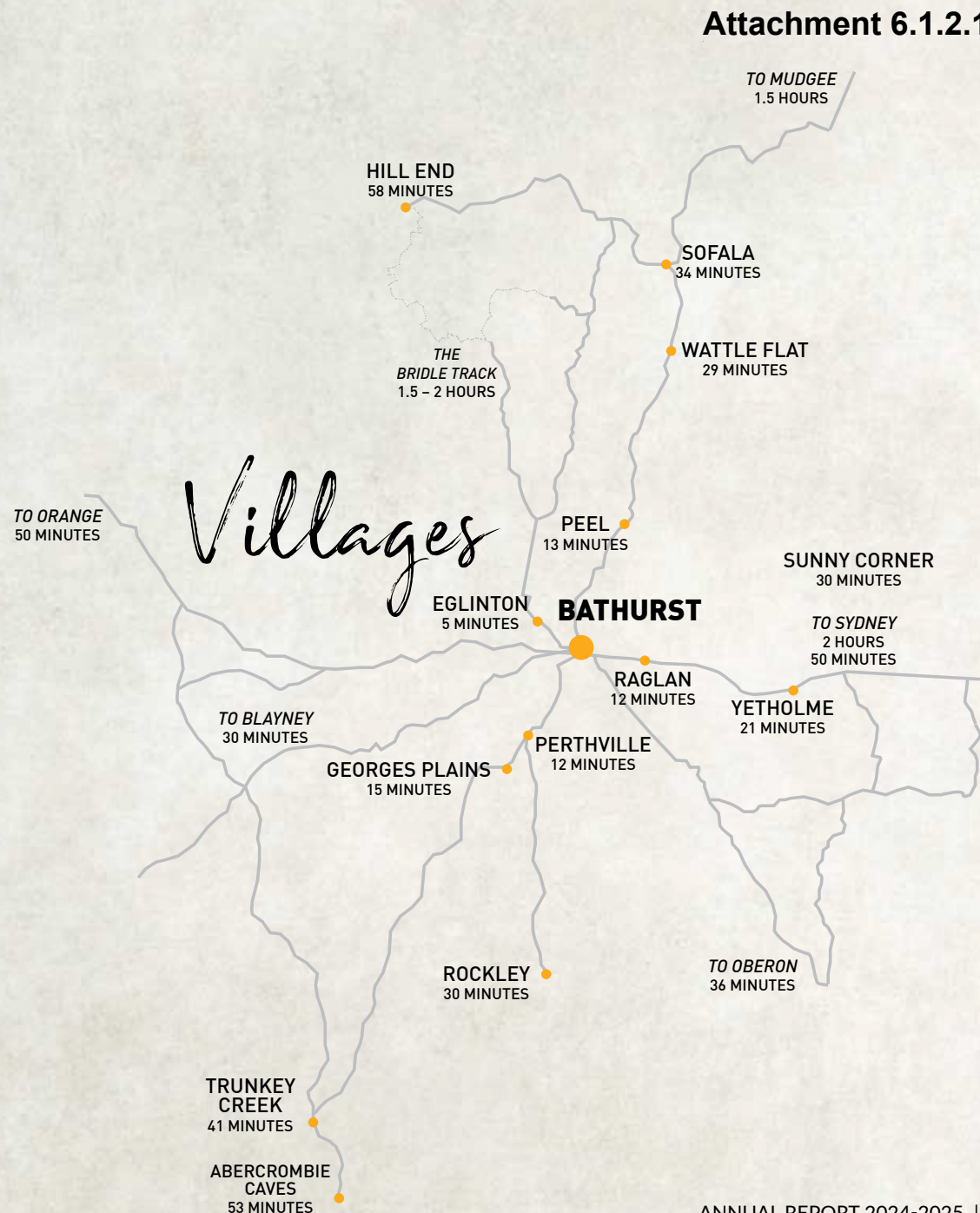
724 URBAN ROADS**190** RURAL ROADS**306.5km** SEALED**519.6km** SEALED**6.5km** UNSEALED**352.7km** UNSEALED**19,074ha**OF LAND ZONED NATURE RESERVES,
NATIONAL PARKS AND RECREATION

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?

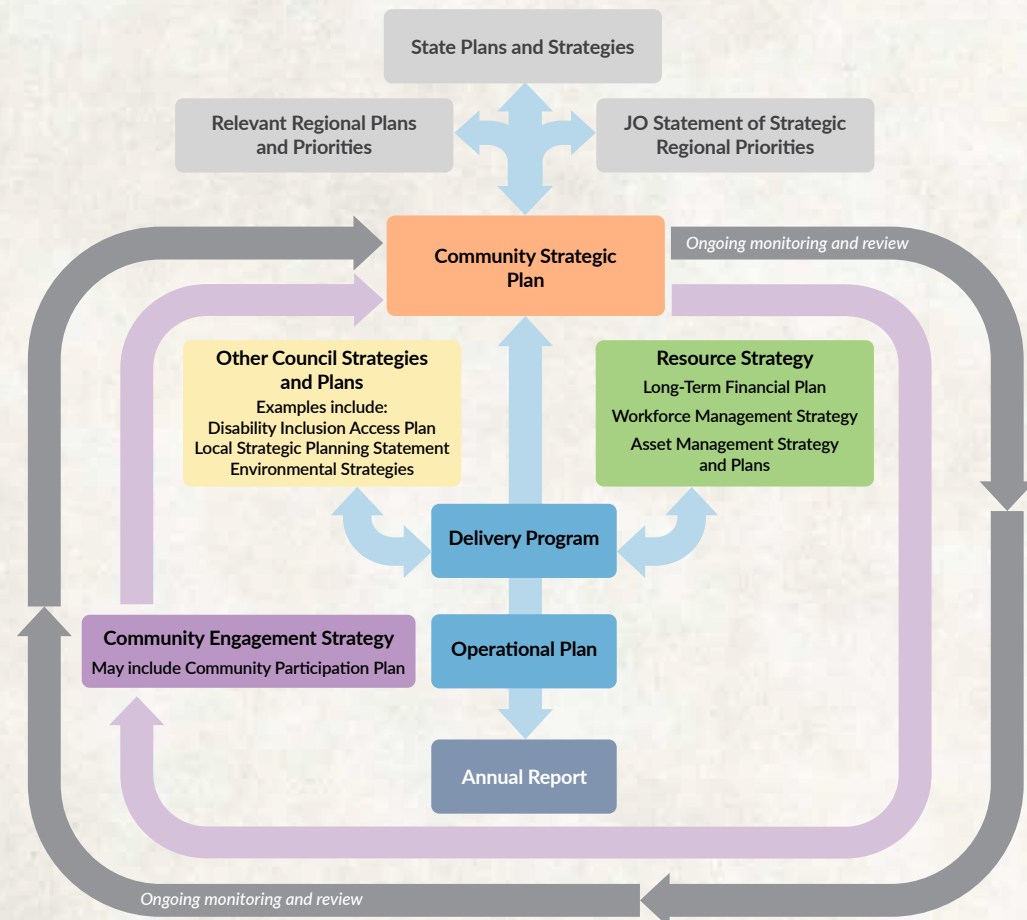
Integrated Planning & Reporting was introduced in 2009 by the NSW Government and stems from the principle that all council planning should originate from a sound understanding of the community's expectations around priorities and service levels.

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

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

LINKAGES AND RELATIONSHIPS

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

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

A Sense of Place and Identity

Links to the State Plan 'NSW 2021 A Plan to make NSW Number One'	Working with Federal and State Agencies	Working with Other Organisations
Premier's Priorities Creating jobs Faster housing approvals	Department of Planning, Housing and Infrastructure Central West and Orana Regional Plan Environment and Heritage Corporate Plan NSW Aboriginal Affairs Aboriginal Cultural Heritage Reform NSW Government Architect NSW State Design Review Panel Better Placed Policy Design and Place SEPP/Greener Places Policy	Bathurst Local Aboriginal Lands Council 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
Premier's Priorities Creating jobs Faster housing approvals State Priorities Making it easier to start a business Encouraging business investment	Department of Planning and Environment Central West and Orana Regional Plan Department of Primary Industry Land Use Conflict Risk Assessment guide NSW Trade and Investment Visitor Economy Industry Action Plan – Destination NSW Australian Department of Prime Minister and Cabinet Smarter Cities Program NSW Department of Transport Smart & Local Feedback Forum NSW Department of Customer Services – Spatial Services Bathurst Spatial Digital Twin	Bathurst Chamber of Commerce NSW Business Chamber Tourism providers Village Associations Regional Development Australia Central West Charles Sturt University Destination Network Central West

Environmental Stewardship

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

Enabling Sustainable Growth

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

Community Health, Safety and Wellbeing

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

Community Leadership and Collaboration

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



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.

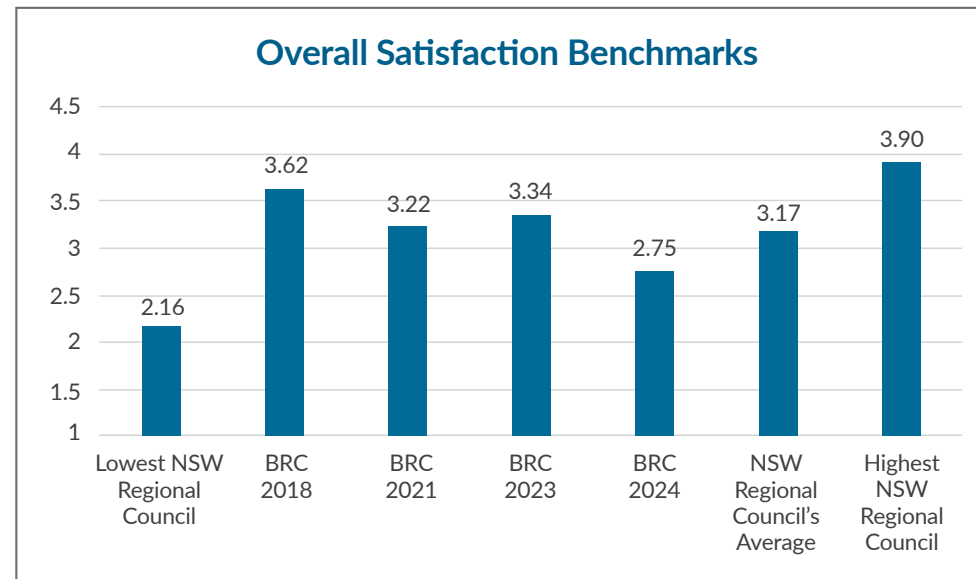
Looking Ahead

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

98,593m² or approximately 9.7km. Total Cost: \$497,560

Rural Roads Resealed

159,632m² 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"> • Commemoration of Martial Law declaration (Dhuluny) • NAIDOC Week (September 2024 and July 2025) • National Reconciliation Week • National Sorry Day • National Aboriginal and Torres Strait Islander Children's Day • Indigenous Literacy Day
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"> • Appropriate use of dual naming: Wahluu and Wambuul • CBD Wayfinding signs • Dhuluny events 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"> • Anita Heiss' book launch at Bathurst Library • Bathurst Writers and Readers Festival launch night • Big River Day • Stephen Gapps book launch at Bathurst Library • Bathurst Pride 'n Stride event • Dhuluny events Welcome to Country provided at: <ul style="list-style-type: none"> • All Bathurst Regional Art Gallery events/openings • Bathurst NRL Game • Keep Australia Beautiful Awards • Australia Day Citizenship and Awards Ceremony • International Women's Day event 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"> • All Council meetings • Internal meetings across all departments • External meetings and networks • Bathurst 1000 event • Bathurst 1000 Legends Dinner • 12-hour track to town event • BMEC events • Bathurst Library events • Bathurst Regional Art Gallery Events • Economic Development Events • Community Services Events • Ben Chifley's Light on the Hill Exhibition • Plaque opening and morning tea at Bathurst Rail Museum <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"> • Bathurst Local Aboriginal Land Council • Wahluu Health Aboriginal Corporation • Wiradjuri Cultural Care • Wiradjuri Traditional Owners Central West Aboriginal Corporation
Acknowledging Aboriginal significant dates	<p>Council acknowledged the following significant Aboriginal dates:</p> <ul style="list-style-type: none"> • Commemoration of the bicentenary of the declaration of Martial Law and Dhuluny • NAIDOC Weeks (September 2024 and July 2025) • Aboriginal and Torres Strait Islander Children's Day • Indigenous Literacy Day • National Reconciliation Week
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"> • Dhuluny events and activities • Kelso Community Hub Christmas Party • Bathurst Regional Heritage Plan • Bathurst Heritage Trades Trail • International Women's Day • Harmony Week • Youth Week • Bathurst NRL Game • River Connections Program • NAIDOC Week • National Reconciliation Week • Seniors Festival • Our Ngurang (Home) Wiradjuri Art Education Program

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"> • Kelso Community Clean Up Day • River Connections Program • Our Faces, Our Future, Our Mob NAIDOC Week Exhibition • Kelso Community Hub Christmas Party • Our Ngurang (Home) Wiradjuri Art Education Program <p>BRAG are developing an Arts & 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"> • Dhuluny events: Elders' Celebration, Marramarra Creation Workshops, Artist talks, Author talks, a shadow puppet show, book reading and reflection space • Children's Services cultural immersion workshop with Adam Towney – AT Culture • Paint with ya mates • NAIDOC Week musical bingo night • Bathurst Writers and Readers Festival: DHULU YALA, GARI YALA, Unsettling the past, Great Festival Read • Seniors Festival Cultural Day • National Reconciliation Week

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"> • National Aboriginal and Torres Strait Islander Children's Day • NAIDOC Week (September 2024) • Yarning for Inclusion • Dhuluny Education Kits • Loan of cultural items for Dhuluny Exhibition • The HOME Program • Keep Australia Beautiful Awards Wambuul Tour • Marang Connections Cultural Day • Kelso Community Hub Christmas Party • Bathurst Local Aboriginal Land Council Culture Club. • Seniors Festival Cultural Day • River Connections Program • Our Ngurang (Home) Wiradjuri Art Education Program <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"> • Council events, including paint with ya mates, NAIDOC Week and National Reconciliation Week • Dhuluny events and recognition awards • 2024 Koori Knockout • National Sorry Day • Department of Education's development of the Aboriginal Cultural Framework • Wahluu Health Aboriginal Corporation official opening

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.



Sallywags Long Day Care and Preschool

Sallywags 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, Sallywags operates weekdays from 8.00am to 6.00pm.

In 2024–2025, Sallywags 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

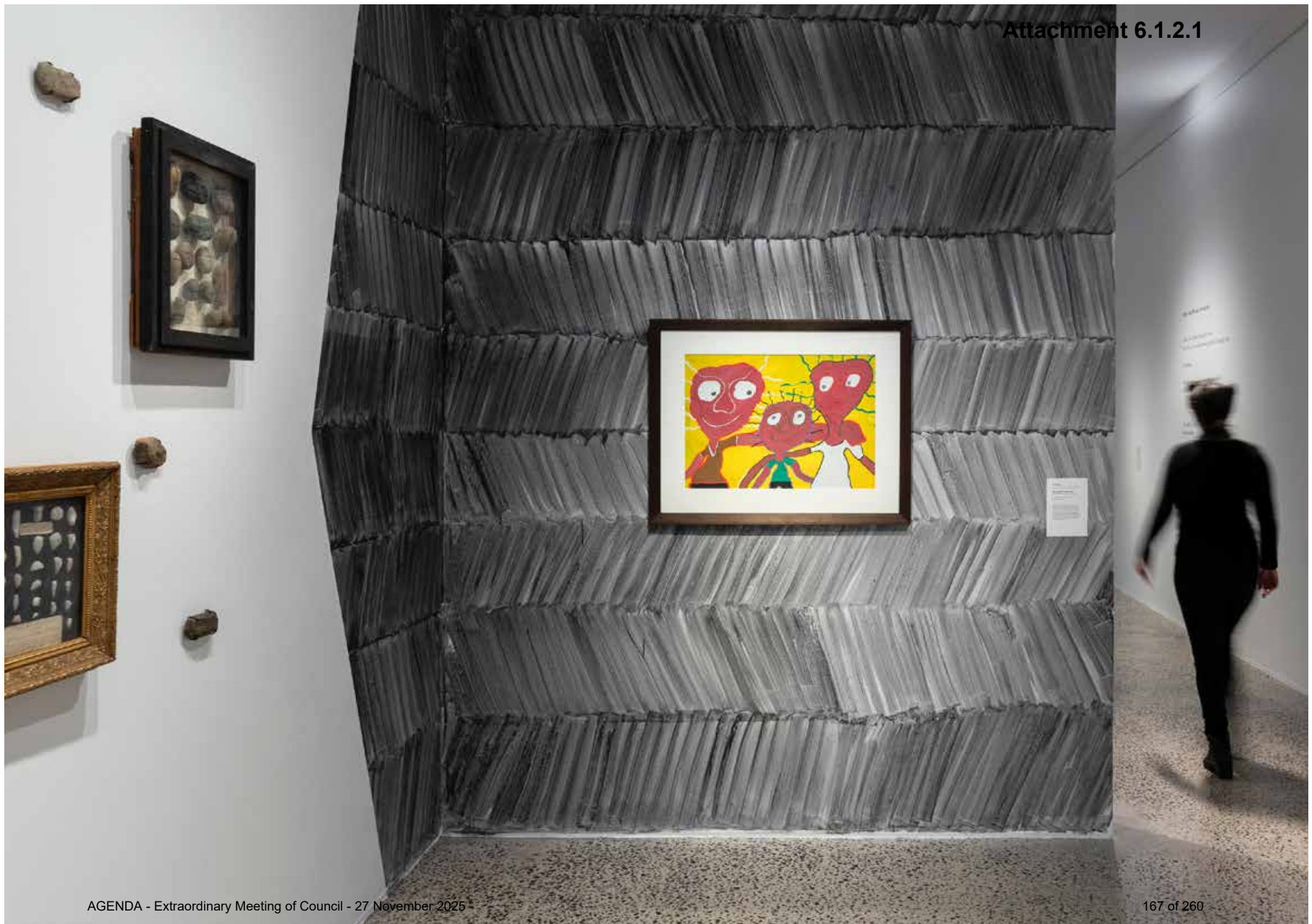
Feedback from both patrons and hirers was overwhelmingly positive. BMEC's Net Promoter Score (NPS) for patrons rose to +76, well above the target of +50, while the NPS for venue hirers reached +75. Together, these scores represent the highest combined result since tracking began in 2022.

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.

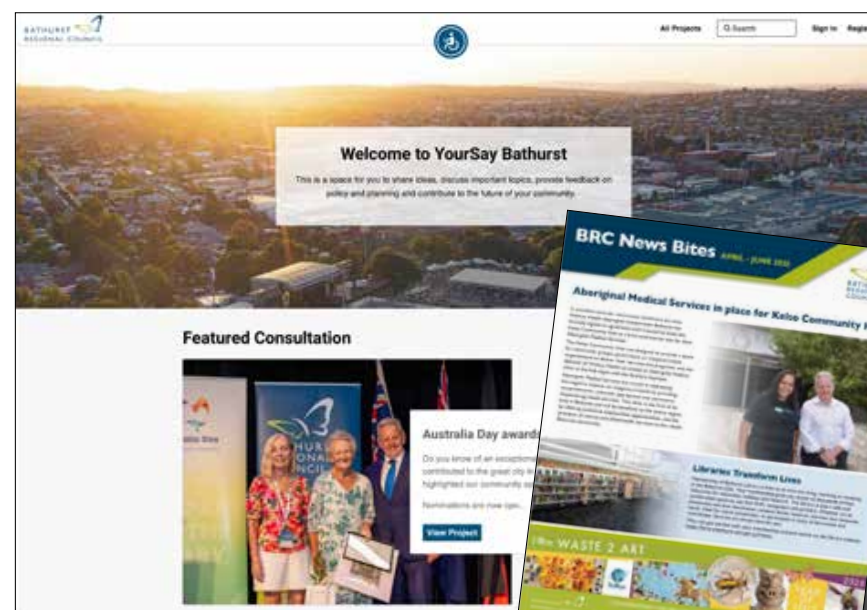
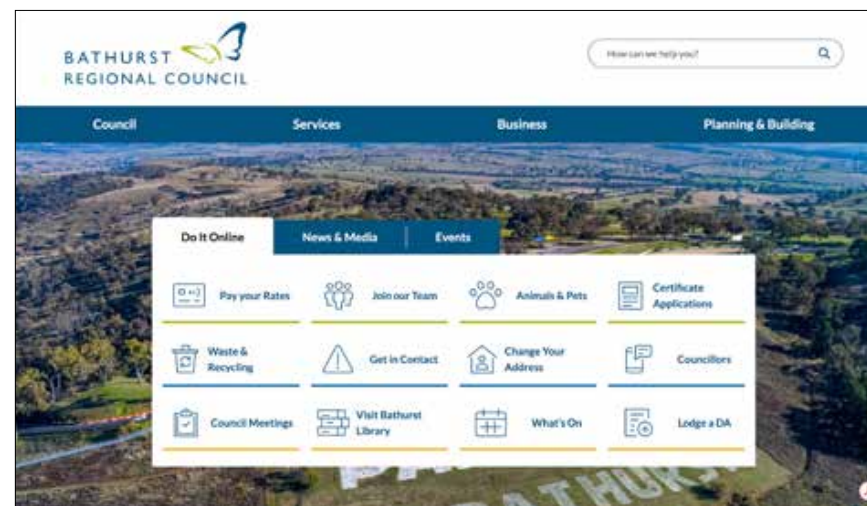
Policy updates

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.

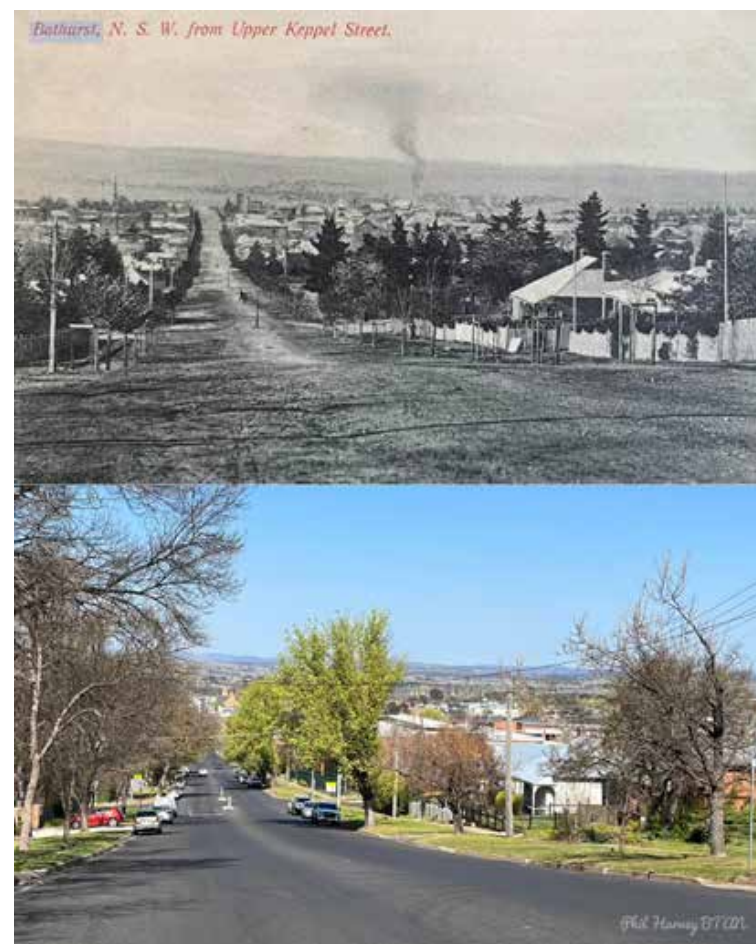
Grant Success

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 740m³ per hour by the end of the year, with a total of 5.8 million m³ of landfill gas captured during the year.

This process reduced gross greenhouse gas emissions from the landfill by an estimated 55,000 tonnes of CO₂ equivalent (tCO₂e). 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 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 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

Attachment 6.1.2.1

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



ANNUAL REPORT 2024-2025 | 85

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

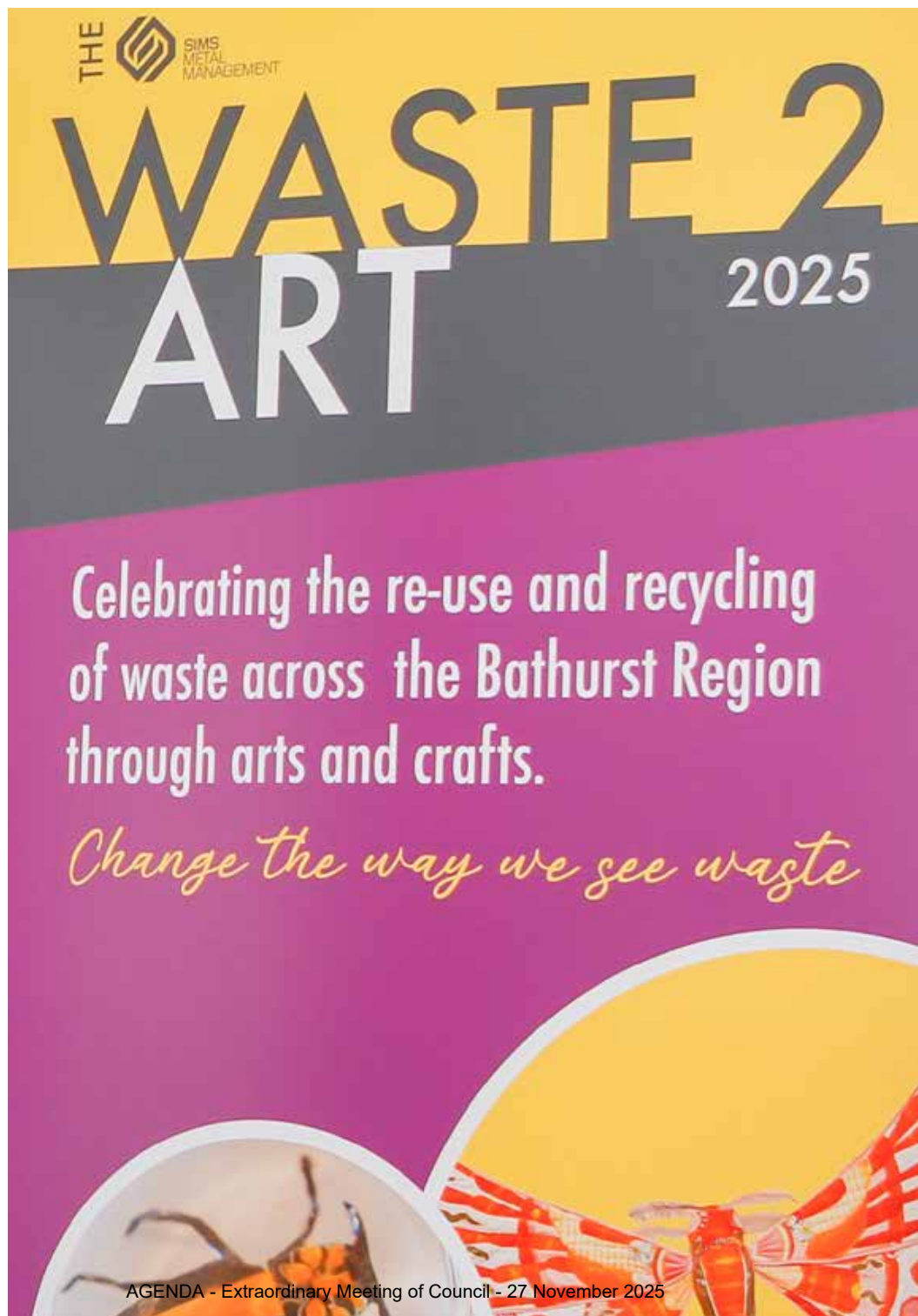
Drinking water quality remained a high priority, with 2,772 tests carried out across the network and a 99% compliance rate achieved against the Australian Drinking Water Guidelines. Progress has also continued on compliance studies and reporting for both Chifley Dam and Winburndale Dam to meet Dams Safety 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

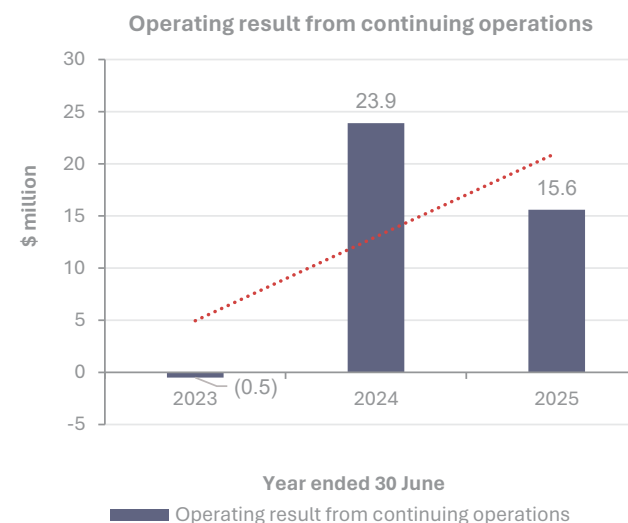
This graph shows the operating result from continuing operations for the current and prior two financial years.

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.



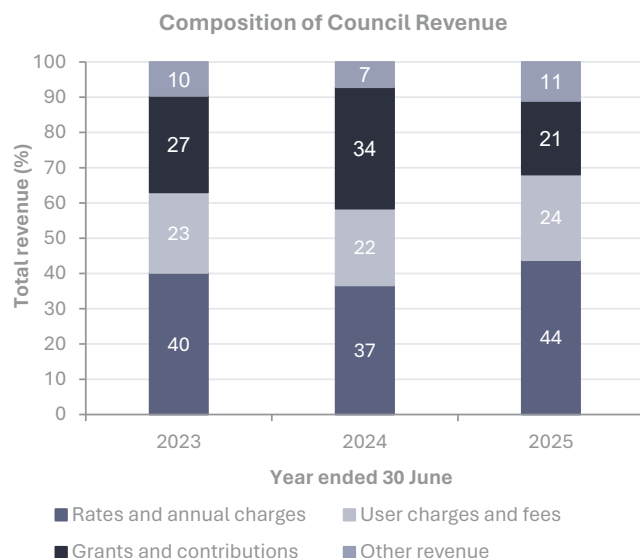
Income

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.

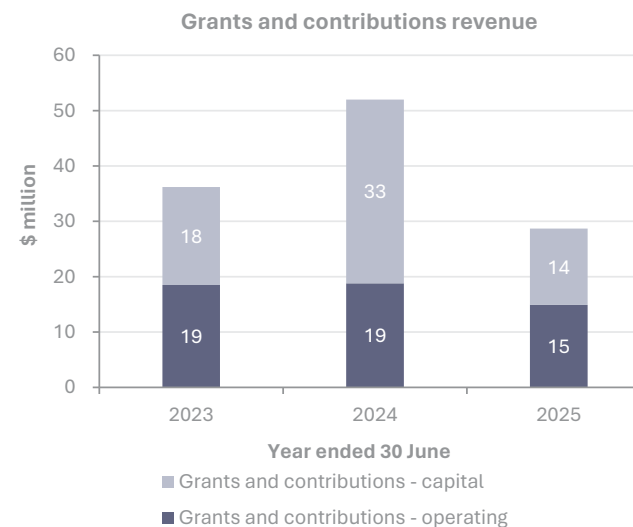


Grants and contributions revenue

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

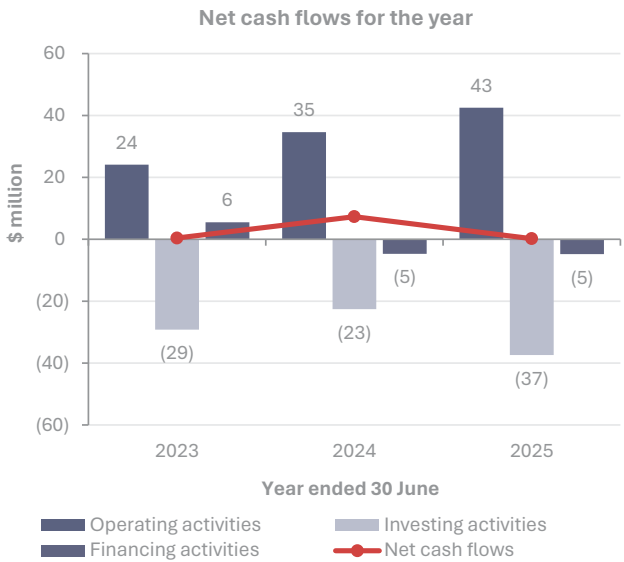
The Statement of Cash Flows details the Council's inflows and outflows of cash over a specific period. It helps in assessing the Council's ability to generate cash to fund its operations, pay off debts, and support future projects. It also aids in identifying any pressures or issues in the Council operating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

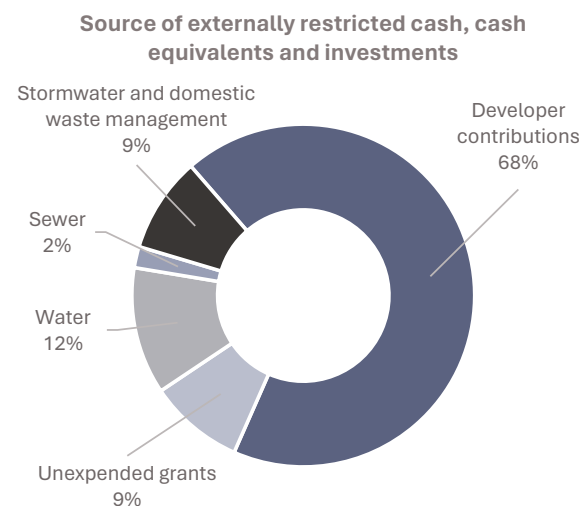
Cash, cash equivalents, and investments without external restrictions can be allocated internally by the elected Council's resolution or policy. These allocations are matters of Council policy and can be changed or removed by a Council resolution.

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:				Spending of restricted cash and investments
• 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	Internal loans from the sewer fund to the general fund
				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.

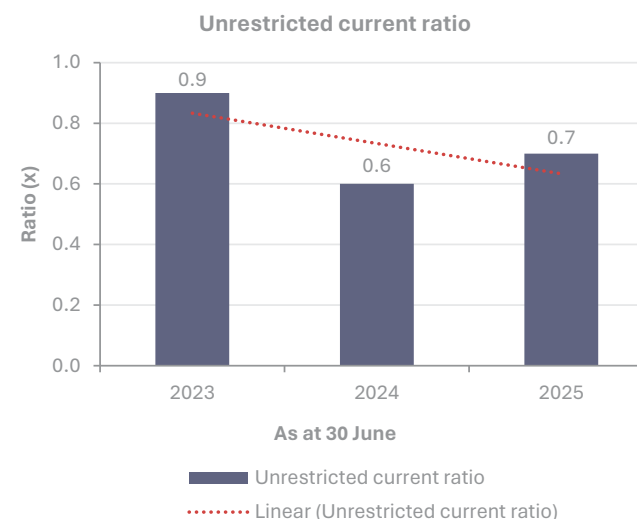
The unrestricted current ratio is specific to local government and represents council's ability to meet its short-term obligations as they fall due. It measures the ratio of unrestricted current assets to current liabilities less specific purpose liabilities.

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).

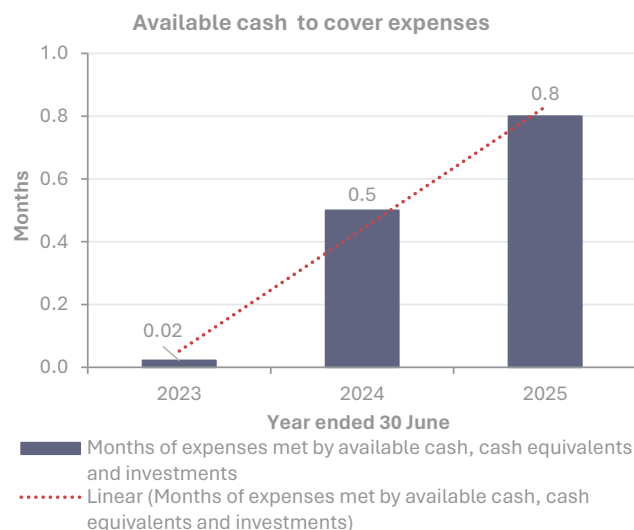
Further details on cash, cash equivalents and investments including the sources of external restrictions are included in the section above.

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.

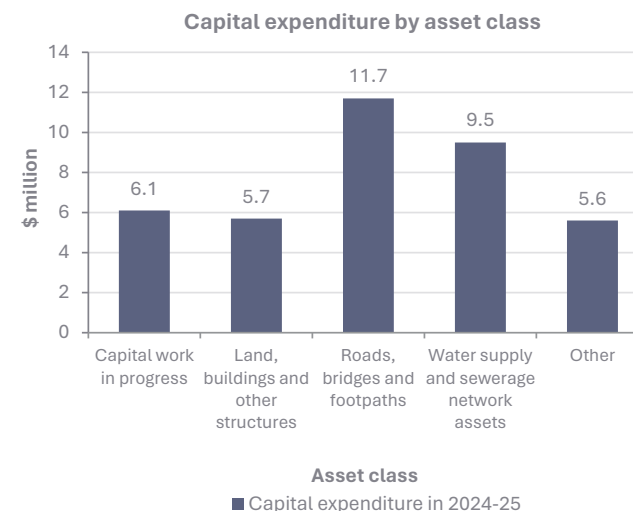
In 2024-25, the Council spent restricted funds on purposes other than their intended purposes, without the appropriate approvals required under the LG Act. Refer to 'Cash, cash equivalents and investments' above for details.



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.

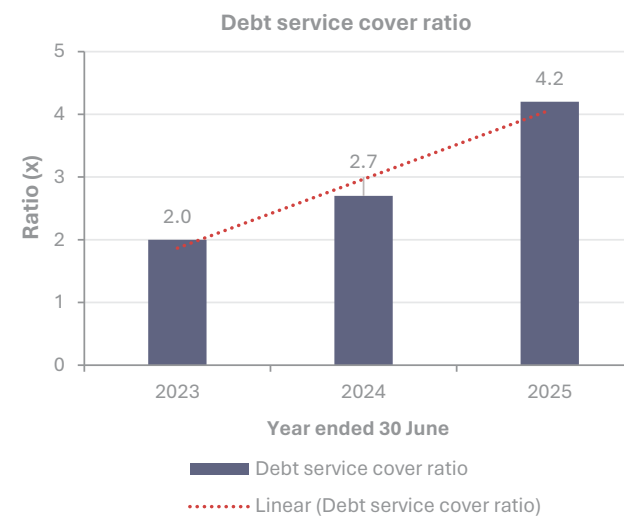
Debt	2025	2024	Commentary
	\$'000	\$'000	
Loans	30,578	35,349	In 2023-24 and 2024-25, the Council did not comply with certain financial covenant requirements for some loan facilities. Internal loans from the sewer fund to the general fund are not included in this table – refer to 'Cash, cash equivalents 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
Infrastructure	
• 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
Total	\$ 371,604

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
CONTRIBUTION PLAN - Raglan Creek Stormwater Drainage				
11762	Stormwater Drainage Detention Basin works at Marsden Lane	58,096	100%	In progress
CONTRIBUTION PLAN - Community Facilities and Services Bathurst				
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
CONTRIBUTION PLAN - Bathurst Regional Open Space				
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
CONTRIBUTION PLAN - Roadworks - New Residential Subdivisions				
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
CONTRIBUTION PLAN - Water Headworks				
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
CONTRIBUTION PLAN - Sewer Headworks				
12256	Sewer Services Mains Capital - Eglinton - Kellosheil Estate	133,671	100%	Completed
Not under plan				
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 350m² of impervious surface area per property. A minimum charge of \$5 will be applied to strata commercial property when the levy calculation is less than \$5. The revenue raised from the stormwater levy will allow the Council to cover costs to implement projects in relation to capacity and water quality, as well as works arising from the Catchment Flood Study.

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

In 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
1. Commit	
1.1 Stakeholder Engagement	
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	In conjunction with Central NSW Joint Organisation, we have 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
1.2 Identify salient risks at the organisational level	
What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	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
1.3 Modern Slavery Policy	
What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	We have amended our Purchasing Policy to reflect Modern Slavery Legislation.
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Yes
1.4 Modern Slavery Risk Management Plan	
What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	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

2. Plan	
2.1 Identify and map your supply-chain risks for each procurement	
What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	We are currently reviewing our Tender processes and documentation to reflect supply chain risk when evaluating a Tender.
2.2 Develop a risk-reducing sourcing strategy	
What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	We are currently reviewing our Tender processes and documentation to include risk-reducing sourcing strategy.
3. Source	
3.1 Select appropriate suppliers	
What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	<p>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>
3.2 Adopt a shared responsibility approach to contracting	
What steps did your entity take to adopt a share responsibility approach to modern slavery risks, in the contracting during this reporting period	We are currently reviewing our Tender processes and documentation to include a shared responsibility approach to Modern Slavery Risks.
4. Manage	
4.1 Monitor and evaluate supplier performance	
What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	We are currently reviewing our Tender processes and documentation to include evaluation criteria of a supplier performance relating to Modern Slavery.
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this re-orting period?	No
4.2 Develop supplier capabilities	
What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	We are currently reviewing our Tender processes and documentation to include development of supplier capabilities with regards to Modern Slavery.
5. Remedy	
5.1 Provide or enable access to effective grievance mechanisms	
What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	A Grievance Mechanism has been incorporated into our Risk Management Policy.
5.2 Take safe immediate steps to remedy harm	
What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	Our business was not connected to any modern slavery harms during this reporting period.

5.3 Use leverage to remediate deficient practices	
What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	Our business was not required to remediate deficient modern slavery risk management practices during this reporting period.
5.4 Withdraw responsibly	
What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	Our business was not required to withdraw responsibility during this reporting period.
6. Report	
6.1 Establish a victim-centred reporting protocol	
What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	We are currently establishing a Victim reporting protocol.
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	No
6.2 Report on your modern slavery risk management efforts	
What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	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.
7. Improve	
7.1 Learn lessons from your performance and others'	
What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	We 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.
7.2 Train your workforce	
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%
7.3 Cooperate with the Anti-slavery Commissioner	
What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	We have completed all the reporting requirements.

Government Information Public Access

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

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

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

No. Applications	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 scene at a community festival. In the foreground, several people are hula hooping on a grassy lawn. A young man in a white t-shirt and a black hat is hula hooping with a blue hoop. Next to him, a young woman in a striped shirt and light blue jeans is hula hooping with an orange hoop. To her right, another young woman in a brown t-shirt and blue jeans is hula hooping with an orange hoop. In the background, a woman in a black top and a checkered skirt is hula hooping with a yellow hoop. There are many other people in the background, some sitting on the grass and others standing. The scene is set outdoors with trees and a building in the background. The lighting suggests it is late afternoon or early evening.

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
Premier's Priorities Creating jobs Faster housing approvals State Priorities Making it easier to start a business Encouraging business investment Accelerating major project assessment Increasing housing supply	Department of Planning, Housing and Infrastructure Central West and Orana Regional Plan Department of Primary Industry Land Use Conflict Risk Assessment guide NSW Trade and Investment Visitor Economy Industry Action Plan – Destination NSW Australian Department of Prime Minister and Cabinet Smarter Cities Program NSW Department of Transport Smart & Local Feedback Forum Infrastructure NSW State Infrastructure Strategy Transport for NSW Future Transport 2056 NSW Black Spot Program NSW Roads to Recovery Program NSW Traffic Route Lighting Subsidy Scheme NSW Department of Customer Services – Spatial Services Bathurst Spatial Digital Twin NSW Government Architect NSW State Design Review Panel Better Placed Policy Design and Place SEPP/Greener Places Policy Create NSW National Trust NSW	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
Premier's Priorities Improving Government Services State Priorities Delivering strong budgets Better Government Digital Services	Department of Infrastructure and Regional Development Local government financial assistance grants Department of Planning, Housing and Infrastructure Environment and Heritage Corporate Plan Office of Local Government Fit for the Future Initiative; Comparative Information on NSW Local Government Councils Local Infrastructure Renewal Scheme (LIRS) The Department of Finance, Services and Innovation Digital+ 2016 - NSW Government ICT Strategy ICAC Audit Office of NSW Local government reform agenda NSW Electoral Commission Council go forward strategy Australian Department of Prime Minister and Cabinet Smarter Cities Program National Broadband Network Other NSW Ombudsman Reports and Complainant Data Australian Museum Art Gallery of New South Wales NSW Office of The Children's Guardian (OCG)	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
Premier's Priorities Keeping our environment clean	Department of Planning, Housing and Infrastructure Strategic Plan NSW Biosecurity Strategy Emergency Management Strategic Plan NSW Invasive Species Plan Office of Emergency Management NSW State Emergency Management Plan Central Tablelands Local Land Services Local Strategic Plans Office of Environment and Heritage Energy Efficiency Action Plan Special Areas Strategic Plan of Management Net Zero Plan NSW Environment Protection Authority NSW Waste Avoidance and Resource Recovery Strategy New South Wales National Parks and Wildlife Service Regional Pest Management Strategy Water NSW The Healthy Catchments Strategy Central West & Orana Regional Plan	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
Premier's Priorities Improving Education Results Protecting our Kids Reducing Domestic Violence Tackling Childhood Obesity State Priorities Increasing Cultural Participation Reducing Violent Crime Transitioning to the National Disability Insurance Scheme	NSW Health Future Health: Guiding the next decade of health care in NSW 2022-2032 NSW Domestic and Family Violence Prevention and Early Intervention Strategy NSW Aboriginal Affairs Aboriginal Cultural Heritage Reform Office of Environment and Heritage NSW Heritage Heritage Grants Program NSW Department of Education and Communities Strategic Plan Living well: a strategic plan for mental health in NSW NSW Government Architect NSW State Design Review Panel Better Placed Policy Design and Place SEPP/Greener Places Policy NSW Department of Family and Community Services The NSW Ageing Strategy NSW Disability Inclusion Plan Future directions for Social Housing in NSW Office of Sport NSW Sport and Recreation Grants NSW Government emergency response agencies NSW Office of the Children's Guardian State Library of NSW National Trust NSW	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

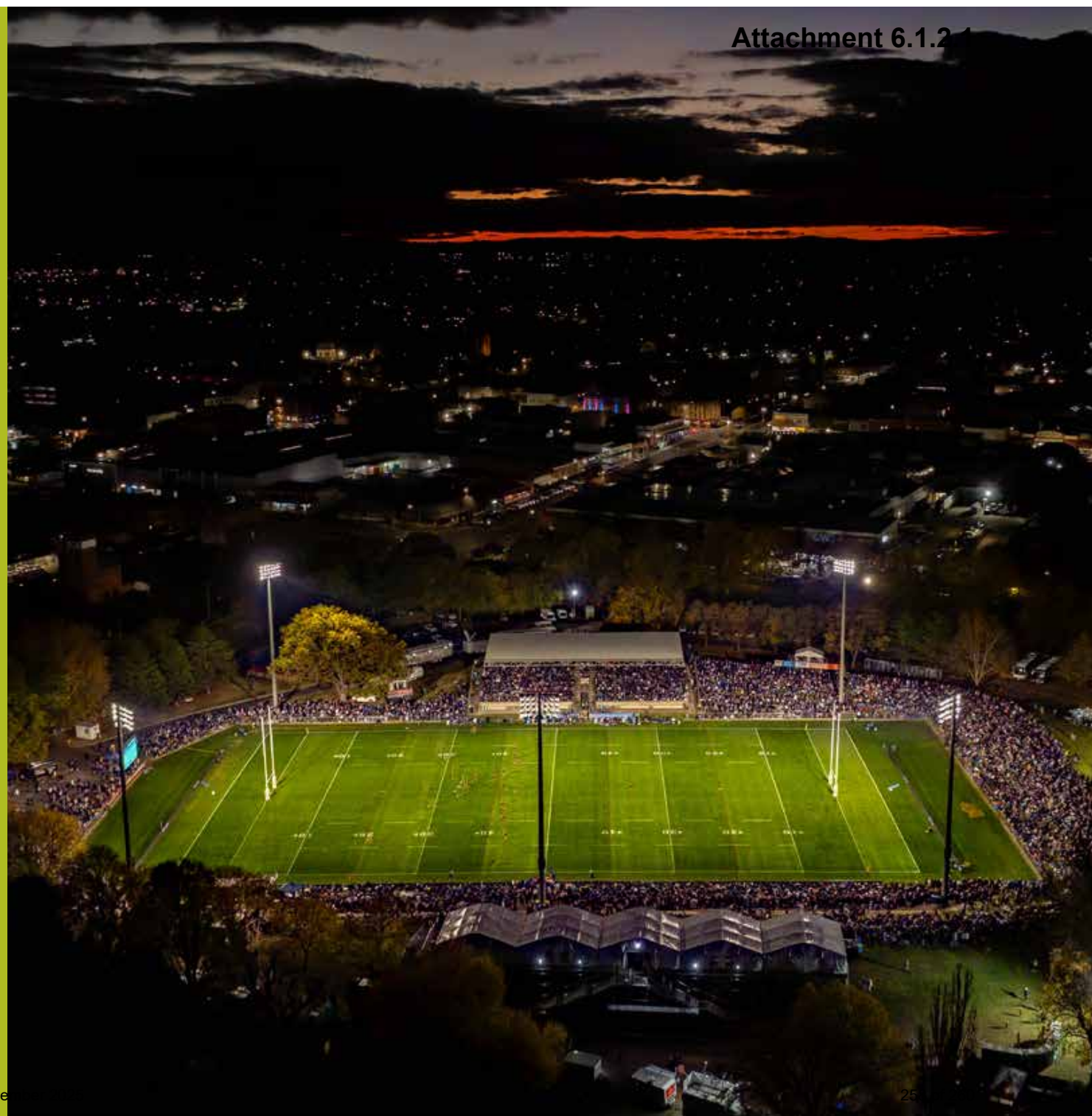
As we close the chapter on our previous Community Strategic Plan, we want to thank our community for your ideas, feedback and support in helping guide Council's work over recent years.

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
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

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 blue ink, appearing to read "DJS", is written over a faint, larger signature.

D J Sherley
GENERAL MANAGER

Reference: DS:AF: 16.00055
Enquiries: D J Sherley 02 6333 6201

7 MEETING CLOSE