

# Bellingen Shire Council Annual Report 2015-16

Part A – Report on Progress Against the Delivery Program and Operational Plan  
Part B – Statutory and Other Information



Bellingen Shire  
COUNCIL



This page has been intentionally left blank



# Table of Contents

---

<b>Foreword to the 2015 – 2016 Annual Report</b> .....	<b>5</b>
Introduction .....	6
How to Read This Report .....	8
<b>Part A - Report on Progress Against the Delivery Program and Operational Plan</b> .....	<b>11</b>
<b>Part B - Statutory and Other Information</b> .....	<b>93</b>
Community Engagement Activities .....	94
Special Variations in General Income .....	95
Overseas Visits .....	100
Elected Members' Expenses .....	100
Major Contracts (Greater than \$150,000) Awarded .....	101
Legal Proceedings.....	103
Works Subsidised On Private Land .....	104
Donations and Contributions .....	104
Functions Delegated by Council .....	106
Corporations, Partnerships, Joint Ventures or Other Bodies in which Council Held a Controlling Interest .....	107
Corporations, Partnerships, Joint Ventures or Other Bodies in Which the Council Participated .....	108
Information Relating to Workforce Management Plan.....	110
Implementation of Equal Employment Opportunity Management Plan .....	114
General Manager and Senior Staff Remuneration .....	115
Stormwater Management Services.....	115
Coastal Protection Services.....	116
Companion Animals Act - Compliance .....	116
Particulars of Any Environmental Upgrade Agreement Entered Into.....	116
Report on Capital Works Projects.....	117
Rates and Charges Written Off.....	117
Planning Agreements .....	118
Public's Right to Access Government Information .....	118
Complaint and Compliment Reporting .....	124
Code of Conduct Reporting .....	125
Public Interest Disclosures Reporting .....	126
<b>Part C - Financial Summary</b> .....	<b>Separate Document</b>
<b>Part D - Financial Statements</b> .....	<b>Separate Document</b>
<b>Part E - End of Term Report</b> .....	<b>Separate Document</b>
<b>Part F - State of the Environment Summary</b> .....	<b>Separate Document</b>
<b>Part G - State of the Environment Report</b> .....	<b>Separate Document</b>

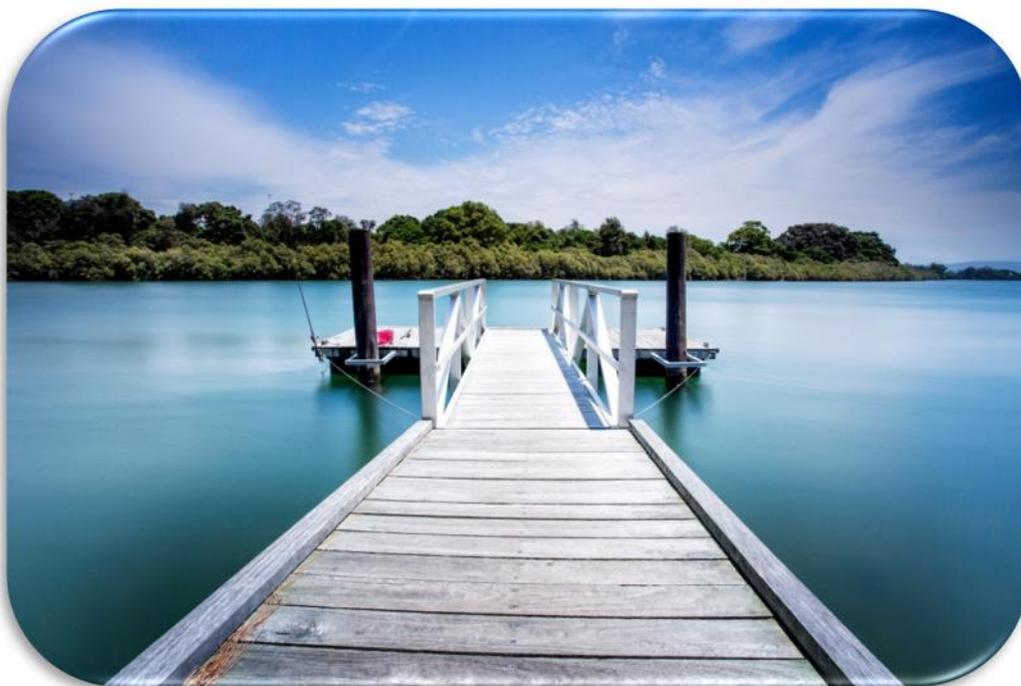
This page has been intentionally left blank



# Bellingen Shire COUNCIL



## Foreword to the 2015 – 2016 Annual Report



## Introduction

Bellingen Shire Council is proud to present its Annual Report for 2015/16. It has been developed to share our progress over the past financial year and provide a summary of the achievements we have made in working towards our Community Strategic Plan and Delivery Program. The document has been prepared in accordance with the requirements of the NSW Local Government Act, 1993 and provides an overview of Council's operations and financial position.

Council along with other local government authorities across the state has participated in the NSW Government's reform process over the past five years and over the past two years in the Fit for the Future process.

This has involved the development and submission to government of an Improvement Plan resting on benchmarks and performance ratios including forecast information up to and including the 2025/2026 financial year. These criteria are primarily focused on sustainability, infrastructure and service management and efficiency and will provide an important scorecard over time.



Liz Jeremy  
General Manager

Council has been an active member and participant in the Mid North Coast Region of Councils (MIDROC) whose focus for a number of years has been both collaboration and advocacy. To that end, our Council actively sought regional partnerships and alliances which have delivered economic benefit, service improvement and efficiency gains. Partnerships are currently in place for waste management, library services, internal audit, asset management, procurement of a corporate IT system as well as service reviews with a memorandum of understanding (MOU) in place with Kempsey and Nambucca Shire Councils.

Ageing infrastructure continued to dominate Council resources and a major review is underway to assist the determination of priority projects in terms of management of its asset base. The review takes a risk-based approach incorporating a more stringent auditing process as part of managing Council's works program. In addition, a proactive maintenance management system has been put in place.

Council continued to progress a range of projects and initiatives with key stakeholders within the context of the Pacific Highway bypass of the seaboard town of Urunga. These actions seek to provide a focus for Urunga around improved amenity, fostering development potential, supporting our tourism and aquaculture industry, as well as actively assisting Urunga to transition to a non-highway town.

In addition Council has continued to work on other key projects of importance to the community including progressing with the Urunga Tidal Swimming Project, discussing the development of the proposed Indoor Sports Stadium with key stakeholders and continuing the implementation of the Gleniffer Reserves Master Plan. Importantly, the Dorrigo Sewerage Treatment Plant was upgraded representing an \$8 million investment.

Like most Councils in NSW, planning for a new Council and end of term reporting were undertaken in preparation of the Local Government Elections scheduled for September 2016.

In the context of Council's focus on financial sustainability and asset management, it is gratifying to be able to reflect on Council's many significant achievements throughout the 2015/16 reporting period. A brief snapshot is as follows:



- Construction of the new Dorrigo Sewerage Treatment Plant which was completed on time and under budget with Council and the State Government investing \$8.2 million into the project. This represents a large investment by Council in the township of Dorrigo with the capacity of the new treatment plant sized to accommodate continued growth and development on the plateau.
- Establishment of the Bellingen Shire Economic Development and Tourism Plan 2015-2020.
- Partner in the establishment of a new Coffs Coast Tourism Strategic Plan 2020.
- Establishment of the Events Hub website to plan and promote local events and festivals and purchase of new digital kiosks to support visitor information services.
- Launch of the Bellingen Shire Local Food Trail showcasing local food producers, wholesalers and retailers.
- Development and adoption of Bellingen Shire Companion Animals Management Plan.
- Adoption of the Bellingen Shire Koala Management Strategy.
- Development of a Shire Mobility Map and modification of features in Council buildings to improve accessibility.
- Development and adoption of a Public Art Plan in conjunction with the Arts and Cultural Advisory Committee.
- Formation of a Community Drug Action Team and sourcing of funding for associated projects.
- Assisted 29 community groups through the Community Support Funds with activities and events that support the broader community.
- Following a successful trial for the collection of used clothing through the existing domestic kerbside recycling collection system, the service was introduced to all residents. This highly innovative way of diverting clothing materials from landfill is a NSW first and has been entered in the Green Globe Awards for Resource Efficiency.

I would like to thank the Councillors and staff of Bellingen Shire Council for their work and service during the 2015/16 period. Best wishes are extended to outgoing Councillors with their future endeavours. We look forward to working with the newly elected 2016-20 Council in what will be an exciting and challenging term ahead. Establishment of a Joint Organisation with our neighbouring councils as well as the creation and implementation of new Integrated Planning and Reporting (IP&R) strategies and plans will be a major focus over the coming year.

Lastly it is of great importance that I acknowledge the outstanding contribution that is made by our community groups and volunteers who share their time and talents to make these achievements possible. This 2015/16 Annual Report gives us a chance to reflect on what has been achieved as well as ongoing projects and services that are being delivered to our community each and every day.



Liz Jeremy  
General Manager

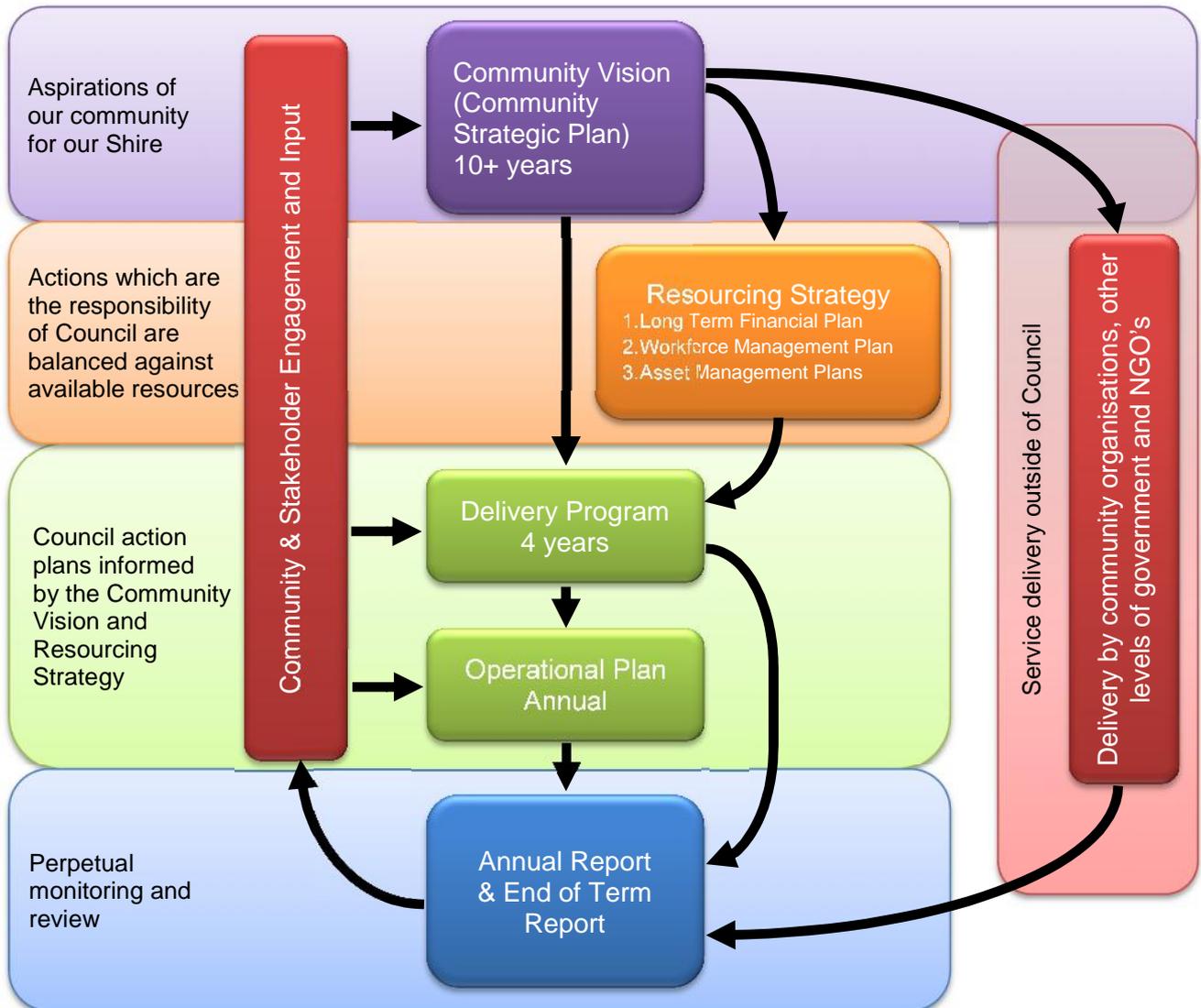


## How to Read This Report

The Annual Report is a component of Council's Integrated Planning and Reporting (IP&R) framework and it outlines Council's achievements in implementing its Delivery Program and Operational Plan which are guided and operationalised by the Resourcing Strategy.

The IP&R framework was designed by the NSW Government and, since its introduction in 2009; all councils in NSW have transitioned to it.

The IP&R framework consists of a Community Strategic Plan, a Resourcing Strategy, a Delivery Program, an Operational Plan and Annual and End of Term reports. The relationship and purpose of each of these elements is represented by the following diagram:



An End of Term report has been prepared as an additional section for this Annual Report as it is the last year of the Council's term in office. It reports on Council's achievements in implementing the Community Vision during the Council's term of office and will be considered by Council at the August 2016 Ordinary meeting, in keeping with the legislative requirements.

A State of the Environment Summary and State of the Environment Report have also been prepared as additional sections for this Annual report. The State of the Environment report is required in the year in which an ordinary election of councillors is held and contains information

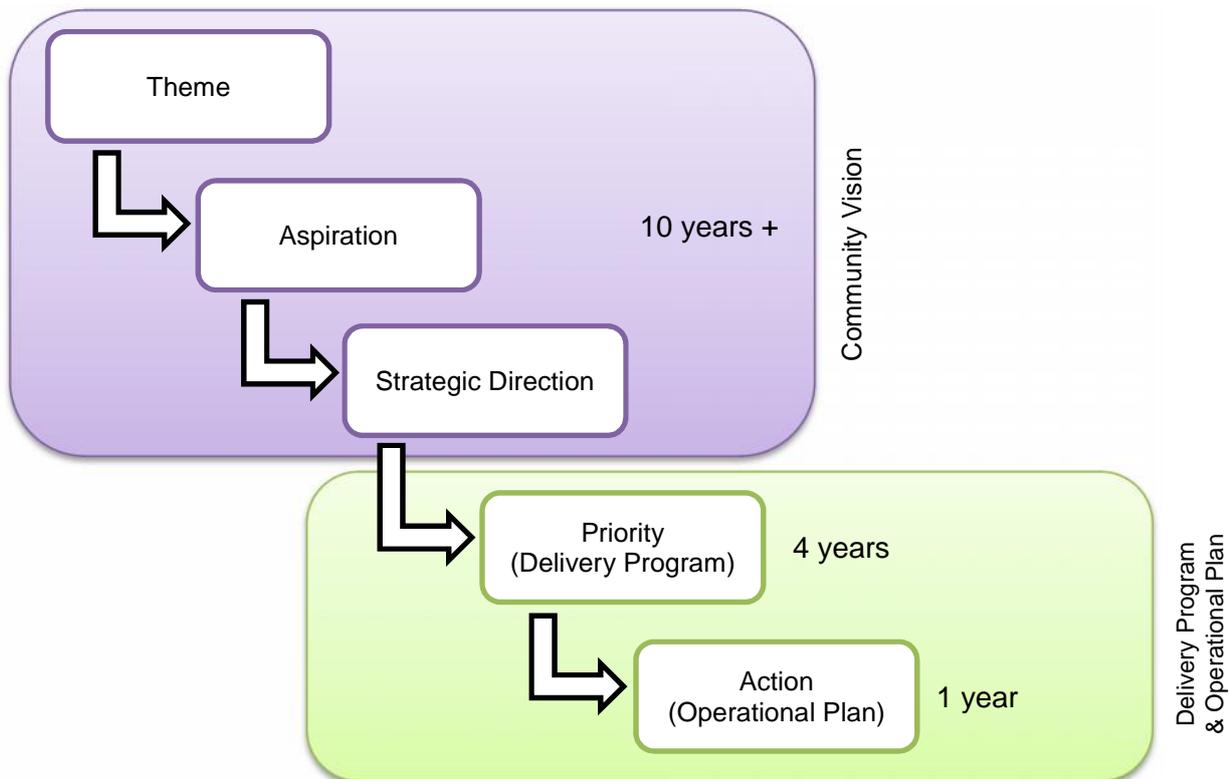


relevant to the objectives for the environment which have been established by the Community Strategic Plan.

This Annual Report is divided into parts A through G. Parts A and B are provided as a combined document. Parts C, D, E, F and G are provided as separate documents but never the less constitute sections of the full Annual Report. The purpose and contents of the various parts are as follows:

## Part A

The purpose of Part A is to report on progress against the Delivery Program and Operational Plan. It provides a detailed report on the achievements against each of the items in the Delivery Program and Operational Plan, structured according to the layout of the IP&R suite of documents as shown in the diagram below.



The Themes, Aspirations and Strategic Directions flow from the Community Vision and indicate what the community's aspirations are for the future and some broad strategies on how they are to be achieved. The Delivery Program outlines what *Council* intends to deliver over a four year period commencing at 1 July following council elections, and the Operational Plan outlines what actions Council intends to take in the planning year to work towards the outcomes contained in the Delivery Program.

There are five themes contained in the Community Strategic Plan which relate to this Annual Report.

- Resilient Economy
- Community Wellbeing
- Places for People



- Living Environment
- Civic Leadership

Under these five themes there are twenty aspirations and sixty-seven strategic directions. Each priority in the Delivery Program relates to one of these strategic directions and each action in the Operational Plan relates to a priority in the Delivery Plan.

## **Part B**

Part B contains various statutory and other information that Council is required by the Local Government Act 1993, other acts, regulations or policies to report.

## **Part C (separate document)**

Part C contains the Financial Summary based on the full, audited financial statements of Council.

## **Part D (separate document)**

Part D contains the full, audited Financial Statements of Council.

## **Part E (separate document)**

Part E contains the End of Term Report which was presented to the final meeting of the 2012-16 council in August 2016 prior to the recent local government election in accordance with legislative requirements.

## **Part F (separate document)**

Part F contains the State of the Environment Summary based on the full State of the Environment Report.

## **Part G (separate document)**

Part F contains the full State of the Environment Report. The State of the Environment Report has been prepared as a collaborative exercise between the twelve general purpose councils along the region's coast, (from Port Macquarie-Hastings Council in the south to Tweed Shire Council in the north and including Lismore and Kyogle councils), Rous County Council, and the North Coast Local Land Services (formerly the Northern Rivers Catchment Management Authority). It aims to report on environmental condition at both a regional and local level primarily for the 2012 to 2016 reporting period, but including information from the 2012 State of the Environment report where relevant.

Photographic images in this report were taken by Gethin Coles and Bruce Jacups





## Part A - Report on Progress Against the Delivery Program and Operational Plan



# Resilient Economy

We have meaningful work and vibrant businesses within our community

Our community has a diversity of businesses and new industries

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.1.1.1	Execute the priorities and meet the targets contained within the Strategic Landuse Planning Program	RE.1.1.1.1	Participate in the Regional Growth Plan development and advocate for inclusion of land excluded from partial endorsement of ELS	Strategic Planner	Progressing	The Draft Regional Growth Plan has been publicly exhibited, however has not yet been formally adopted by the Department of Planning and Environment. Council is confident that land identified in the ELS will be included in the final Plan.
RE.1.1.2	An overall improvement in business's perception and satisfaction of Council's outdoor dining policy from 2014 to 2016	RE.1.1.2.1	LEP amended and Footpath Activities Policy adopted	Strategic Planner	Progressing	The Policy was not able to be completed within the 2015-16 FY. It has been rescheduled for completion in the 2016-17 Operational Plan.
RE.1.1.3	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.1.1.3.1	Attend regular Chamber and Community meetings to ensure that the economic development and tourism portfolio is aware of the priorities and objectives of these organisations	Manager Economic & Business Development	Completed	Council attended bi-monthly Chamber meetings and worked with industry representatives and stakeholders to ensure tourism is managed and marketed in line with community ideals

## We have innovative and alternative local trading systems

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.1.2.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.1.2.1.1	Conduct Innovation Workshops across the Shire.	Manager Economic & Business Development	Completed	Council was a proud sponsor of the Digital Innovation Challenge. The initiative attracted a strong cohort of Bellingen Shire entrepreneurs. The program offered training and first-hand experience in commercialising innovative ideas. It provided insights and lessons on pitching for venture capital. Candidates learnt the importance of effective business planning and networking to progress business prospects
		RE.1.2.1.2	Collaborate with regional business and councils to promote investment opportunities within the Shire	Manager Economic & Business Development	Completed	Council works proactively with other Local Governments across the Mid North Coast. Bellingen Council initiated a partnership with Coffs Harbour City Council, Nambucca Shire Council and Armidale Dumaresq City Council for a strategic tourism campaign to promote the Waterfall Way. Council was also a proud sponsor of two significant regional events i.e., The Mid North Coast Food Forum in Coffs Harbour and the Creative Industries Forum in Kempsey. Both events were very successful and provided valuable support to players in those respective industries.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		RE.1.2.1.3	Create Facebook and integral accounts for Tourism and the Events Hub.	Manager Economic & Business Development	Completed	Now with 1500 likes, the Bellingen Dorrigo and Urunga Tourism Facebook page continues to attract visitors and interest. The page is a valuable platform to promote tourism, festivals and events. An Events Hub website is in development and once on-line, will provide valuable assistance to existing event organisers and anyone planning to run an event or festival across the Shire
		RE.1.2.1.4	Develop Social media platforms to enhance e-commerce opportunities	Manager Economic & Business Development	Completed	Five new QR posts were installed at Tourist attractions across the Shire. Council also invested in two digital kiosks that will support tourist information services across the Shire. The kiosks will provide virtual information and allow specific apps to run that will promote tourism product and visitation and information on State Forests within the Shire

## Businesses within our shire are ethical and sustainable

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.1.3.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.1.3.1.1	Across all engagement with business, promote consideration of environmental, cultural and professional values	Manager Economic & Business Development	Completed	A Significant achievement in this endeavour is the completion of the Gleniffer Master Plan. The Plan is now in the implementation stage. It will address the negative impacts from increasing visitation through providing appropriate information, education and specific services. Council's work with Destination Coffs Coast has resulted in a significant change in branding for the region. The Coffs Coast now has a new focus on nature based tourism. This has the potential to create symbiotic outcomes between the environment and tourism - where both can benefit.

## We have the public infrastructure to appropriately support business activity

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.1.4.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.1.4.1.1	Consider and respond to requests from businesses regarding public infrastructure requirements	Manager Asset Management & Design	Completed	Public infrastructure requests are investigated as resources are available, responses are prepared and projects are prioritised and listed for consideration in the annual budget preparation and long-term financial plan
RE.1.4.2	As a major enabler of economic activity, review Road Asset Management Plan (including measures and targets) on an annual basis	RE.1.4.1.2	Review and progressively improve RAMP	Manager Asset Management & Design	Progressing	Data collection and analysis has commenced to support a review of the Road Asset Management Plan as further resources are allocated.

## We are a disaster resilient community

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.1.5.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.1.5.1.1	Consider and respond to requests for improving disaster management practices for community infrastructure	Manager Asset Management & Design	Completed	During the Council has worked collaboratively with other agencies to revise the Emergency Management Plan, a trial of software designed specifically for data capture during natural disasters has begun and hand held field devices provided to staff responsible for managing the response to these events.
RE.1.5.2	Review Business Continuity Plan annually for correctness and currency	RE.1.5.1.2	Review of Business Continuity Plan and report to the Executive Leadership Team	Governance and Corporate Planning Officer	Progressing	Recommendations resulting from BCP exercise entered into online reporting module.

## Our families are able to support themselves locally

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.1.6.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.1.6.1.1	Work to support key industries across the Shire to grow and sustain jobs and self-employment opportunities	Manager Economic & Business Development	Completed	Council developed and adopted a new Economic Development and Tourism Plan 2015-2020. Council worked with regional partners to deliver the Mid North Coast Food Forum and the Creative Industries Forum. It provided an on-going mentoring service to assist people in business. Council worked with State and Federal Government agencies to identify programs and funding that could assist local business. Council works actively with NBN Co to ensure that local business have adequate digital connectivity. Council developed a Local Food Guide to support the agri business sector and to promote food tourism across the Shire.
		RE.1.6.1.2	Implement key objectives of the Small Business Friendly Council Program	Manager Economic & Business Development	Completed	Council is a member of the Small Business Friendly Council Program. This initiative unites Councils across NSW with a mandate to reduce red tape and to become more focused on assisting small business within their LGAs.

## We have balanced sustainable tourism

### Our Shire has a wide range of experiences for visitors

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.2.1.1	Implement the 5 year Economic Tourism Development Plan	RE.2.1.1.1	Investigate funding opportunities to enhance product development	Manager Economic & Business Development	Completed	Council employs a dedicated Grants Officer who identifies funding that has the potential to finance new tourism product and enhance existing product. Council proactively distributes grants information to key tourism stakeholders and assists with funding applications when required. Council also funds a Community Events Sponsorship Fund which aims to support events and festivals across the Shire.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		RE.2.1.1.2	Work with existing tour, attraction accommodation and event operators to promote sustainability and enhancement of their products	Manager Economic & Business Development	Completed	Council promotes our tourism sector through ensuring our tourist information centres have adequate support and collateral. Visitor Centre volunteers have opportunities to participate in regular familiarisation tours to ensure they have first-hand knowledge of tourism product. Council works with Chambers of Commerce across the Shire to ensure they are supported in developing their tourism industries. For example, in 2015, Council facilitated an RV Friendly Town application for Dorrigo. In 2016, Council worked with TASAC to ensure enhancement of Touring Route 16 through Urunga. Council worked with Bello Winter Music Festival, Bush n Bay Adventure Race and Urunga Mother's Day Festival to ensure their respective events were promoted and successful.

## Our regional tourism assets are enhanced

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.2.2.1	Develop and strengthen effective local and regional partnerships	RE.2.2.1.1	Work collaboratively with regional partners to ensure tourism promotion is in alignment with Shire capacity and community ideals	Manager Economic & Business Development	Completed	Over the last twelve months, Council has significantly strengthened its partnership with Coffs Harbour City Council and Tourism Coffs Coast. Bellingen Shire has industry and chamber representatives on the new Destination Coffs Coast Committee. A new tourism strategic plan has been developed for the Coffs Coast which will see a significant shift in branding and potentially tourism development. A new focus on nature based tourism is more closely aligned with the community ideals within the Bellingen Shire and will see the Shire attracting a more compatible target market into our destination.
		RE.2.2.1.2	Implement the strategies from the Gleniffer Master Plan	Manager Economic & Business Development	Progressing	The Gleniffer Master Plan (a strategic plan of ten years), was adopted by Council. Stewardship Group is underway to assist Council with the implementation of key initiatives. The Gleniffer Working Group is focused on implementing the priorities outlined in the plan in line with the detailed timelines

## Our tourism providers strive for sustainable operations

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.2.3.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.2.3.1.1	Increase opportunities for social media promotion	Manager Economic & Business Development	Completed	Council continues to utilise and enhance its social media footprint. The Bellingen Dorrigo Urunga Facebook page now has over 1500 likes and is used regularly to promote tourism product. Council is introducing two new digital kiosks to support tourism information services and run digital apps. New QR posts have been installed across the Shire as part of the Discovery App initiative. A new Events Hub website is being developed to support the creative industries. Council has also sponsored the three chambers of commerce to develop a new website that promote all local business and tourism product.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		RE.2.3.1.2	Increase activities and promotion of the Events Hub	Manager Economic & Business Development	Completed	A new Events Hub website is being developed which will support existing and new players within the creative industries. The Waterfall Way visitor centre works closely with the Events Hubs in offering a point of sale for event and festival tickets. Council engaged work for the dole placements throughout the year to assist in building resources and databases for the Events Hub. Council works with the Events Hub committee to develop the resource so that it is meeting the needs of the industry. For example, Council has provided a step by step guide to assist applicants with new developments to streamline and improve the approval process through Council.

## We have a sustainable local farming sector that provides us with healthy, fresh food

### Local food growing, sharing and education initiatives are supported and developed

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.3.1.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.3.1.1.1	Consider and respond to formal stakeholder proposals regarding local food growing initiatives	Manager Sustainable Environment & Waste	Completed	No proposals received this year.

### Alternative farming systems are employed with examples including cooperative farming and land share

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.3.2.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.3.2.1.1	Consider and respond to formal stakeholder proposals regarding alternative farming systems	Manager Sustainable Environment & Waste	Completed	No proposals received this year.

### Farming practices are financially and environmentally sustainable

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.3.3.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.3.3.1.1	Develop Bellingen Shire local food guide	Manager Sustainable Environment & Waste	Completed	This has been completed with 1,000 copies of the Local Food Guide and Farmers Market Flyer distributed across the Shire. A further review will be undertaken before an updated version is produced.
		RE.3.3.1.2	Participate in Blueberry interagency working group and consider strategies to ensure that the growth of the industry in Bellingen Shire occurs in a sustainable fashion.	Strategic Planner	Progressing	All interagency group meetings were attended by Council. No regulatory strategies have been identified to date that are considered appropriate for implementation without also affecting consent requirements for other forms of agriculture in the Shire.

### Agriculture is a valued part of our economy

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
RE.3.4.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	RE.3.4.1.1	Consider and respond to formal stakeholder proposals regarding agricultural initiatives	Manager Sustainable Environment & Waste	Completed	No proposals received this year.

# Community Wellbeing

Our children, youth and seniors are valued, involved and supported

Youth and seniors programs and activities are in place and actively supported

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.1.1.1	Develop and implement a Community Support Policy and Procedures which enables Council to improve governance around donations and support	CW.1.1.1.1	Continue offering library programs such as Baby Bounce, Summer Reading Club, Children's Book Week, Library and Information Week, National Simultaneous Story time, author visits, school holiday activities and Library Lovers Day.	Librarian	Completed	The libraries continue to promote reading and literacy through the programs offered regularly throughout the year. These continue to be popular, especially Baby Bounce and the school holiday craft activities. Annual events such as Summer Reading Club, Library Lovers Day and National Simultaneous Storytime continue to attract a crowd. These are supported by National advertising due to their nationwide coverage. The success of the Bellingin Co-Workers Group using the library monthly on a Monday when it is closed continues. Now that Dorrigo Library has a meeting room, it would be good to explore this as an option for co-working groups in the Dorrigo community.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CW.1.1.1.2	Aged services interagency continues to be supported. To foster co-ordinated programs and partnerships	Community Wellbeing Planning Officer	Completed	The year has been outstanding for collaboration between aged care services providers due to the continued facilitation of the Bellingen Shire Aged Care Network. Projects implemented include the distribution of the Aged Care Wallet Card, a resource to enable better coordination of care of seniors and a workshop on preparing clients for an emergency.
CW.1.1.2	Continue the provision of the Dorrigo Support Centre and develop and implement a Vision for the Support Centre	CW.1.1.2.1	Implement the actions identified to achieve the vision for Dorrigo Support Centre	Manager Community Wellbeing	Completed	Action was taken on each of the seven areas of development under the Dorrigo support Centre Vision statement. The number of volunteers increased, marketing increased, partnering with local organisations and linking with other service providers occurred, the website was speech enabled to increase the use of technology in service provision and quality standards maintained.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.1.1.3	Implement the Vision for the Youth Centre	CW.1.1.3.1	Foster collaborative relationships with the S355 Committee and assist in the implementation of the Vision where appropriate. Provide quarterly reports to Council.	Manager Community Wellbeing	Completed	<p>There has been much communication and positive relationship building with Section 355 Committees. Issues are many and varied but they generally appreciate having a contact person who can assist with inquiries.</p> <p>Resources continue to be a challenge but committees have been pro-active in sourcing external funding and administrating a Work for the Dole project (Urunga Recreation Reserve). Section 355 committee volunteers were the focus of this year's National Volunteers Week celebrations where many of them were acknowledged for their years of service. Goals for next year include reviewing the Section 355 Guidelines Manual, developing better processes for supporting external funding application and ensuring committee members are fully aware of Councils responsibilities and Code of Conduct</p>

**Strong partnerships between schools and our community are in place to allow for intergenerational and cultural learning**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.1.2.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	CW.1.2.1.1	Provide demonstrations/presentations about the library's physical and online resources	Librarian	Completed	Use of the library's online resources continues to be popular. This has been assisted by the Clarence Regional Library Headquarters staff member being available regularly (bi-monthly) at each branch. This staff member is available for 2 hours for library members to have a one-on-one session on how to use the library eResources on their iPad/tablet/mobile device. Bellingen Shire Library staff believe that this type of assistance needs to be offered monthly at a regular time (e.g. every third Friday of the month) at each branch to continue to promote our resources while assisting members of the community with this newish technology.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CW.1.2.1.2	Work with groups using Bellingen Seniors & Information Centre on shared use of space	Manager Community Wellbeing	Completed	Schools and seniors are involved in inter-generational learning and interaction through programs in Seniors week and annual events such as the Dorrigo Support Centre Christmas lunch; the shared use of space is an ongoing matter. A range of organisations share space in the Bellingen Seniors and Information Centre both through permanent and casual hire of the main room in the Senior Citizens Centre and from Bellingen Neighbourhood Centre and St Vincent de Paul in a smaller room and the Visitor Centre and Events Hub in the Information Centre.
		CW.1.2.1.3	Local schools are approached to participate in local heritage awareness raising projects.	Strategic Planner	Completed	Despite an approach to local schools to attend a workshop on stained glass window restoration at St Margaret's Church, none of the 10 schools contacted expressed any interest in involvement. Although this was disappointing, it suggests that alternative and perhaps more innovative options to engage with local schools should be considered for the next Community Strategic Plan.

Students have a variety of mechanisms such as a support centre and local scholarships

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.1.3.1	Implement the Youth Centre Vision	CW.1.3.1.1	Foster collaborative relationships with the S355 Committee and assist in the implementation of the Vision where appropriate. Provide quarterly reports to Council.	Community Wellbeing Planning Officer	Completed	<p>There has been much communication and positive relationship building with Section 355 Committees. Issues are many and varied but they generally appreciate having a contact person who can assist with inquiries.</p> <p>Resources continue to be a challenge but committees have been pro-active in sourcing external funding and administrating a Work for the Dole project (Urunga Recreation Reserve). Section 355 committee volunteers were the focus of this year's National Volunteers Week celebrations where many of them were acknowledged for their years of service. Goals for next year include reviewing the Section 355 Guidelines Manual, developing better processes for supporting external funding application and ensuring committee members are fully aware of Councils responsibilities and Code of Conduct</p>

## Opportunities exist to share the experience and wisdom of seniors

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.1.4.1	Implement the Social Plan	CW.1.4.1.1	Implementation of Social plan priorities as funds permit.	Manager Community Wellbeing	Completed	A report on the overall achievements of the Social Plan 2010-15 noted that of the over 100 Strategies/actions in the plan, progress had been made on all actions and there were only 7 which had not yet come to fruition. Action was taken on a range of Social plan priorities including 2 unsuccessful grant applications for a new community bus used to transport seniors. The Social plan strategy of supporting Men's shed projects has resulted in 3 Men's sheds in the Shire -Bellingen, Dorrigo and Urunga. Each of the Men's sheds provides opportunities for sharing senior's wisdom.
CW.1.4.2	Continue the provision of the Dorrigo Support Centre and develop and implement a Vision for the Support Centre	CW.1.4.2.1	Dorrigo Support Centre to continue revision of services and to provide opportunities for intergenerational learning	Manager Community Wellbeing	Completed	Dorrigo Support Centre revised and expanded their service program opportunities and provided opportunities for intergenerational programs in conjunction with local schools or the University of the Third Age (U3A)

## We are a learning and creative community

### The benefits and understanding of lifelong learning are promoted

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.2.1.1	Provide internet access to the community in selected public places	CW.2.1.1.1	Monitor usage of public internet facilities, and report on additional opportunities if identified	Manager Information & Technology Services	Progressing	Wi-Fi is being used at Bellingin, Urunga and Dorrigo libraries following the expansions earlier this year and last. The service is proving popular with library visitors. No further Wi-Fi opportunities have been identified at this stage. Library public PCs at Bellingin, Dorrigo and Urunga were replaced with updated models and software in Q3 and usage of the facilities has increased. Statistics gathered show consistent use of all three facilities.

### There are opportunities for lifelong learning including regaining and retaining traditional skills

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.2.2.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	CW.2.2.1.1	Facilitate or promote opportunities for lifelong learning e.g. U3A, mentoring	Manager Community Wellbeing	Completed	Opportunities have been promoted and facilitated

**Our community is motivated to participate in lifelong learning activities**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.2.3.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	CW.2.3.1.1	Facilitate promotion of opportunities e.g. website, banner poles, partnering in service with community organisations	Manager Community Wellbeing	Completed	Strong partnerships have been formed this year which continue to facilitate additional opportunities and the promotion of these for the communities of the Bellingin Shire. Active participation in the Bellingin Shire Interagency, Dorrigo Bellingin Community Drug Action Team, Bellingin Shire Aged Care Network, Bellingin Shire Families and Children Interagency, a Mental Health Month planning group and a Place Based Planning group focusing on Dorrigo has continued. Cultural and artistic opportunities arising from these partnerships those arising from the support of the Arts and Cultural Advisory

## A diversity of cultural and artistic activities are available across the Shire

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.2.4.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	CW.2.4.1.1	Facilitate promotion of opportunities e.g. website, banner poles, partnering in service with community organisations	Community Wellbeing Planning Officer	Completed	Strong partnerships have been formed this year which continue to facilitate additional opportunities and the promotion of these for the communities of the Bellingin Shire. Active participation in the Bellingin Shire Interagency, Dorriggo Bellingin Community Drug Action Team, Bellingin Shire Aged Care Network, Bellingin Shire Families and Children Interagency, a Mental Health Month planning group and a Place Based Planning group focusing on Dorriggo has continued. Cultural and artistic opportunities arising from these partnerships those arising from the support of the Arts and Cultural Advisory Committee have been promoted through the website, local media and mayoral mentions.
		CW.2.4.1.2	Continue to support the Arts and cultural committee and promote the Public Art plan implementation	Manager Community Wellbeing	Completed	Four Arts and Cultural committee meetings held and a special joint meeting with festival organisers and also with the Economic development Committee so total 6 meetings . Ideas from the public art plan were implemented within the capacity of the funds available throughout the year

## We value, honour and actively acknowledge our Gumbaynggirr culture and heritage

### We actively engage with and include the perspectives and knowledge of aboriginal people

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.3.1.1	Meet at least twice a year with local Gumbaynggirr elders to discuss Council activities and obtain their input as stakeholders	CW.3.1.1.1	Continue to contact or meet with Gumbaynggirr elders and/or land councils to engage with so the perspectives and knowledge of Aboriginal people can be heard and included.	Manager Community Wellbeing	Completed	The relationships with members of the Aboriginal community including Elders have been strengthened this year. Perspectives are always considered respectfully. NAIDOC Week is celebrated by local schools and by Council hosting a flag raising event and morning tea which attracts 100 people. Art projects promoting Aboriginal culture have been supported by writing letters of support and funding the creation of a Gumbaynggirr mosaic.

### Opportunities exist to learn about our aboriginal language, history and culture

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.3.2.1	Expand the catalogue of Aboriginal resources in all three libraries	CW.3.2.1.1	Promote the catalogue of Aboriginal Resources through Council newsletters, school newsletters and local newspapers	Librarian	Completed	The Aboriginal collection of the Clarence Regional Library continues to be developed with funds allocated each financial year. The Shire Librarian continues to remain abreast of relevant publications/resources that are of interest to the local Bellingen Shire community. The Clarence Regional Library work on the next stage strategic plan has highlighted the need to continue working on this collection and investigate ways in which more local Aboriginal history can be captured and shared appropriately.

### We have regular aboriginal events, activities and storytelling in an appropriate cultural space

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.3.3.1	Meet at least twice a year with local Gumbaynggirr elders to facilitate and/or promote Aboriginal events, activities and story telling	CW.3.3.1.1	Continue to contact or meet with Gumbaynggirr elders and/or Land Councils re acknowledgement of place and signage	Manager Community Wellbeing	Completed	Strong relationships with members of the Aboriginal community including Elders have continued to grow this year. Perspectives are always considered respectfully. NAIDOC Week activities were supported by local schools and Council hosted a flag raising event and morning tea which attracted 100 people. Art projects promoting Aboriginal culture have been supported by writing letters of support and funding the creation of a Gumbaynggirr mosaic.

## Gumbaynggirr place and language is acknowledged through signage and other mechanisms

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.3.4.1	Develop a policy and/or guidelines in relation to the acknowledgement of Gumbaynggirr place and language	CW.3.4.1.1	Continue to contact or meet with Gumbaynggirr elders and/or Land Councils re acknowledgement of place and signage	Manager Community Wellbeing	Completed	Bellingen Shire Council refers all place naming to the NSW Geographical Names Board who administer place names within the state. This board has a sub-committee to investigate dual naming in consultation with the Aboriginal community.

## We are connected, safe and healthy with a strong sense of community

### Community groups actively communicate and collaborate

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.4.1.1	Ready access to relevant stakeholders for community engagement purposes	CW.4.1.1.1	Libraries provide space for community groups to meet.	Librarian	Completed	Library space continues to be popular for community groups with local tutors, language groups and co-working groups seeking out meeting rooms. In Urunga library a local book club regularly meets monthly in the newspaper reading area of the library and now with the construction of the meeting room in Dorrigo Library complete, it is expected use of library spaces by the community will increase.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CW.4.1.1.2	Offer community groups the opportunity to post details of their events on Council's website and include an article in Council's newsletter	Manager Community Wellbeing	Completed	Opportunities to promote activities and events continue to be promoted through a range of networks, interagencies and a broad email distribution list. Many groups use the website, the newsletter and the mayoral column to promote their activities and events.

**There is connection between and across our communities**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.4.2.1	Ready access to relevant stakeholders for community engagement purposes	CW.4.2.1.1	Promote interagency meetings	Community Wellbeing Planning Officer	Completed	Many Interagency meetings have been promoted and attended this year. There is excellent collaboration between groups and services in the Shire who are committed to delivering positive well-being outcomes for the communities. Examples include supporting senior's activities, promoting information and education on mental health, alcohol and other drugs and implementing strategies from the Disability Access and Inclusion Plan. This year has also seen to formation of a regional group of community workers from other local government areas in the region which has been an excellent resource for sharing information and project ideas.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CW.4.2.1.2	Offer community groups the opportunity to post details of their events on Council's website and include an article in Council's newsletter	Manager Community Wellbeing	Completed	Opportunities to promote activities and events continue to be promoted through a range of networks, interagencies and a broad email distribution list. Many groups use the website, the newsletter and the mayoral column to promote their activities and events.
		CW.4.2.1.3	Action taken on priorities in Access and Inclusion plan as funds permit.	Manager Community Wellbeing	Progressing	Action has been taken on priorities in the Access and Inclusion Plan as funds permit and external funding has been sought for strategies in the plan as appropriate. Expressions of Interest have been received for a reference group to both support a review of the Disability Access and Inclusion Plan in line with the NSW Disability Inclusion Action Planning Guidelines and to implement the roll out of the Ian Cooper Awards for Access and Inclusion.

### We have the programs, services and infrastructure to ensure a safe community

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.4.3.1	Where required resource emergency services (RFS, SES, etc.) to enable appropriate response	CW.4.3.1.1	Liaise with emergency service organisations and assess ability of Council to allocate available resources on a priority basis	Deputy General Manager Operations	Completed	Liaison with all emergency services as required.
CW.4.3.2	Conduct operational planning, liaison and execution with emergency services. Attend 80% of LEMC Meetings. Council	CW.4.3.2.1	Liaise with all relevant emergency services. Attend District Emergency Operation Centre when requested. Attend formal LEMC meetings	Deputy General Manager Operations	Completed	Council represented at District Emergency Operation Centre when requested. Attended formal LEMC meetings.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
	representative at all activations of District Emergency Operations Centre where requested by District Emergency Management Officer	CW.4.3.2.2	Conduct planning, liaison, support and coordination with emergency services organisations	Manager Community Wellbeing	Completed	Liaison and support ongoing throughout the year.
CW.4.3.3	Provide beach control activities at designated beaches	CW.4.3.3.1	Monitor the implementation of the lifeguard contract beach patrols at North Beach and Hungry Head and report to Council annually.	Manager Community Wellbeing	Completed	Bach patrols at both beaches were monitored at least weekly and regular contact made with the Lifeguard Supervisor before and during each school holiday period. Both an annual report and after each holiday report was presented to Council on the beach patrol contract service.
CW.4.3.4	Conduct enforcement activities as required by legislation and Council resolution	CW.4.3.4.1	Provide ranger service to enable Council to conduct enforcement activities as required by legislation and Council resolution	Team Leader Building & Regulation	Completed	All general complaints being captured in Council's Service Request system for more accurate reporting statistics. Shortfall in staffing has led to reduction in after-hours call-outs when Ranger off-roster, otherwise ranger services are being provided as normal. The provision of a part-time Ranger through a Shared Services Agreement with Nambucca Shire Council is anticipated to commence early in Q1 of 2016/17 which will restore ranger services to their former levels of provision.
		CW.4.3.4.2	Prepare Companion Animals Management Plan	Team Leader Building & Regulation	Completed	Companion Animals Management Plan prepared and adopted by Council at ordinary meeting 27 April 2016

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CW.4.3.4.3	Implement local swimming pools register, inspection regime and community awareness program <ul style="list-style-type: none"> <li>• Undertake inspections of private swimming pools</li> <li>• Undertake mandatory point of sale inspections</li> </ul>	Team Leader Building & Regulation	Completed	Public pool inspections conducted for two Municipal pools - Dorrigo and Bellingen. Private pool inspections conducted as required following application for Compliance Certificate at POS or as required following complaint. Pool information distributed to public via newsprint media and on Council's website
		CW.4.3.4.4	Regulate food risks to the public. Carry out inspections and regulatory compliance checks in compliance with Food Authority Standard. Respond to complaints relating to hygiene. Ensure food labelling requirements are met	Team Leader Building & Regulation	Completed	Food premises inspections completed for 2015/16 with 100% completion of medium and high-risk food premises inspections. Follow-up inspections to be conducted as required by risk; food safety complaints investigated as they are received; food labelling, nutritional information and allergen declarations inspected as appropriate during compliance inspections
		CW.4.3.4.5	Migration of data from MapInfo to ArcGIS	Land Information Officer	Completed	Completed the conversion and basic metadata statement for approximately 200 of Council's core mapping layers.
		CW.4.3.4.6	Design an implementation plan for roll out of new footpath activities Policy to ensure commencement with 2016/17 financial year	Strategic Planner	Progressing	The Footpath Activities Policy was not completed in time to commence with the 2016/17 financial year. This has been re-scheduled for completion in the 2016-17 financial year. An extension of time (until April 2017) to complete the Planning Proposal that is necessary to implement the Policy was issued by the Department of Planning & Environment on 14 July 2016.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CW.4.3.4.7	Regulate premises as required by the Public Health Act	Team Leader Building & Regulation	Completed	Regulated premises are monitored and inspected as required by the Public Health Act. 100% of regulated premises with identified Legionella risk were audited in conjunction with PHU; Legionella control refresher training conducted for Building & Regulation Team in Q3.
		CW.4.3.4.8	Ensure Councils regulatory signage is sufficient for enforcement activities throughout the shire	Team Leader Building & Regulation	Progressing	Regulatory sign audit being conducted by Ranger services; signage to be updated as required following audit; existing signage information collected and placed in GIS mapping
		CW.4.3.4.9	Review Councils animal holding facilities in the context of legislative compliance and fit for purpose.	Team Leader Building & Regulation	Completed	Council entered into a Shared Ranger service agreement with Nambucca SC including the use of NSC pound; no requirement to upgrade pound as a result
		CW.4.3.4.10	Represent Bellingen on Regional Environmental Health and Food Safety Forums	Team Leader Building & Regulation	Completed	Representation at EHA and Food Group meetings provided for each instance

**Our community is diverse, tolerant and understanding**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CW.4.4.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	CW.4.4.1.1	Facilitate and promote Community Awareness Days such as Harmony Day, NAIDOC week, Seniors Week, Youth Week, Disability Inclusion	Manager Community Wellbeing	Completed	Overall 7 events were held to promote community awareness and understanding of the diversity of people who populate the Shire.

# Places for People

We have a diversity of beautiful spaces that foster community happiness and wellbeing

We have a variety of passive recreation spaces including riversides, parks and reserves

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.1.1.1	Review and implement the Open Spaces Asset Management Plan (OSAMP) including measures and targets	PP.1.1.1.1	Consider and respond to requests for passive recreation needs and update OSAMP as appropriate	Manager Asset Management & Design	Completed	All requests for passive recreation needs have been prioritised and addressed within budget constraints.
		PP.1.1.1.2	Progress key projects from Section 94 Open Spaces Plan including Gleniffer Reserves projects as identified by the Masterplan and Stage 1 of the Urunga Multi-Purpose Stadium	Manager Asset Management & Design	Completed	Gleniffer Reserves Masterplan completed and adopted by Council, project priorities were included in the 2016-17 draft budget. The Urunga Multi-Purpose Stadium proposal was considered by Council in June 2016, Council resolved to proceed with a 'whole of life' feasibility study.

We have a variety of active recreation spaces including playgrounds, sporting fields and multipurpose centres

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.1.2.1	Review and implement the Open Spaces Asset Management Plan (OSAMP) including measures and targets	PP.1.2.1.1	Consider and respond to requests for active recreation needs and update OSAMP as appropriate	Manager Asset Management & Design	Completed	All requests received have been prioritised and actioned
		PP.1.2.1.2	Execute the maintenance function in relation to town parks and reserves to agreed service standards and within budget	Manager Asset Management & Design	Completed	Service level agreement for the Town Parks & Reserves maintenance activities has been concluded, all maintenance functions carried out during the year have been completed in accordance with agreed levels of service in alignment with budget, priorities and timeframes.

**We have a variety of shared community spaces including meeting spaces accommodating public art, cultural and environmental amenity**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.1.3.1	Review and implement Council's Building Asset management Plan (BAMP) including measures and targets.	PP.1.3.1.1	Consider and respond to requests for building asset management needs and update BAMP as appropriate	Manager Asset Management & Design	Completed	Building asset management repair costs have exceeded the annual budget allocation; risks have been managed within the available budget. A service level review will be undertaken in 2016-17 along with the development of a building maintenance plan.
		PP.1.3.1.2	Public art plan promoted and action taken to fund and /or implement its recommendations	Manager Community Wellbeing	Completed	Ideas from the public art plan were implemented within the capacity of the funds available throughout the year

**We have a mixture of affordable sustainable housing options for all in our community**

**There are affordable housing options for all through a diversity of mechanisms including increased public and community housing**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.2.1.1	Execute the priorities and meet the targets contained within the Strategic Landuse Planning Program	PP.2.1.1.1	Explore the implications of amending secondary dwelling standards with a view towards encouraging increased investment in affordable housing stock	Strategic Planner	Progressing	Secondary Dwelling Standards and the levels of investment in this form of housing have been comprehensively analysed. It is recommended that a suite of policy changes are implemented during the 2016-17 FY in order to further encourage investment in this form of housing.
		PP.2.1.1.2	Review residential density provisions in Chapter 2 of Bellingin DCP 2010 upon completion of sewer modelling.	Strategic Planner	Not Progressing	It is important that the sewer modelling is completed as soon as possible, so that the Growth Management Strategy can be reviewed in an efficient manner over the 2016-17 FY.

### Sustainable building and retrofitting of existing housing stock is the standard approach

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.2.2.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	PP.2.2.1.1	Monitor Development Applications received by Council to identify and publicise best practice local sustainable building projects	Team Leader Building & Regulation	Completed	Development Applications monitored weekly. There have been no projects in the last quarter that are considered to be best practice local sustainable projects. Preliminary discussions have been held with the Bellingham Affordable Housing Group regarding the potential for innovative adaptations or housing forms that are both sustainable and affordable. Further consideration will be given to this matter as part of the review of Councils DCP, having regard to the extent to which Council is able to impose controls above and beyond those mandated by State legislation such as BASIX.

### Eco-village and community living developments for mixed ages are encouraged

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.2.3.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	PP.2.3.1.1	Facilitate Planning Proposals where it is considered that they adhere to the strategic direction	Strategic Planner	Completed	No planning proposals relating to eco-village or community living developments were received over the 2015-16 FY.

## Heritage buildings and sites are protected

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.2.4.1	Review, complete and update the Heritage Inventory to reflect those items listed in BLEP 2010	PP.2.4.1.1	Draft Heritage Chapter reviewed and simplified	Strategic Planner	Progressing	The Heritage Chapter has been reviewed and simplified, however it is considered that it should be re-exhibited as part of the overall review of the Development Control Plan which has been rescheduled for completion in 2016-17.
		PP.2.4.1.2	Oversee activities of Heritage Adviser; provide advice on development applications, and to property owners / developers. Administer the Local Heritage Fund and co-ordinate the activities of the Bellingen Shire Local Heritage Advisory Committee. Liaise with the NSW Office of Environment and Heritage to co-ordinate and administer the Bellingen heritage program joint funding agreement.	Strategic Planner	Progressing	The 2015-16 funding allocation for the Heritage Advisor was fully utilised, and this has resulted in improved heritage outcomes across a wide range of potential projects. A number of applicants for the Local Heritage Assistance Fund did not proceed with their projects and there was not sufficient time to reallocate funding. Accordingly, the full funding allocation for the Local Heritage Assistance Fund was not expended for the 2015-16 FY.

**We are connected and able to move around in a safe, accessible, affordable, healthy and environmentally friendly way**

**We have effective public and community transport linking townships in the Shire and linking to regional centres**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.3.1.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified.	PP.3.1.1.1	Consider and respond to requests for public transport needs	Manager Asset Management & Design	Completed	All public transport requests have been managed and address within the annual budget allocation

### Our existing rail network is optimised for freight and local trains

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.3.2.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified.	PP.3.2.1.1	Consider and respond to requests for rail transport needs	Manager Asset Management & Design	Completed	During 2015-16 reporting period there were no rail transport requests received by Council

### We have a network of cycle ways, footpaths and walking trails supported by maps and signage

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.3.3.1	Review, adopt and implement the Pedestrian Access Mobility Plan (including inter and intra village routes)	PP.3.3.1.1	Actively seek funding opportunities for pedestrian facilities and submit applications by due date	Manager Asset Management & Design	Completed	The Pedestrian Access Mobility Plan and Bike Plan was completed and adopted by Council in January 2016, Hungry Head shared pedestrian cycle path construction stage 3 attracted grant funding and construction is near completion.
		PP.3.3.1.2	Complete the review of the PAMP and Bike Plan.	Manager Asset Management & Design	Completed	The Pedestrian Access Mobility and Cycleway Plan is completed and being implemented following adoption at Council's January 2016 meeting.

### Our local infrastructure supports electric vehicles and non-motorised forms of transport

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.3.4.1	Review and implement Road Asset Management Plan including measures and targets	PP.3.4.1.1	Review and progressively improve RAMP	Manager Asset Management & Design	Progressing	Data collection and analysis has commenced to support a review of the Road Asset Management Plan as further resources are allocated.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		PP.3.4.1.2	Implement the Road and Bridges Work Program as identified in Council's Special Rate Variation application	Deputy General Manager Operations	Progressing	All Road data capture completed, Bridge data to be collected in Q1 and Q2 2016-17. Initial works program and LTFP compiled with the limited data available. Will be revised once all road and bridge condition data available.
		PP.3.4.1.3	Liaise with Roads and Maritime Services in regard to issues relating to the Urunga to Nambucca Pacific Highway bypass	Manager Asset Management & Design	Completed	Scheduled meetings between Bellingen Shire Council representatives and Roads & Maritime Services (RMS) representatives have been held throughout the year to progress the handover of the old Pacific Highway, discuss construction timeframes and impacts on local roads. Both Bellingen and Nambucca Shire Councils have been assisted by a shared consultant. During the course of the year there have been 7 meetings with RMS and 5 with Lend Lease. The new highway will be opened early in the 2016-17 financial year and old highway (Giinagay Way) will progressively be handed over to Council as a Regional Road

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		PP.3.4.1.4	Negotiate with RMS in regards to the handover of the Old Pacific Highway	Manager Asset Management & Design	Completed	Scheduled meetings between Bellinghen Shire Council representatives and Roads & Maritime Services (RMS) representatives have been held throughout the year to progress the handover of the old Pacific Highway. Both Bellinghen and Nambucca Shire Councils have been assisted by a shared consultant; the old highway will be reclassified to Regional Road Status following the handover later in the 2016-17 financial year.

**We have a system of safe, well maintained roads including car calming infrastructure**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.3.5.1	Review and implement the Road Asset Management Plan including measures and targets	PP.3.5.1.1	Review and progressively improve RAMP	Manager Asset Management & Design	Progressing	Data collection and analysis has commenced to support a review of the Road Asset Management Plan as further resources are allocated.
		PP.3.5.1.2	Execute the annual works program on time and within budget	Manager Asset Management & Design	Completed	The annual works program has been completed within agreed timeframes and budget allocations
		PP.3.5.1.3	Execute RMCC contract requirements utilising IMS framework	Manager, Works	Completed	All Work Orders completed for Heavy patching, Resealing, So kerb construction, Newel Falls slope works and Sweedmans lane rehabilitation project Overall lump sum increased by \$200,000 for routine maintenance

## We have the facilities and services needed to be a healthy and active community

### Health care options and facilities are enhanced across the Shire including birthing, palliative and aged care support

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.4.1.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	PP.4.1.1.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	Manager Community Wellbeing	Completed	The first stage of a senior's housing project and Medical Centre nearing completion at Dorrigo. A sensory garden was established at Bellingen hospital for patient wellbeing and a similar garden is under development at the Dorrigo Multipurpose service. An aged care services wallet information card developed and distributed.

### There is a holistic approach to health

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.4.2.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	PP.4.2.1.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	Manager Community Wellbeing	Completed	Council worked with the Primary health network and a range of health service providers on initiatives on mental health, drug education and improving farmer awareness of health services.

### There is active participation in a range of sporting and recreational pursuits

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.4.3.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	PP.4.3.1.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	Manager Community Wellbeing	Completed	Council provides both indoor recreation facilities and community halls and outdoor sport and recreation facilities including pools, playing fields, parks, playgrounds, cycle ways and footpaths on an ongoing basis and these are regularly used for sport and recreational pursuits

### Healthy lifestyles and practices are enhanced

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
PP.4.4.1	Implement the Open Space Management Plan and the Buildings Asset Management Plan	PP.4.4.1.2	Review and progressively improve OSAMP and BAMP	Manager Asset Management & Design	Not Progressing	Work on the Open Space and Building Asset Management Plan has been postponed pending the allocation of resources and the Strategic Asset Management Plan review in 2016-17 reporting year.
		PP.4.4.1.3	Develop a Companion Animals Plan, including provision of off-leash areas to encourage active opportunities for pet exercising.	Team Leader Building & Regulation	Completed	CAMP completed reviewed by staff and reported to ordinary Council meeting January 27 2016; Council resolution to adopt the document in principle following public exhibition of document and expiration of exhibition period; off-leash areas under review as action arising from CAMP

# Living Environment

We have clean water which is protected and used sustainably

Our waterways are valued, protected and enhanced

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.1.1.1	Implement the Bellinger & Kalang Rivers Estuary Action Plan (subject to Grant funding success)	LE.1.1.1.1	Implement Stage 2 Bellinger River Floodplain & Estuary Water Quality Improvement project	Manager Sustainable Environment & Waste	Progressing	1.04km of 1.2km stock laneways improved, 0.5ha riparian vegetation protected by fencing and managed to reduce invasive plants, 1 field day held, 5 effluent diversion/collection structures installed. Project on track for completion by due date 30 September 2016.
		LE.1.1.1.2	Water quality monitoring program for Bellinger & Kalang River	Manager Sustainable Environment & Waste	Completed	Fourth and final round of sampling completed and one event sample completed. Final report to be completed by UNE.
		LE.1.1.1.3	Consider and respond to formal stakeholder proposals regarding river & biodiversity initiatives	Manager Sustainable Environment & Waste	Completed	Responses to proposals provided within 3 weeks. Matters included: community enquiries and permit applications for erosion control, Bellinger River Snapping Turtle mortality event, grant applications for priority projects, Landcare support, and proposals to Bellinger Heads State Park Trust, State of the Environment reporting, community and stakeholder enquiries for public reserves.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		LE.1.1.1.4	Implementation and monitoring of Council's on-site sewerage management program	Team Leader Building & Regulation	Completed	218 OSMS inspections conducted; 20 additional inspections of AWTS systems conducted in conjunction with PHU survey
		LE.1.1.1.5	Undertake periodic testing of Council's public swimming holes	Team Leader Building & Regulation	Completed	Bi-monthly sampling conducted by Operations for 5 recreational swimming sites; sampling conducted during the period of daylight savings

#### We minimise our use of water

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.1.2.1	Overall reduction in Council's own water usage	LE.1.2.1.1	Conduct review of council's water usage to identify opportunities for water consumption reduction	Manager Water & Sewer	Completed	This is an ongoing action that will continue indefinitely. Council will always strive to be more water efficient.

#### We use our water and wastewater using best management practices

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.1.3.1	Review and implement the Sewer Asset Management Plan	LE.1.3.1.1	Review and execute SAMP to ensure that they are up-to-date, relevant, reflect best practice in local government asset management and are adopted by Council. Will include measures/KPI's and targets	Manager Water & Sewer	Progressing	Plans will be complete in time for 2017 audit.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.1.3.2	Review and implement the Water Asset Management Plan	LE.1.3.2.1	Review WAMP and execute to ensure that they are up-to-date, relevant, reflect best practice in local government asset management and are adopted by Council. Will include measures/KPI's and targets	Manager Water & Sewer	Progressing	Plans will be complete in time for 2017 audit.
		LE.1.3.2.2	Construct new Bellingen Water Reservoir as endorsed in June 2012	Manager Water & Sewer	Progressing	The reservoir is undergoing a redesign to the size due to Telstra increasing the size of their mobile/NBN compound located next to the reservoir site. The new reservoir design will still have the capacity of approximately 3 days storage and enable Council to implement off peak pumping.
LE.1.3.3	Meet all legislative requirements for Water & Sewer (measure licence reporting & NSW Office of Water benchmarking report).	LE.1.3.3.1	Monitoring of faecal coliform counts in waterways	Manager Water & Sewer	Completed	The faecal testing has shown that Council sewerage treatment facilities are performing well and complying with all licence conditions.
LE.1.3.4	Implement the Strategic Business Plans for Water and Wastewater including specific measure and expectations against those measures	LE.1.3.4.1	Execute Strategic Business Plan to achieve defined measures and targets within that plan	Manager Water & Sewer	Completed	This is a constantly changing work in progress as issues change and plans are reviewed. It will continue indefinitely and plans will be updated every 3 to 5 years as required by legislation.
		LE.1.3.4.2	Construction of a new sewerage treatment plant in Dorrigo	Manager Water & Sewer	Completed	Treatment plant commissioned in November 2015 except for the sludge dewatering unit. The sludge dewatering will be commissioned in September 2016 when sufficient sludge has accumulated. Plant was constructed on time and under budget.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.1.3.5	Implement new Asset Management Software	LE.1.3.5.1	Review options for asset management software and report to Council	Manager Water & Sewer	Not Progressing	Incorporated into Councils purchase of new corporate software.

## Our surroundings are quiet and clean

### Noise pollution is managed

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.2.1.1	Conduct enforcement activities as required by legislation and Council resolution	LE.2.1.1.1	Provide ranger service to enable Council to conduct enforcement activities as required by legislation and Council resolution	Team Leader Building & Regulation	Completed	Provided Ranger service with one full-time Ranger following resignation of Snr Ranger in Q2; all complaints actioned during the period of resource shortfall. Bellingen Shire has entered into a shared Ranger services agreement with Nambucca Shire; position filled and commencement of position expected mid-August.
		LE.2.1.1.2	Report on noise enforcement actions in conjunction with other scheduled enforcement reporting	Team Leader Building & Regulation	Completed	High level reporting is provided via the monthly Operations report to Council. Work has commenced on establishing a register to enable more detailed reporting. All general complaints are being funnelled through Councils Service Request system to allow for more accurate reporting.
LE.2.1.2	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	LE.2.1.2.1	Undertake awareness campaign dealing with barking dogs	Team Leader Building & Regulation	Completed	Awareness campaign commenced and procedure successfully developed and implemented for handling barking dog complaints

## Air pollution is minimised

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.2.2.1	Enforce Policy - Control of Burning	LE.2.2.1.1	Integrate air pollution complaint system with other complaint reporting systems	Team Leader Building & Regulation	Completed	All general complaints are captured in Council's Service Request system to facilitate more accurate reporting of air pollution; media release highlighting impact of wood smoke from poorly maintained or operated fuel heaters

## We reduce, reuse and recycle

### The consumption of resources is minimised

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.3.1.1	Reduce Council's own use of paper through printing and copying by 5% over 4 years	LE.3.1.1.1	Capture number and nature of paper documents created in Council	Manager Information & Technology Services	Completed	Monitoring of paper is continuing. A large proportion of paper documentation is produced due to challenges with alternative methods e.g. inclusion of data in corporate system. Work is ongoing in parallel to review requirements and issues with corporate system so that future processes can capture and hold as much data electronically as possible. Corporate system review continues which will provide opportunities for further paper reduction. Report has been prepared summarising paper use from users.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		LE.3.1.1.2	Monitor usage of paper in organisation	Manager Information & Technology Services	Completed	Large-scale printer-scanner has been deployed as at end of Q4. Print stats continue to be monitored - in Q3 black and white and colour were both within threshold for two months out of three. Colour prints still need to be reduced to ensure consistent results within the threshold. Ongoing guidance and advice continues to be issued to staff to discourage unnecessary colour printing. Continuing to review processes using paper. Year-end documentation and records requests in Q1 and Q2 shows several areas for improvement. Discussions with executive team and users about a new large-scale printer and scanner, which may reduce need for large-scale paper usage.
		LE.3.1.1.3	Continuation of legacy document scanning	Manager Information & Technology Services	Completed	BA/DA files, 149 Certificates and Pensioner Rebate forms have been scanned in 2015-16, with approximate figures as below: BA/DA: 189 files, 31000 pages Section 149 Certificates: 133 files, 2000 pages Pensioner Rebate: 800 files, 5600 pages

### We reduce, reuse and recycle our waste

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.3.2.1	Provide an annual education initiative highlighting ways the community can reduce, reuse and recycle our waste	LE.3.2.1.1	Support the community in Clean-Up Australia Day campaign	Manager Sustainable Environment & Waste	Completed	Successful completion of this project this year (2016). 3 community groups participated.

### Our community has access to convenient recycling facilities and services

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.3.3.1	Implement the Business Model Review of Council's Waste & Resource Recovery Facilities	LE.3.3.1.1	Operate the Bowerhouse Reuse Centre	Manager Sustainable Environment & Waste	Completed	The Bowerhouse continues to operate within budget and is open 8.00am - 4.00pm, Fridays, Saturdays and Sundays. Upgrades through the better waste and recycling fund have continues with the rear access doors and back wall completed. Remaining funding will be rolled over to FY16/17 continue improvement works.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		LE.3.3.1.2	Provide high quality kerbside waste services and operate waste facilities at Raleigh, Dorrigo and Bellingen	Manager Sustainable Environment & Waste	Completed	High quality kerbside collection has been maintained with few complaints regarding the service. Issues relating to access or missed collections have been rectified quickly with an initial action undertaken within 24 hours. Waste facilities continue to operate at Raleigh, Dorrigo and Bellingen, with improvements to each of these sites ongoing with the installation of the weighbridge and CRC expected to be completed in FY16/17. Upgrades and improvements to Bellingen are also due to start in FY 16/17 to facilitate recycling and provide better access around the site.
		LE.3.3.1.3	Contribute to the waste collection service contract negotiations	Manager Sustainable Environment & Waste	Completed	Latest version (9) of the draft contract is currently being reviewed. This version incorporates the anticipated legislative change (container deposit legislation) and potential impacts this may have on kerbside recycling collections and MRF operations. The final version is imminent and expected to go out to tender within the next month.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		LE.3.3.1.4	Community Recycling Centre at Raleigh Waste Management Centre	Manager Sustainable Environment & Waste	Progressing	This action is progressing slowly with the contractor selected following a second RFQ, however an extension to deliver the project was applied for due to delays - this has been approved by the funding body Environmental Trust. The project is due to start on ground work in early September with completion 6 to 8 weeks later. It is hoped that this project and progress report will reach the funding body by the deadline of 31 October 2016 to avoid further extensions.
		LE.3.3.1.5	Weighbridge at Raleigh Waste Management Centre	Manager Sustainable Environment & Waste	Progressing	Delays relating to road design and on-site sewage management system being close to approach/road. Waiting for demolition certificate/construction certificate to begin on ground work.

### We live sustainably and reduce our ecological footprint and contribution to climate change

#### Our community is informed and acts to reduce our ecological footprint

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.4.1.1	Implement the Bellingen Climate Change Risk Adaption Strategy	LE.4.1.1.1	Implement high priority actions from Coastal Zone Management Plan to protect and enhance natural environment subject to funding.	Manager Sustainable Environment & Waste	Progressing	One beach surveys completed at each of the four nominated key sites. Two instances of photography after major storm events. No further grant funding successfully gained.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		LE.4.1.1.2	Analyse estuary inundation data and prepare mapping to implement development control recommendations arising from estuary inundation study when formally adopted by Council	Strategic Planner	Progressing	Completion of this action was reliant upon completion of the revised Flood Study for the Lower Bellinger & Kalang, the subsequent completion of a revised Floodplain Risk Management Plan, and the formulation of a new Development Control Plan to respond to flood risk. As only the first stage of this process has been completed, and funding applications to complete the remaining stages remain undetermined, it was not possible to complete this action in the 2015-16 year.
		LE.4.1.1.3	Development controls to restrict development having regard to risk are included in Council's Development Control Plan.	Strategic Planner	Progressing	Completion of this action was reliant upon completion of the revised Flood Study for the Lower Bellinger & Kalang, the subsequent completion of a revised Floodplain Risk Management Plan, and the formulation of a new Development Control Plan to respond to flood risk. As only the first stage of this process has been completed, and funding applications to complete the remaining stages remain undetermined, it was not possible to complete this action in the 2015-16 year.

## Alternative forms of energy are embraced

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.4.2.1	Substantially decrease mains electricity usage and running costs by running the Admin Building Server Room (all hardware including servers, networking and phone system) on solar power, by the end of June 2017	LE.4.2.1.1	Report with costings and options from solar suppliers	Manager Information & Technology Services	Completed	Solar installation is being assessed for the Admin Building as a whole and other Council premises. Comment from Sustainability Environment and Waste team from Quarter 2: "sustainability and emissions reductions is the responsibility of all business units.... solar is currently being assessed for the entire administration building. The amount of solar we can generate to offset our electricity consumption/carbon emissions depends on the size and cost of the system required. This may include the electricity used by the server room but we will know more once the assessment is completed in the near future."
LE.4.2.2	Implement actions from the Bellingin Emissions Reduction Program (BERP)	LE.4.2.2.1	Conduct complete review of Bellingin Emissions Reduction Program to determine effectiveness in achieving reduction in energy/greenhouse gas emissions	Manager Sustainable Environment & Waste	Completed	Review of current BERP completed and a council report with recommendations will be presented to the new council following September 2016 elections.

## We protect and enhance our biodiversity

### Our community understands the value of biodiversity

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.5.1.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	LE.5.1.1.1	Commence preparation of Biodiversity Action Strategy for the Shire (subject to grant funding)	Manager Sustainable Environment & Waste	Not Progressing	This project was not delivered as it was not approved by Council as mentioned in Q1 and 2.

### Biodiversity is managed and protected for future generations

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.5.2.1	Planning controls to improve our biodiversity and protect threatened species are developed and/or refined and adopted by Council as required	LE.5.2.1.1	Prepare Koala Plan of Management for the Shire	Strategic Planner	Progressing	This matter cannot be finalised until such time as approval is issued by the Department of Planning & Environment. Council has done all that it can to complete this action.
		LE.5.2.1.2	Review recommendations in the adopted Koala Plan of Management and ascertain those which can be implemented by Council	Strategic Planner	Progressing	The Koala Management Strategy, adopted by Council in December 2015, recommends that a range of management actions be implemented outside of the development assessment process. A budget allocation to implement a number of those actions has been provided for the 2016-17 financial year, however it would be desirable to utilise this funding for matching support should suitable grant funding arise in the first half of the 2016-17 FY.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.5.2.2	Complete the Dangar Falls Plan of Management and implement on ground upgrades of the Reserve	LE.5.2.2.1	COMPLETED 2014/2015	Manager Sustainable Environment & Waste	Completed	Completed 2014/2016
LE.5.2.3	Implement the Bellingen Island Biodiversity Restoration Project	LE.5.2.3.1	COMPLETE 2014/2015	Manager Sustainable Environment & Waste	Completed	completed

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.5.2.4	Implement the Jaliigirr Biodiversity Alliance Project	LE.5.2.4.1	Implement Stage 4 of the Jaliigirr Biodiversity Alliance Project	Manager Sustainable Environment & Waste	Completed	<p>Stage 4 completed with the following outputs achieved - 18ha initial weed control (and follow up weed control 18ha) and infill/enhancement planting (2.55ha, 112 trees and 4.5kg seeds) completed at Hungry Head-Urunga Lagoon in priority coastal corridor. 2.07ha initial weed control and infill/enhancement plantings (110 trees) completed at Hydes Creek in priority koala corridor. 1.6ha bio diverse plantings with 2,600 plants at Gleniffer in priority vegetation corridor.</p> <p>A community event was held in partnership with Bellinger Landcare 1 November 2015 to collect coastal wattle seeds at Urunga Lagoon. Ten people participated in the event and collected 500 grams of seeds, which will be scattered by contractors to contribute towards in-fill/enhancement planting outputs for this site. A media release was published in the Bellinger Courier Sun 16 September 2015 and the Jaliigirr Partner Bulletin October to promote this event and the bush regeneration work at this site.</p>
		LE.5.2.4.2	Maintain key weed control and bush regeneration sites to protect and enhance natural environment	Manager Sustainable Environment & Waste	Completed	<p>Maintenance contracts completed for 2015/16. Sites include previous Jaliigirr Biodiversity Project sites (Urunga Lagoon, Hammond St, Ringwood Creek &amp; Baker St), Mylestom Drive, Bellinger Island river bank, Lavender's Bridge and Dangar Falls Reserve.</p>

### Threats to biodiversity are identified and mitigated

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.5.3.1	Implement the North Coast Weeds Advisory Committee (NCWAC) Weeds Action Program (WAP)	LE.5.3.1.1	Implement annual objectives of the North Coast Weeds Advisory Committee Weeds Action Program 1520	Manager Sustainable Environment & Waste	Completed	All twelve (12) NCWAP objectives were successfully implemented and/or completed in the 2015/16 year, with the following outputs achieved - 393 hectares of weed control including control of high priority species Tropical Soda Apple, Seeded Banana and Black Locust; 261 private property inspections, covering an area of 6003 hectares; 670 kilometres of high risk pathways inspected; 61 high risk sites inspected covering an area of 405 hectares; 58 other priority sites inspected covering an area of 380 hectares.
LE.5.3.2	Implement Council's responsibilities as the Local Control Authority under the NSW Noxious Weeds Act 1993s	LE.5.3.2.1	Conduct up to 400 annual inspections as the Local Control Authority under the NSW Noxious Weeds Act 1993	Manager Sustainable Environment & Waste	Completed	A total of 261 private property inspections were completed covering an area of 6003 hectares across the Bellingen Shire; as well as 30 public land sites inspected.

### We work together to protect and enhance our environment

#### The guidance of the custodial people is recognised

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.6.1.1	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	LE.6.1.1.1	Respond to Community requests as appropriate	Manager Community Wellbeing	Completed	A range of community requests were responded to throughout the year on a variety of subject matters

Our community is informed and educated on environmental issues, threats and opportunities

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.6.2.1	Provide information to the community on environmental issues, threats and opportunities which are specific to our Shire through Quarterly meetings of the Environmental Sustainability Advisory Committee (ESAC)	LE.6.2.1.1	Provide financial support to community groups for environmental sustainability projects via the Environment Levy Community Fund (ELCF). Funding up to \$5,000 per project competitively assessed	Manager Sustainable Environment & Waste	Completed	All six projects funded (\$5000 each). Signed agreements received for all six projects, five of which are still underway and one completed.
		LE.6.2.1.2	Build partnerships with the community through Quarterly meetings of the Environmental Sustainability Advisory Committee (ESAC)	Manager Sustainable Environment & Waste	Completed	Two meetings held. 30 March and 10 May 2016. Environmental Levy proposed projects and funding allocation was the main focus, along with the change in process for this matter. Councillors received the officer proposals first and then added their proposed projects. The full list was workshopped and presented to ESAC who then discussed and recommended a final list of proposed projects with funding allocation equal to the value of the Environmental Levy. This was then presented to Council for adoption/discussion at the May Council meeting.

The contribution of our community groups are fostered, supported and celebrated

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
LE.6.3.1	Continue recognition activities for community groups and individuals	LE.6.3.1.1	Develop a volunteer recognition program	Manager Economic & Business Development	Progressing	Volunteers were recognised during National Volunteer Week in May 2016 with focus placed on recognising longstanding Section 355 Committee volunteers as well as other community group volunteers. A successful afternoon tea event was held at Raleigh Hall with approximately 50 volunteers in attendance. Importantly the planning and implementation of this event was a collaboration of the Volunteer and Visitor Information Centre and the relevant Council representative that directly manages the recognised volunteer groups.
		LE.6.3.1.2	Undertake a survey seeking input from volunteers on their job satisfaction	Manager Economic & Business Development	Progressing	A volunteer survey of Council direct volunteers was undertaken in April/May 2016. Some volunteer groups requested an extension of the closing date which was granted. The results of the survey are yet to be analysed however will be completed in July 2016.
		LE.6.3.1.3	Engagement of the Work for the Dole Program where candidates will predominantly work on community projects	Manager Economic & Business Development	Completed	Council engaged three Work for the Dole placements. Each placement worked at the Events Hub and assisted in the development of data and resources for the creative industries.

# Civic Leadership

Council is an organisation that embraces business excellence

Financial sustainability is maintained through effective short and long term financial management

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.1.1.1	Council meets all of its regulatory requirements in relation to financial management and reporting. MEASURE: meet the requirements of the OP Items against this DP item for each year	CL.1.1.1.01	Complete Long-term financial plan within statutory timeframe	Chief Financial Officer	Completed	Long Term Financial Plan completed within statutory deadline and adopted at June Council meeting.
		CL.1.1.1.02	Complete and lodge Financial Report/Statements with OLG within statutory timeframe	Chief Financial Officer	Completed	2015 Financial Statements completed and lodged within statutory deadline.
		CL.1.1.1.03	Complete rates and instalment notices within statutory timeframes	Chief Financial Officer	Completed	Rates levy raised by due date of 31 July 2015. All instalment notices issued by due date.
		CL.1.1.1.04	Complete payroll runs within timeframe	Chief Financial Officer	Completed	All payments made by weekly due date.
		CL.1.1.1.05	Complete quarterly budget reviews within statutory timeframes	Chief Financial Officer	Completed	All quarterly budget reviews submitted to Council for approval by statutory due date.
		CL.1.1.1.06	BAS - Lodged with the ATO within statutory timeframe	Chief Financial Officer	Completed	All activity statements lodged by statutory deadline.
		CL.1.1.1.07	Complete revenue policy within statutory timeframes	Chief Financial Officer	Completed	Revenue Policy completed by statutory due date and adopted at June Council.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.1.1.08	Complete Fees & Charges Schedule within statutory timeframes	Chief Financial Officer	Completed	Fees and charges schedule completed by statutory deadline and adopted at June Council meeting.
		CL.1.1.1.09	Complete statement of compliance and lodge with OLG within statutory timeframe	Chief Financial Officer	Completed	Statement of Compliance completed by statutory due date and lodged with the Office of Local Government.
		CL.1.1.1.10	Complete and lodge pensioner concession subsidies with OLG within statutory timeframe	Chief Financial Officer	Completed	Pensioner concession subsidy claim completed by statutory due date and lodged with the Office of Local Government.
		CL.1.1.1.11	FBT return lodged with ATO within statutory timeframe	Chief Financial Officer	Completed	FBT return completed by statutory due date and lodged with the Australian Taxation Office.
		CL.1.1.1.12	Develop improved timesheet process and systems	Chief Financial Officer	Not Progressing	To be reviewed as part of replacement of Corporate IT System.
		CL.1.1.1.13	Implement 2015/2016 commitments in the FFF Plan	Chief Financial Officer	Completed	Savings review completed (\$250K). Reassessment proposal in draft form.
		CL.1.1.1.14	Finalise implementation of committed costing	Chief Financial Officer	Not Progressing	To be included in replacement of Corporate IT system. Current IT system not able to utilise full committed costing.
		CL.1.1.1.15	Reconciliation and distribution of monies held in trust for sale of land for unpaid rates	Chief Financial Officer	Not Progressing	In prioritising other finance projects this project is to be completed in 2016/17.
		CL.1.1.1.16	Commence review of non-rateable land	Chief Financial Officer	Progressing	Awaiting on new Local Government Act to be completed prior to finalisation of this project.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.1.1.17	Continue implementation of all 'Blackadder/Morrison Lowe Review' changes.	Chief Financial Officer	Completed	Process ongoing.
		CL.1.1.1.18	Service delivery reviews - provision of financial information	Chief Financial Officer	Completed	Provision of input into IT Service review completed.
		CL.1.1.1.19	Review invoice distribution across organisation to improve current processes and streamline	Chief Financial Officer	Progressing	Review commenced. Significant changes likely with replacement of corporate IT system that will have significant impact on invoice distribution.
		CL.1.1.1.20	Investigate options for new corporate operating system (IT)	Chief Financial Officer	Completed	Procurement Plan completed. Tender process commenced with Kempsey Shire Council.
CL.1.1.2	Council meets the requirements contained in the Financial Planning Policy	CL.1.1.2.1	Review of financial planning policy	Chief Financial Officer	Not Progressing	To review in 2016/17 financial year.
CL.1.1.3	Prepare and implement asset management plan for Plant according to standards of IIMM Asset Management Manual and IPWEA Plant Management Manual	CL.1.1.3.1	Manage assets - Plant Replacements conducted for FY according to Forecast produced in Civicview or variations as agreed with DGMO.	Manager Asset Management & Design	Completed	The need for an Asset Management Plan for Plant has been reassessed in consideration of other competing priorities. A critical review of plant has been undertaken and a 20 Year plant replacement program has been developed and will be implemented from 2016-17. A light motor vehicle policy has also been developed to support the internal management of Council light vehicles.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.1.3.2	Commence preparation of asset management plan for plant	Manager Asset Management & Design	Completed	The need for an Asset Management Plan for Plant has been reassessed in consideration of other competing priorities. A critical review of plant has been undertaken and a 20 Year plant replacement program has been developed and will be implemented from 2016-17.
CL.1.1.4	Manage and review lease agreements for assets owned by Council which are leased to other entities in accordance with the lease agreements.	CL.1.1.4.1	Review lease agreements for assets owned by Council which are leased to other entities in accordance with the lease agreements	Governance and Corporate Planning Officer	Progressing	Solicitors and external management facilitating ratification of Leases.
		CL.1.1.4.2	Manage lease agreements for assets owned by Council which are leased to other entities in accordance with the lease agreements	Governance and Corporate Planning Officer	Progressing	Coordination with external management and Solicitors ongoing.
		CL.1.1.4.3	Develop a new asset management framework	Manager Asset Management & Design	Completed	The Asset Management Framework has been completed, resource allocation will be reviewed in 2016-17

## We attract, develop and retain highly skilled staff

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.1.2.1	Implement the agreed priorities (identified in the OP) from the Workforce Management Plan	CL.1.2.1.01	Meet Council's hiring placement and on boarding needs	Organisational Development Advisor, Talent Acquisition & Development	Completed	The recruitment function at Council has continued to be managed entirely in-house throughout the year. There were a number of critical positions filled including the recruitment of a Deputy General Manager position. Council continues to hold a number of trainee positions along with a University work experience student for a period of six months. The average time to hire was seven weeks or less throughout the reporting period.
		CL.1.2.1.02	Develop workforce capability	Organisational Development Advisor, Talent Acquisition & Development	Completed	Training throughout the year focused mainly on skills certification for the Works team. This consisted of maintaining the appropriate accreditation in areas such as Traffic Control, Confined Spaces (including breathing apparatus), Chemical Certification and First Aid. On-going one-on-one training has continued to be provided to managers and supervisors in the use of the Performance Management System (Pulse). Online training continues to be provided to staff via Council's Learning Management System.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.2.1.03	Facilitate organisational response to staff survey	Organisational Development Advisor, Talent Acquisition & Development	Completed	Over the past twelve months there has been significant work completed in order to address the areas noted for improvement in the Staff Satisfaction Survey. The team leaders and managers have worked with their teams to prepare specific recommendations that fall within their area of responsibility. Each function has prepared an overview to provide details of their team, their purpose and goals for the foreseeable future. In addition, the management team have finalised their responses to the specific recommendations that fall under their area of responsibility. This level of commitment from all areas demonstrates ownership across the board and a real commitment on the part of those involved to improve areas of staff satisfaction. These teams continue to monitor and progress the action items.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.2.1.04	Continue implementation of leadership and engagement framework for our current and future leaders including Councillors	Organisational Development Advisor, Talent Acquisition & Development	Completed	An on-going learning and development program at Council has provided senior management with increased skill in the areas of change management, managing difficult conversations and providing effective feedback which is all relevant in the context of the Fit for the Future process. A 'refresher" program for the High Performance Leadership Coach was implemented and completed by the senior management team. New managers to Council were included in this refresher training but also completed one-on-one catch up sessions to ensure they have received the same level of coaching. Council is contemplating running 360 Feedback Reviews as part of the continuous learning approach at Council. Briefing sessions for the potential incoming councillors will be completed early in the next quarter.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.2.1.05	Maintain an effective and productive employee relations environment	Organisational Development Advisor, Talent Acquisition & Development	Completed	Council continues to provide formal employee consultation and feedback processes. In particular items can be raised via the Staff Consultative Committee meetings which are held on a bi-monthly basis. All new policy and policy revisions are passed through this committee for review and comment. The Health and Safety Committee also meet with the same provisions for staff feedback. These meetings are in addition to the regular feedback provided directly from Supervisors/Managers via the Intranet and Staff Circulars. Council has not had any matters before the Industrial Relations Commission.
		CL.1.2.1.06	Address employee implications arising from industry reform and/or organisational review processes	Organisational Development Advisor, Talent Acquisition & Development	Completed	Update

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.2.1.07	Facilitate Council's involvement in industry benchmarking	Organisational Development Advisor, Talent Acquisition & Development	Completed	Bellingen Council has been actively participating in the Local Government Professionals Operational Effectiveness Survey and the annual LGNSW Human Resources benchmarking surveys for several years. We now receive legacy reports for the HR Benchmarking Survey that allows us to review previous year's data which will assist in planning future strategic priorities. The HR MIDROC group completed a Capability Framework for Local Government which has been adopted for use by some Councils in the MIDROC group. Bellingen Council will begin reviewing this framework with a view to utilising this as part of our recruitment, performance management and capability development.
CL.1.2.3	Improve Council's WHS performance against agreed measures	CL.1.2.3.1	Complete annual update of WHS Corporate plan and implement priority actions	Coordinator: Employee Safety and Wellbeing	Completed	Health and Safety Committee, continue to take an active role in promoting safety and wellbeing in the workplace. Council's Employee Safety and Wellbeing Coordinator promotes consultation and assists to strengthen communication, cooperation and trust between management and workers. Continuous review and updating of the health and safety system and its elements to improve WHS performance has been carried out and continues.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.2.3.2	Implement actions from the 2014-2018 Equity and Diversity Plan	Coordinator: Employee Safety and Wellbeing	Completed	The community that Bellingen Shire Council serves is diverse and multicultural. Council's culture and workforce reflects this, Council continues to share information and understand issues important to both staff and the community. Council has and will continue to support work placements for youth.

**High quality community services and cost effective solutions are delivered**

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.1.3.1	Achieve 80% first contact resolution for Phone and Counter based Customer Service with available human resources and budget allocation	CL.1.3.1.1	Implement the Customer Service Charter service standards in responding to customer enquiries through personal contact, correspondence and phone calls	Team Leader Customer & Business Services	Completed	The Mystery Customer program has proven beneficial in raising service standards and the consistent delivery of quality customer service with an overall YTD performance of 92%. Customer feedback is invited by way of surveys that can be completed in hard copy or online, and the 4 received to date have reflected excellent results.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.3.1.2	Deliver high quality customer interactions by resolving customer enquiries/concerns on first contact	Team Leader Customer & Business Services	Completed	The C&BS team continues to work consistently towards achieving the 80% target for First Contact Resolution (FCR) with a year to date performance for both telephone and counter contacts of 77% (total recorded contacts for the year were 20,966 of which 16,150 were resolved on first contact). The intranet knowledge base is constantly updated with information to assist the C&BS team with further resolving enquiries on first contact. Presentations continue to be conducted by other departmental staff on a regular basis to broaden the knowledge levels of the C&BS team.
		CL.1.3.1.3	Satisfy customer service needs on every contact through the delivery of consistent service standards to all customers	Team Leader Customer & Business Services	Completed	The Mystery Customer program has proven beneficial in raising service standards and the consistent delivery of quality customer service with an overall YTD performance of 92%. Customer feedback is invited by way of surveys that can be completed in hard copy or online, and the 4 received for the year have reflected excellent results.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.3.1.4	Monitor, review and evaluate complaints and compliments on a monthly basis and report on customer service performance	Team Leader Customer & Business Services	Completed	Monthly performance of key performance indicators (FCR, Customer Service Satisfaction Rating (CSS), Service Standards and Operational Support) continue to be measured and reported to management. There were no complaints directly related to C&BS received for the year. 11 compliments were received.
		CL.1.3.1.5	Provide administrative and business support by Customer & Business Services to various departments within Council in a professional, accurate and efficient manner to ensure a high level of service delivery to the community from the whole of Council	Team Leader Customer & Business Services	Completed	C&BS provides a range of operational support and administrative functions to other Council departments. The ability to provide timely operational and support services has been impacted by fluctuating staffing levels within the C&BS team and other departments of Council in the latter half of the year. Operational support measured through the volume of certificates issued within the statutory timeframes of <5 frames for the year were as follows: Section 149 Certificates - total 516 of which 417 were issued within 5 days (81%) Drainage Diagrams - total 165 of which 147 were issued within 5 days (89%) Outstanding Notices - total 99 of which 98 were issued within 5 days (99%) Section 603 Certificates - total 380 were issued within 5 days (100%)

Best practice, sustainability principles, accountability and good governance are incorporated in all that we do

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.1.4.1	Identify and respond to changes in National, State, regional and local Landuse planning principles, statutes and guides	CL.1.4.1.1	Council's Strategic land use planning program is updated biannually or as necessary to reflect emerging trends, community aspirations and to respond to legislative requirements and/or Council resolution	Strategic Planner	Completed	Amendments to Council's planning instruments have been undertaken when necessary, and in accordance with relevant legislative procedures.
		CL.1.4.1.2	Explore the acquisition and use of an online engagement tool in conjunction with the review of the GMS	Strategic Planner	Completed	A potential provider of an online engagement tool has been identified and this will be factored into the project planning for the completion of the Growth Management Strategy Review in 2016-17.
		CL.1.4.1.3	Review Council's Development Control Plan	Strategic Planner	Progressing	It has been necessary for Council to complete a number of key underlying strategies, prior to commencing with the adoption of revised development controls. These include the revised Lower Bellinger Flood Study, the final adopted Koala Management Strategy and the revised Growth Management Strategy. As these studies are finalised throughout the 2016-17 FY, the DCP will be amended accordingly.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.4.1.4	Commence review of Council's Growth Management Strategy	Strategic Planner	Completed	The upgrade of Council's Geographic Information System (GIS) has allowed for more sophisticated interrogation and display of information when looking at trends in development. Systems for data collection that were implemented with the adoption of BLEP 2010, and as part of the annual supply of development information to the Department of Planning, will allow for detailed analysis of development pattern. These will inform the preparation of a draft GMS Review that will be exhibited in 2016-17.
CL.1.4.2	Council's Planning and development assessment services provides advice and planning assistance and process Development Applications and other relevant applications	CL.1.4.2.1	Provide advice in relation to statutory planning and development assessment	Strategic Planner	Completed	Council's Land Use Services staff continue to provide a high level of customer service and advice for potential developers, to assist them with developing compliant development proposals. This includes front counter advice, telephone advice, written advice and formal meetings such as Development Control Unit meetings.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.4.2.2	Assess and determine development applications against current statutory and policy requirements. Ensure assessments are in accordance with Section 79c of the Environmental Planning & Assessment (EP&A) Act 1979.	Team Leader Building & Regulation	Completed	All applications have been assessed against Section 79c of the Environmental Planning & Assessment Act 1979. No legal challenges lodged.
		CL.1.4.2.3	Develop procedures to accompany Council's adopted compliance/enforcement policy	Strategic Planner	Completed	Council has undertaken a range of enforcement activities in accordance with the procedural documents developed to assist with implementation of the Compliance Policy.
		CL.1.4.2.4	Regulatory compliance is undertaken in accordance with statutory legislation and the public interest.	Team Leader Building & Regulation	Completed	Compliance activities were undertaken in accordance with Council's Compliance and Enforcement Policy and relevant statutory requirements. There has been no advice received from the Ombudsman requiring modification to procedures for compliance or enforcement.
		CL.1.4.2.5	Processing of Construction, Building and Occupation Certificates. Ongoing administration and assessment.	Team Leader Building & Regulation	Completed	All Certificates currently being issued within a reasonable time frame.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.4.2.6	Processing all standard Section 149 Applications within 5 working days	Strategic Planner	Completed	The majority of the year the processing times met or exceeded the target set of 85% being completed within 5 days, however due to staff shortages within both Planning and Customer & Business Services Teams, of the annual total of 516 S149 Certificates, 417 were issued under 5 days, giving a result of 81%.
		CL.1.4.2.7	Assessment and processing of complying development applications. Processing of all applications as submitted.	Team Leader Building & Regulation	Completed	All complying developments currently being assessed within statutory 20 day timeframe
		CL.1.4.2.8	Certification responsibilities are in line with industry best practice and BPB requirements	Team Leader Building & Regulation	Completed	Certification being conducted as per industry best-practice and BPB requirements; individual accreditation of certifiers is being renewed annually in accordance with legislative requirements; mandatory training and CPD points being fulfilled.
CL.1.4.3	Ensure an audit report is conducted annually	CL.1.4.3.1	Manage asset revaluation process with other relevant managers/staff (All asset classes to be revalued on a 5 year rolling basis)	Chief Financial Officer	Completed	Revaluation of assets completed for 2015/16 financial year.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.4.3.2	Manage external audit contract	Chief Financial Officer	Completed	Ongoing.
		CL.1.4.3.3	Ensure external audit is conducted within statutory timeframes	Chief Financial Officer	Completed	Audit completed in October 2015. Financial Statements lodged by statutory due date.
		CL.1.4.3.4	Conduct Internal Audits according to internal audit Plan	Manager Governance & Engagement	Progressing	Audit committee enabled two internal audits to be completed. Bellingen Shire Council implemented resource sharing of an internal auditor with Coffs Harbour City Council, however due to CHCC restructuring its internal audit function this has delayed the third internal audit.
CL.1.4.4	Achieve a governance health check rating of at least 3 in all items using LGMA/ICAC document ( <a href="http://www.icac.nsw.gov.au/documents/doc_download/1300-governance-health-check">www.icac.nsw.gov.au/documents/doc_download/1300-governance-health-check</a> )	CL.1.4.4.1	Execute action plan flowing from Governance Health check	Manager Governance & Engagement	Progressing	Governance Health Check Action Plan progressing. Management reporting on status of service requests regularly presented to Executive. Initial procedure review of service request categories completed. Internal Audit operational, two internal audits completed. Draft review of complaints handling policy to be presented to Executive Leadership Team (ELT). Enterprise risk management framework continuing to be implemented according to plan.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.4.4.2	Conclude work on Information Management Strategy - continuation of CL1.4.4.2 from 2014-15	Manager Information & Technology Services	Completed	Feedback from DGM Corporate Community has been received and incorporated into latest draft of document.
		CL.1.4.4.3	Implement an e-Business Paper System - continuation of 2014-15 objective CL1.4.4.3	Manager Information & Technology Services	Completed	InfoCouncil has been successfully used for Council meetings from August 2015 onwards. Software will continue to be used in 2016-17.
		CL.1.4.4.4	Commence community consultation on Community Vision	Manager Governance & Engagement	Progressing	Community consultation undertaken utilising the Community Satisfaction Survey, resulting report scheduled for presentation in Q1 2016-17.
		CL.1.4.4.5	Commence preparation of end-of-term report	Manager Governance & Engagement	Completed	Formulation of End of Term report commenced, to be presented at council meeting August 2016
		CL.1.4.4.6	Maintain SRV governance arrangements	General Manager	Completed	SRVIPP meets quarterly with subsequent reports to Council for endorsement.
		CL.1.4.4.7	Co-ordinate preparation of Annual Report	Manager Governance & Engagement	Completed	2014 -15 Annual report adopted by Council in November 2015. Project plan completed for 2015-16 Annual report, to be present to Council in November 2016.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
		CL.1.4.4.8	Plan for IP&R 2016-2020 (CSP, Delivery Program and Resourcing Strategy)	Manager Governance & Engagement	Completed	Plan for 2016-2020 Community Strategic Plan (CSP), Delivery Program and Resourcing Strategy created.
		CL.1.4.4.9	Oversee development and implementation of Enterprise Risk Management Framework	Manager Governance & Engagement	Completed	Implementation of framework progressing according to plan.
CL.1.4.5	Complete Procurement Roadmap	CL.1.4.5.1	Conduct Procurement & Stores within Council according to centre-led model.	Procurement Officer	Completed	Service review of Procurement & Stores to be undertaken in 2016 - 2017 year, with a view to achieve integrated one up approval for purchase of goods.
		CL.1.4.5.2	Implement Phase 2 of the Procurement Roadmap	Manager Governance & Engagement	Progressing	Procurement categories rolled out and applied to procurement contracts which Council actively used. Information provided to staff on Intranet. As it is expected that the new financial system will address many deficiencies present in current system, the decision was taken by the Procurement Steering Group to postpone most of the remaining items in the Procurement Roadmap until delivery of the new system. Community engagement to be undertaken to inform the review of Procurement Policy.

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.1.4.6	Benchmark Community's perception of Council's Communication in 2014 and achieve a score of 3.25 for this measure in a 2016 survey.	CL.1.4.6.1	Conduct 2016 Community Satisfaction Survey	Communication and Community Engagement Officer	Completed	Survey completed and report received. The results have been workshopped with Councillors/Senior Staff. General manager to report to Council before being made publicly available.

### Our community is informed and engaged with a strong sense of civic leadership

#### The community is engaged in decision making and implementation

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.2.1.1	Review all S355 Committees for Council for compliance with guidelines and operational effectiveness	CL.2.1.1.1	Ongoing training in guidelines, monitor compliance, address issues of non-compliance, update guidelines	Manager Community Wellbeing	Completed	The community Wellbeing Planning Officer attended meetings of s355 committees to provide advice and training and also provided on call advice to Committees. The Dorrigo Saleyards Committee were provided with specific training on Code of conduct and general governance requirements.

## Civic leadership is recognised, supported and rewarded

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.2.2.1	Recognise Civic Leadership within our community through annual awards and ceremonies	CL.2.2.1.1	Support the Australia Day S355 Committee in the recognition of appropriate civic leaders through Australia Day awards	Communication and Community Engagement Officer	Completed	Another successful Australia Day ceremony was held in January 2016. Media Releases, website, newsletter information distributed to relevant outlets. Nomination and winner certificates prepared framed. Administrative letters and email duties shared with Mayor's PA.
		CL.2.2.1.2	Provide community engagement support for Awareness Days	Communication and Community Engagement Officer	Completed	Assistance provided to appropriate officer with publicity, bookings, photography and media for annual Awareness Days throughout 2016. Australia Day, Library & Information Week, 2016 NAIDOC Week, Seniors Week Festival, Harmony Day, Environment Day, Heritage Week etc.

We are proactive in supporting, through representation and celebration, the needs and desires of the community

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.2.3.1	The Delivery Program supports the aspirations of the community as identified through the Community Vision	CL.2.3.1.1	Report to Council on at least a 6 monthly basis on progress against the operational plan.	Governance and Corporate Planning Officer	Completed	Reports completed within statutory timeframes. Council's end of term report to reflect on status of 4 year delivery program matching term of Council

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.2.3.2	Represent the aspirations of the community as expressed in the Community Vision as opportunities are identified	CL.2.3.2.1	Attend a wide cross section of community meetings to understand various objectives and ideals. Review local newspapers to understand current issues in the community	Manager Economic & Business Development	Completed	Council worked with Destination Coffs Coast to develop the Coffs Coast Tourism Strategic Plan 2020. The plan creates a valuable vehicle for the Bellingen Shire and Coffs Harbour City Council to work together to manage and market tourism in a cohesive way. Bellingen Shire Council attended Dorrigo, Bellingen and Urunga/Mylestom Chamber meetings on a bi monthly basis. Council also has representation on the North Coast Destination Network (NCDN) and participated in a review of the NCDN network. This work will see a significant change in the way Destination NSW delivers tourism funding across NSW.
		CL.2.3.2.2	Conduct consultation workshops across the Shire to garner input on the future strategic direction of the tourism industry and wider economy	Manager Economic & Business Development	Completed	Council worked with Destination Coffs Coast and North Coast Destination Network on two major projects. Workshops were conducted across the Shire to feed into the new Coffs Coast Strategic Plan 2020. Similarly, the North Coast Destination Network works with an industry reference group to shape its strategic priorities and direction. Chambers of Commerce across the Bellingen Shire are regularly consulted with on issues concerning Tourist Information Centres, product development and marketing campaigns.
		CL.2.3.2.3	Plan and prepare for Sept 2016 election	General Manager	Progressing	Liaison with Returning officer continuing, and provision of pre-poll location finalised.

## Council is proactive in representing the needs of our community

Strong partnerships exist with all levels of government, peak bodies and the community

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.3.1.1	Review all S355 Committees for Council for compliance with guidelines and operational effectiveness	CL.3.1.1.1	Update Guidelines and templates for Committees and provide training in such. Monitor compliance & address issues of non-compliance.	Manager Community Wellbeing	Completed	There has been much communication and positive relationship building with Section 355 Committees. Issues are many and varied but they generally appreciate having a contact person who can assist with inquiries. Resources continue to be a challenge but committees have been pro-active in sourcing external funding and administrating a Work for the Dole project (Urunga Recreation Reserve). Section 355 committee volunteers were the focus of this year's National Volunteers Week celebrations where many of them were acknowledged for their years of service. Goals for next year include reviewing the Section 355 Guidelines Manual, developing better processes for supporting external funding application and ensuring committee members are fully aware of Councils responsibilities and Code of Conduct

## We are consultative

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.3.2.1	Execute the Community Engagement Policy and Strategy	CL.3.2.1.1	Provide support to staff in utilising and executing the community engagement strategy	Communication and Community Engagement Officer	Completed	Ongoing assistance and advice provided to relevant officers as required.

## The principles of social justice underpin our activities and decision making processes

DP Code	DP Action	OP Code	OP Action	Responsibility	Action Status	Comment
CL.3.3.1	Implement the Social Plan	CL.3.3.1.1	Implementation of Social plan priorities as funds permit.	Manager Community Wellbeing	Completed	Action was taken on a range of Social plan priorities including a feasibility study for the Urunga tidal swimming facility. Four grant applications were done -1 for the swimming facility and the result is not yet known, 2 for a new community bus and 1 for heating a pool at Bellingen these 3 were unsuccessful. A report on the overall achievements of the Social Plan 2010-15 noted that of the over 100 Strategies/actions in the plan, progress had been made on all actions and there were only 7 which had not yet come to fruition.



## Part B - Statutory and Other Information



## Community Engagement Activities

Council regularly engages with the community on diverse issues that may influence or affect the community and uses meaningful tools to ensure that the community is informed, has opportunities to contribute to the policy making process and is educated about matters that may impact their lives.

In line with Council's Community Engagement Framework the following methods were utilised to share information and seek feedback as well as promote the services and projects of Council.

- Regular paid advertising in local newspapers
- Media Releases sent with over 95% printed in local media or online.
- Community updates regarding local infrastructure including letterbox drops to affected residents and stakeholders
- Environmental Updates (Bellingen River Snapping Turtles)
- Mayoral columns for Bellingen Shire Courier Sun newspaper
- Fortnightly Mayoral 2BBB Radio Shows
- 4 Quarterly Community Newsletters

### Community Surveys via Survey Monkey:

- Customer Service Survey – ongoing
- Volunteer Satisfaction Survey – April 2016
- Community satisfaction survey
- Library users survey

### Public meetings/Community Forums and Workshops:

- Community training session and staff training for accessing Community data through profile.id – October 2015
  - Community Meetings regarding Bellinger River Snapping Turtle Situation x 2 March and Nov 2015
  - Community Book Day Selection Day at Bellingen Library -September 2015
  - Book Launch: The Endangered Species of the Bellingen Shire – October 2015
  - Tree planting with Bellingen Primary School and education for Threatened Species Day – September 2015
  - Community Open Day for new Dorrigo Wastewater Treatment Plant – June 2016
- This list does not include the Youth Centre or regular Library activities.*

### Community Celebration Dates:

- NAIDOC Week – July 2015
- Children's Book Week – August 2015
- Mental Health Month – October 2015
- International Day of People with a Disability – December 2015
- Australia Day Community Awards Ceremony - Mylestom – January 2016
- Citizenship Ceremonies were held in the Council Chambers for new citizens and their families and guests in August and November 2015 and January and June 2016.
- Library Lovers Day – February 2016
- Harmony Day – March 2016
- National Youth Week – April 2016
- Seniors Week Celebrations – April 2016
- Local Heritage Week – Stained Glass Window Showcase – April 2016
- Anzac Day Recognition with Library Information display and educational presentation



- National Volunteer Week Celebration – May 2016
- Threatened Species Day – September 2015

### Website

The range and depth of information available on our website continues to grow due to Council's statutory reporting requirements and the increasing trend of residents to 'help themselves' to information at their convenience.

During the period there were a total of 206,537 page views. Popular destinations of website visitors were: Waste Disposal Facility Information, general contact information, application forms, maps, council agendas and minutes, What's On calendar, Weekly Works Schedule, Policies and Plans and Rates.

## Special Variations in General Income

**Local Government Act 1993 - Section 508(2) and 508A**  
**1 July 2015 to 30 June 2016.**

### Special Rate Variation 2014-2015

The ordinary rates include an 11.8% Road Levy which was approved by the Minister in June 2014. The Levy applies to all rateable land within the Shire.

<b>Income &amp; Expenditure 2015/16</b>	
<b>Income from Road Levy</b>	573,104
<b>Expenditure:</b>	<b>2015/16 Actual</b>
Capital Works Program 2015/16 - Tyringham St - Bitumen Seal	7,694
Capital Works Program 2015/16 - Parks St - Bitumen Seal	10,331
Capital Works Program 2015/16 - Parks St Lane - Bitumen Seal	10,161
Capital Works Program 2015/16 - Old Coramba Rd - Bitumen Seal	12,146
Capital Works Program 2015/16 - Old Coast Rd - Bitumen Seal	2,429
Capital Works Program 2015/16 - Slingbys Rd - Bitumen Seal	11,827
Capital Works Program 2015/16 - Johnsens Rd Gravel Resheet	10,672
Capital Works Program 2015/16 - Whiskey Creek Rd - Gravel Resheet	17,690
Capital Works Program 2015/16 - Deervale Rd - Gravel Resheet	25,490
Capital Works Program 2015/16 - Maynards Plain Rd - Gravel Resheet	6,845
Capital Works Program 2015/16 - Keoughs Culvert Renewal	28,869
Capital Works Program 2015/16 - Coramba Rd - Gravel Resheet	26,881
Capital Works Program 2015/16 - Muldiva Rd - Gravel Resheet	15,701
Capital Works Program 2015/16 - Myrtle St - Bitumen Seal	1,023
Capital Works Program 2015/16 - South Arm Rd - Bitumen Seal	24,344
Capital Works Program 2015/16 - North Bank Rd - Bitumen Seal	32,652
Capital Works Program 2015/16 - Martells Rd - Bitumen Seal	21,126
Capital Works Program 2015/16 - Darkwood Rd - Bitumen Seal	46,141
Capital Works Program 2015/16 - Valery Rd - Bitumen Seal	7,104



<b>Income &amp; Expenditure 2015/16</b>	
Capital Works Program 2015/16 - Kalang Rd - Gravel Resheet	32,704
Capital Works Program 2015/16 - Darkwood Rd - Gravel Resheet	26,549
Capital Works Program 2015/16 - Bowraville Rd - Gravel Resheet	21,259
Capital Works Program 2015/16 - Timboon Rd - Gravel Resheet	25,337
Capital Works Program 2015/16 - Valery Rd - Gravel Resheet	17,955
Capital Works Program 2015/16 - Boggy Creek Rd - Gravel Resheet	1,612
Capital Works Program 2015/16 Hydes Creek Rd Reseal - Sect 1	70,957
<b>Total Capital works for 2015/16 funded from Road Levy</b>	<b>515,500</b>
<b>Total Maintenance for 2015/16 funded from Road Levy</b>	<b>200,000</b>
<b>Total works for 2015/16 funded from Road Levy</b>	<b>715,500</b>

## **Your Environmental Levy at Work 2004-2005**

### **Introduction**

Bellingen Shire Council applied to the Minister for Local Government in May 2005 for a special variation to General Income for environmental projects. On the 30<sup>th</sup> June 2005 Council received notice that an increase of 4% was approved on an on-going basis. In 2015-16 this equates to a fund of \$227,446 for environmental projects.

As identified in the *Shire of Bellingen 2030 Community Vision*, the environment levy supports the implementation of projects to achieve the strategic directions, outcomes and aspirations for the future from our local community. The key focus areas are as follows;

- Invasive plant management;
- Biodiversity management;
- Coastal and river ecosystem management;
- Sustainable food production;
- Climate change adaptation and mitigation.

The projects listed below delivered actions identified in the North Coast Weeds Action Program, NSW Invasive Species Plan; draft Dangar Falls Plan of Management, Estuary Management Plan, Kalang River Health Plan and the Bellinger River Health Plan, Bellingen Emission Reduction Plan (BERP), the Bellingen Coastal Zone Management Plan (CZMP) and Dairy Effluent Infrastructure and Management Assessment and Planning Project.

### **Projects 2015-2016**

#### **Community Fund – Key Focus Area: All**

The BSC Environmental Levy (EL) community fund is available for community groups working on public land and sustainability projects, through a competitive process, to gain additional funds to complete projects. This fund has supported more than 22 community groups over recent years.



In the 2014/15 financial year the BSC EL community fund application and grant process underwent significant review in consultation with the Environmental Sustainability Advisory Committee (ESAC). Projects are now capped at \$5,000.

\$20,000 was allocated to this program for the 2015/16 financial year. There is \$30,000 remaining in environment levy reserve fund and therefore the total available is now \$50,000.

The fund was opened for application in mid-September 2015, with a total of six projects funded totalling \$30,000.

#### **Weeds Action Program 1520 – Key Focus Area: Invasive Plant Management**

Council, in alliance with the NSW North Coast Weeds Advisory Committee, applied under the new Weeds Action Program 2015-2020 for funds to implement the NSW Invasive Species Plan. In order for Council to implement invasive plant removal projects and achieve the 12 weed action program objectives, including noxious weed inspections, an allocation to the weeds operational budget was made.

In the 2015-16 year a total of 236 private property noxious weeds inspections were carried out over an area of 3450 hectares; and 370 hectares of weed control implemented. The total project value was \$163,394 with the Department of Primary Industries providing \$55,394, Council general funds providing \$48,000 and a contribution from the BSC EL of \$60,000.

#### **Dangar Falls Biodiversity Improvement – Key Focus Area: Invasive Plant Management and Biodiversity Management**

This project continued the works already undertaken at Dangar Falls Reserve. The investment has resulted in an excellent response from the Antarctic Beech (*Nothofagus moorei*) and Mountain Denhamia (*Denhamia moorei*), both species of conservation significance. The project was a continuation of a project focused on weed removal and revegetation throughout the Dangar Falls recreation area.

\$8,000 was allocated to this program for the 2015/16 financial year.

#### **The Jaliigirr Biodiversity Alliance Project Maintenance – Key Focus Area: Invasive Plant Management, Biodiversity Management and Coastal and River Ecosystem Management**

In the 2011/12 financial year the Jaliigirr Biodiversity Alliance was successful in applying to the federal government Clean Energy Future Biodiversity Fund. As a partner of this Alliance, Council will receive a total of \$300,000 grant over six years, with 2016/17 the final year of the project. Since the project commenced in 2012, Council has worked with local contractors, private landholders and Crown Lands, to rehabilitate 66 hectares of priority vegetation corridors in Dorrigo, Bellingen, Hydes Creek, Fernmount and Urunga.

The Jaliigirr Biodiversity Alliance project aims to improve the biodiversity and health of priority vegetation corridors (including koala habitat) in the Shire through ongoing weed control and planting of native seedlings across both public and private land.

As part of this grant funded project, Council is required to maintain the project sites where Council is the land owner for a five year period. The work will include follow-up weed control and infill planting where required. These sites include:

1. Bellinger Heads State Park – endangered ecological communities surrounding Urunga lagoon (south)
2. Hammond St and Old Caravan Park – North Bellingen



3. Ringwood Creek – North Bellingen
4. Baker Street Public Reserve – Fernmount

\$10,000 was allocated to this program for the 2015/16 financial year.

**Bellinger and Kalang River Improvement Projects** - *Key Focus Area, Biodiversity Management and Coastal and River Ecosystem Management*

Improving and monitoring riverine ecosystem health is a key priority identified in Council's Estuary Management Plan, Kalang River Health Plan and the Bellinger River Health Plan.

Council has implemented forty nine (49) on ground river health improvement projects over the past four years including weed control, tree planting, stock fencing and river bank stabilisation on private and public land adjacent to the Bellinger and Kalang Rivers.

In 2015/16 Council conducted water quality monitoring to obtain information about the current water quality of Bellinger Shire's rivers and estuaries. The aim of the monitoring program was to compare results with national and state water quality guidelines for healthy aquatic ecosystems. Water quality including on-site physico-chemical variables and nutrient and algal concentrations were sampled during low flows at eight sites on the Bellinger and Kalang Rivers and their tributaries every three months and immediately after a flood event in June 2016. The risk of *E.coli* contamination was also recorded in the lower Bellinger and Kalang estuaries in the post flood period. The final report is expected to be available by December 2016. These sampling results will be able to be compared with results from previous Ecohealth monitoring conducted in 2011.

Funds spent on this program were \$15,000 for the 2015/16 financial year.

**River and Biodiversity Project Officer General Community Consultation** - *Key Focus Area: Biodiversity Management and Coastal and River Ecosystem Management*

The River and Biodiversity Project Officer role includes a service to consider and respond to formal community and stakeholder enquiries, proposals and funding opportunities regarding river and biodiversity initiatives. The project value is \$10,000 per year allowing for up to four hours per week of Project Officer time.

\$10,000 was allocated to this program for the 2015/16 financial year.

**Indian Myna Control Program** - *Key Focus Area: Biodiversity Management*

Council has been a partner with Nambucca Shire Council, Coffs Harbour City Council, NSW National Parks and Wildlife Service and Landcare in the NSW Mid North Coast Indian Myna Control Program funded by the NSW Environmental Trust.

In the last three years, this project involved 266 volunteer bird trappers who contributed 2660 hours and trapped 4923 Indian Mynas. This external grant funded project and associated funding finished in March 2014. Since then, Council has continued to record bird sightings and support existing volunteers by providing traps and gas to humanely euthanize trapped birds.

\$2,500 of funds for the 2015/16 year continued to cover the costs associated with this program (e.g. gas bottles, trap materials, website fees, brochures, bird surveys, bait, volunteer training etc.)

## **Sustainability and Climate Change Projects – Key Focus Area: Climate Change Adaption and Mitigation**

Council has adopted the Coastal Zone Management Plan (CZMP), Bellingen Emission Reduction Plan (BERP) and the Bellingen Climate Change Risk Adaption Strategy.

The BERP was reviewed in the 2015/16 financial year. There is on-going requirement to fund actions from the plan to achieve Council's greenhouse gas emission reduction (GHG) target of 40% by 2020. Solar electricity generation and energy efficiency measures resulted in saving 319 tonnes carbon dioxide equivalent emissions. This is approximately equal to the annual emissions from 21 average Australian households.

Funds were allocated for the 2015/16 year to focus on sustainability and energy efficiency actions and awareness campaigns, engaging Planet Footprint to measure and report our GHG emissions and preparing Council and the community for climate change mitigation.

Council is actively involved in the Our Living Coast Regional Sustainability Alliance. This includes running community workshops; and a combined website and events calendar.

The list below details some of the events run as part of the OLC Living Coast Festival held throughout November 2015 -

- Mayfield Farm Open Day on the plateau – 80 participants
- Cloudy Cauldron Farm Open Day on the plateau – 20 participants
- Launch of the Bellingen Shire Local Food Guide at Bellingen Growers Market – 100 participants
- Costa Georgiadis from Gardening Australia opening The Stables Sustainability Centre in Bellingen – 30 participants
- Brighter Living Electricity and Energy Technology Workshop at Urunga – 30 participants
- Eco Design, Affordable Housing, Permaculture Q&A at Bellingen Youth Hub
- Drishti Eco Luxury Candles grand opening, with beeswax candle making for kids at Raleigh.
- Northbank Community Garden Tours and European Bee Keeping workshop

Further, funding was allocated to implement on ground environmental monitoring projects as part of the Coastal Zone Management Plan (CZMP). The objective is to measure and manage the risk from storm events and climate change on coastal erosion and inundation to Council assets and the natural environment. Beach profile surveys were completed in two instances at four priority locations and photographic record taken after major storm events to monitor coastal erosion throughout the 2015/16 year.

The funds allocated to this program were \$30,000 for the 2015/16 financial year.

### **Administration Expenses**

The BSC EL administration expenses budget funds promotion and advertisements to engage with and inform the community on projects outlined in this document.

The funds allocated to this program were \$5,000 for the 2015/16 financial year.



## Summary

<b>Project</b>	<b>Funding</b>
Environmental Levy Community Fund	\$20,000
Weeds Action Program	\$60,000
Dangar Falls Biodiversity Improvement	\$8,000
The Jaliigirr Biodiversity Alliance Project Maintenance	\$10,000
Bellinger and Kalang River Monitoring Projects	\$50,000
Biodiversity Action Strategy	\$32,000
River and Biodiversity Project Officer General Community Consultation	\$10,000
Indian Myna Control Program	\$2,500
Sustainability and Climate Change Projects	\$30,000
Administration expenses	\$5,000
<b>TOTAL</b>	<b>\$227,500</b>

## **Overseas Visits**

**Local Government Act 1993 - Section 428 (4) (b)**  
**Local Government (General) Regulation 2005 - Section 217 (1) (a1)**  
**1 July 2015 to 30 June 2016.**

There were no overseas visits undertaken by Councillors, Council Staff or other persons representing the Council during the period 1 July 2015 to 30 June 2016.

## **Elected Members' Expenses**

**Local Government Act 1993 - Section 428 (4) (b)**  
**Local Government (General) Regulation 2005 - Section 217 (1) (a1)**  
**1 July 2015 to 30 June 2016.**

## **Mayor and Councillor Fees**

The total fees paid to the Mayor and Councillors in 2015-16 was \$96,084 compared to \$96,220 in 2014-15.



## Councillor Support and Expenses

Expenses	2014-15 \$	2015-16 \$
Councillor support and provision of facilities	13,904	11,739
Attendance at conferences and seminars	9,866	8,181
Training of councillors and provision of skill development	9,063	4,025
Interstate visits undertaken during the year by councillors while representing the council, including the cost of transport, the cost of accommodation and other out-of-pocket travelling expenses	0	0
Overseas visits by councillors while representing the council, including the cost of transport, the cost of accommodation and other out of pocket travelling expenses	0	0
Expenses of any spouse, partner or other person who accompanied a councillor in the performance of his or her civic functions	0	0
Expenses involved in the provision of care for a child or an immediate family member of a councillor	0	0
Fees paid to Mayor and Councillors	<b>96,220</b>	<b>96,084</b>
Motor Vehicle Allowances	7,064	14,797
Mayoral vehicle operational costs and depreciation	18,405	16,103
Insurance costs for Councillors and Officers liability	30,009	10,345
<b>Total costs for the year</b>	<b>184,531</b>	<b>161,274</b>

## Major Contracts (Greater than \$150,000) Awarded

Local Government Act 1993 - Section 428 (4) (b)

Local Government (General) Regulation 2005 - Section 217 (1) (a2)

1 July 2015 to 30 June 2016.

Goods or services	Estimated Annual Value \$ ,000	Total Contract Value \$ ,000	Suppliers
Road Resurfacing	750	2,520	Main category suppliers: Fulton Hogan, RPQ Spray Seal and SRS Roads.



Goods or services	Estimated Annual Value \$ ,000	Total Contract Value \$ ,000	Suppliers
Bulk Water Treatment Chemicals	76	228	Orica Chemicals, Omega Chemicals, Redox and Wilair
Bitumen Emulsion	100	300	Downer EDI
Truck and passenger tyres	68	204	Bridgestone Aust., Tyres 4U and Valley Tyres
Ready Mix Concrete	60	180	Boral Concrete and Holcim Australia
Supply and Installation of Road Safety Barrier Systems	50	150	A1 Highways, D and P Fencing, Irwin Fencing, Evolution Civil Maintenance and Ingal Civil Products
Collection, Sorting and Removal of Ferrous and Non Ferrous Scrap	52	208	Matthews Metals
Traffic Control Services	400	1,200	Men at Work, Evolution Traffic Control, Watch Out Training and Traffic Control and Workforce Road Services.
Electricity for large sites	80	159	ERM Power
Electricity for street lighting	12	24	AGL
Electricity for small sites	160	320	ERM Power
Supply and Delivery of Bulk Fuels	390	910	Caltex Australia
Human Resources Temporary Placements and Labour Hire	700	2,100	Various suppliers as per panel
Fixed Voice and Mobile Services	120	240	Telstra
Trucks, Vans and Omnibuses	96	192	Various suppliers as per panel



Goods or services	Estimated Annual Value \$ ,000	Total Contract Value \$ ,000	Suppliers
Heavy Plant and Equipment	150 (Where value exceeds threshold).	159	Various suppliers as per panel
Professional Lifeguard Services	81	425	Australian Lifeguard Services
Panel Supply of Quarry Materials ex Bin	700 (est.)	2,100 (est.)	High Quality Sands, Quarry Solutions, Thora Road base Quarry, SD and TM Timms, Sheridan's Head Rock Quarry.
Supply of Print Services	120	480	Colorworks - Coffs Harbour
Management of Bellingen and Dorrigo Swimming Pools	274	1,235	YMCA

## Legal Proceedings

**Local Government Act 1993 - Section 428 (4) (b)**

**Local Government (General) Regulation 2005 - Section 217 (1) (a3)**

**1 July 2015 to 30 June 2016**

Matter	Issue	Status/Result	Expenses	Received
Bellingen Shire Council ats David Supple	Personal Injury Public Liability	Council joint defendant with RMS	\$10,000.00	Nil
Bellingen Shire Council ats Rachael Supple	Personal Injury Public Liability	Council joint defendant with RMS	Nil to date	Nil
Bellingen Shire Council ats Natasha Dyason	Personal Injury Public Liability	Settled	Confidential	Nil



## Works Subsidised On Private Land

Local Government Act 1993 - Section 428 (4) (b)

Local Government Act 1993 - Section 67 (3)

Local Government (General) Regulation 2005 - Section 217 (1) (a4)

1 July 2015 to 30 June 2016.

- **\$48,000 Jaliigirr Biodiversity Fund Project** (federal government grant) 18ha of initial and follow-up weed control, and infill/enhancement planting (2.55ha, 112 trees and 4.5kg seeds) was completed at Hungry Head-Urunga Lagoon. 1.46ha of initial weed control and infill/enhancement plantings (70 trees) and 0.61ha follow up weed control and infill/enhancement plantings (40 trees) was completed at a Hydes Creek Road, Bellingen. 1.6ha biodiverse plantings with 2,600 plants on a Buffer Creek Road, Gleniffer property.
- **\$5000 Strategic Control of New and Emerging Weeds in the Central Socio Economic Landscape** (North Coast Local Land Services grant) for the targeted inspection and control of priority species Seeded Banana and Black Locust. Inspections and control of Seeded Banana was completed over 360 hectares along the Bellinger River, Thora. Inspections and control of Black Locust was completed over 140 hectares adjacent to the Nymboida River, Dorrigo.
- **\$267,000 Friesians and Fish** – Bellinger River floodplain and estuary water quality improvement project (NSW Office of Environment and Heritage grant) this grant provided \$76K, Council provided matching funding of \$76K, farmers contributed a total of \$115,000 for improvement works on local dairy farms implementing priority actions identified in the Dairy Effluent Infrastructure and Management Assessment and Planning project 2011. Seven farmers were involved in the project and completed nine projects with the following outputs achieved
  - six stock laneways improved totalling 1.59km
  - nine effluent diversion/collection structures installed
  - one effluent irrigation field increased and 100ha increased
  - 500m riparian fencing
  - 0.5ha river bank protected by fencing
  - 0.5ha riparian vegetation managed to reduce invasive plants
  - one industry/community awareness raising event.

## Donations and Contributions

Local Government Act 1993 - Section 428 (4) (b)

Local Government (General) Regulation 2005 - Section 217 (1) (a5)

Local Government Act 1993 – Section 356

1 July 2015 to 30 June 2016.

## Community Support and Community Event Sponsorship Funds

Council's commitments with respect to Donations and Contributions are detailed as follows:

### Community Event Sponsorship Fund – Round 1

Organisation	Event	Contribution (\$)
Bellingen Chamber of Commerce	Crazy Day	500



Organisation	Event	Contribution (\$)
Bellingen Community Arts Council Inc.	Bellingen Music Festival	2,000
The International Indigenous Peoples Village	Stories and Songs of the People	2,500
<b>Total</b>		<b>5,000</b>

### Community Support Fund – Round 1

Organisation	Activity	Contribution (\$)
Bellingen Big Band	Tuition costs	500
Repton Public School	Printing and advertising costs for Centenary event	1,000
Urunga CWA	Rates remission	1,100
Dorrigo Dramatic Club	Rates remission	1,250
Bellingen Shire Business and Education Alliance	Transport and excursion costs	1,500
Dorrigo Visual Arts Group	Dorrigo Agricultural Show – Fine Arts Display	850
Mylestom Combined Pensioners and Superannuants Association	Annual hall hire costs	650
Bellingen Archers Inc.	2 new archery targets and tripods	1,800
Bellingen Community Arts Council	Youth Arts Prize framing costs	2,000
Bellingen Valley North Beach Surf Life Saving Club	New gym equipment	2,500
Bellingen High School	School awards presentation	50
Orama Public School	School awards presentation	50
Urunga Primary School	School awards presentation	50
Repton Public School	School awards presentation	50
<b>Total</b>		<b>13,350</b>

### Community Event Sponsorship Fund – Round 2

Organisation	Event	Contribution (\$)
Readers and Writers Festival	Readers and Writers Festival	2,500
The Grub Club	Sgt Matthew Locke Charity Match	2,000
Dorrigo and Guy Fawkes Agricultural Society	Dorrigo Show	2,000
Screenwave	Rec Ya Shorts Youth Film Festival	1,500



Organisation	Event	Contribution (\$)
Bellingher River Agricultural Society	EJ Mantova Art Exhibition	1,500
Urunga Mylestom Chamber of Commerce	Arts Urunga Sculpture in the Park	1,250
The Arts Council of the Dorrigo	Creative Mountain Arts Exhibition	1,100
<b>Total</b>		<b>11,850</b>

### Community Support Fund – Round 2

Organisation	Activity	Contribution (\$)
Bellingen CWA	Rates Remission	1,678
Camp Creative	Summer Camp Scholarships	630
Dorrigo CWA	Rates Remission	1,000
Gleniffer Community Assoc. Inc.	Rates Remission	833
Centre for Ecological Learning	Bellingen Eye Youth Camp subsidies	5,000
Dorrigo Girl Guides	Rates Remission	1,177
Bellingen Vet Hospital (on behalf of Bellingen Show)	Mongrel Dog Show	50
YMCA	Lifeguard and first aid training for one unemployed youth	475
<b>Total</b>		<b>10,843</b>

The total actual amount contributed or otherwise granted by Council under Section 356 of the Act was \$41,043

## Functions Delegated by Council

Local Government Act 1993 - Section 428 (4) (b)  
 Local Government (General) Regulation 2005 - Section 217 (1) (a6)  
 1 July 2015 to 30 June 2016.

External bodies that exercised functions delegated by Council during the period were:

Body	Function
<b>EXTERNAL BODIES</b>	
Clarence Regional Library Committee	Library Service
NSW Rural Fire Service	Rural Fire Services
<b>COMMUNITY COMMITTEES (SECTION 355 NSW LGA 1993)</b>	
Australia Day Committee	Australia Day Activities
Bellingen Citizens Centre Management Committee	Care, Control and Management of the Centre

Body	Function
Bellingen Island Reserve Management Committee	Care, Control and Management of the Reserve
Bellingen Memorial Hall Committee	Care, Control and Management of the Hall
Bellingen Shire Visitor Information Centre	Care, Control and Management of the Centre
Bellingen Youth Development Centre	Care, Control and Management of the Bellingen Shire Youth Hub
Bellingen/Connell Park Management Committee	Care, Control and Management of the Parks
Bellinger Valley Historical Society Committee	Care, Control and Management of the Bellingen and Urunga Museums
Brierfield Hall Management Committee	Care, Control and Management of the Hall
Burdett Park Management Committee	Care, Control and Management of the Park
Deervale Hall and Recreation Reserve Management Committee	Care, Control and Management of the Hall and Reserve
Dorrigo Public Hall Management Committee	Care, Control and Management of the Centre
Dorrigo Recreation Grounds Management Committee	Care, Control and Management of the Reserve
Dorrigo Saleyards Management Committee	Care, Control and Management of the Saleyards
Hickory House and Neighbourhood Bus Committee	Care, Control and Management of the Centre
Megan Hall and Recreation Reserve Management Committee	Care, Control and Management of the Hall and Reserve
Mylestom Hall Management Committee	Care, Control and Management of the Hall
North Bellingen Children's Centre Committee	Care, Control and Management of the Centre
North Dorrigo Recreation Reserve Management Committee	Care, Control and Management of the Reserve
Raleigh Hall and Recreation Reserve Management Committee	Care, Control and Management of the Hall and Reserve
Thora Community Hall Management Committee	Care, Control and Management of the Hall
Urunga Literary Institute and Senior Citizens Centre Management Committee	Care, Control and Management of the Centre and the Literary Institute Hall
Urunga Recreation Reserve Management Committee	Care, Control and Management of the Reserve

## **Corporations, Partnerships, Joint Ventures or Other Bodies in which Council Held a Controlling Interest**

**Local Government Act 1993 - Section 428 (4) (b)**

**Local Government (General) Regulation 2005 - Section 217 (1) (a7)**

**1 July 2015 to 30 June 2016.**

Council did not participate in any corporations, partnerships, joint ventures or other bodies in which it held a controlling interest.



## **Corporations, Partnerships, Joint Ventures or Other Bodies in Which the Council Participated**

**Local Government Act 1993 - Section 428 (4) (b)**

**Local Government (General) Regulation 2005 - Section 217 (1) (a8)**

**1 July 2015 to 30 June 2016.**

### **Southern Phone Company Limited**

Council is a shareholder in the company, a local government-owned telecommunications provider. There are 41 councils that hold two shares each in the unlisted Public Company, purchased for \$1 each. The company is a national full-service telecommunications provider offering fixed line, mobile and internet services to customers in all states of Australia.

In November 2002 Council resolved to make application to the Southern Phone Company for two shares at \$1 each, being one A Class share and one share in the B to ZZ class. Council's liability is limited to the value of its shares. Should the venture fail there can be no call on shareholders for funds.

### **Arts Mid North Coast**

Arts Mid North Coast is a regional non-profit, incorporated organisation and is the peak body for Arts and Cultural Development across the Mid North Coast region. Arts Mid North Coast works within the following seven Local Government Areas: Great Lakes, Greater Taree, Port Macquarie-Hastings, Kempsey, Nambucca, Bellingen and Coffs Harbour.

The organisation has been in existence for over ten years and is part of a state network of 13 Regional Arts Boards that provide the framework for Arts and Cultural Development across regional and rural NSW. Each Council contributes financially to the running of the organisation, and has a representative member on the Board.

The Executive Officer works across all seven Local Government Areas, and aims to engage with all relevant sectors of the regional community to promote, facilitate and advocate for excellence in arts and cultural development across the Mid North Coast region, by assisting with grant applications, project plans, implementation and support to Cultural Development in the areas through strengthening local cultural groups.

### **Mid North Weight of Loads Group**

Council is a member of the group of Councils which enforces vehicle weight limits to reduce damage to council classified roads and thereby decreasing road maintenance costs.

### **Regional Procurement Initiative**

Council is a participating member with other Councils in the Regional Procurement Initiative. Regional Procurement Initiative, a division of Hunter Councils Inc. was established in response to a need for a collaborative approach to regional tendering and contracting. It is the purpose of the Regional Procurement Initiative to reduce the administrative impost on member councils caused by their respective annual or bi-annual tender processes. It is estimated the Regional Procurement Initiative members contribute upwards of \$200 million to the economy through their tenders and contracts.



## **Statewide Mutual Limited**

Statewide Mutual is a NSW Local Government mutual which commenced operation on 31 December 1993 with a membership of 96 Councils. It provides cover to Member Councils on:

1. Assets under a Property Mutual,
2. Liability under a Mutual Liability Scheme, and
3. Fidelity Guarantee.

The Scheme is not insurance. Rather it is a “self-insurance mutual” which is backed by reinsurance placed through the local and London markets.

As at 2015, membership consisted of 137 General purpose Councils, County Councils and associated entities.

## **StateCover**

StateCover Mutual Limited has been operating since 2001 as a Specialised Workers Compensation insurer of NSW Local Government organisations. As at June 2013 StateCover insured 90% of eligible Councils with a combined workforce of approximately 30,000.

StateCover is a not for profit organisation providing Workers Compensation and Work Health and Safety services to its insured members.

## **Coffs Coast Regional Waste Services**

In July 2004 Council resolved to participate in the Coffs Coast Regional Resource Recovery Scheme with Coffs Harbour City Council and Nambucca Shire Council.

The project involves the full recovery and treatment of waste from the three Council areas including collection, recycling and disposal. Putrescible waste from the region is collected and processed at a waste processing facility at Englands Road, Coffs Harbour. The strategy, although maintaining each Council as a separate entity, enables a consistent, sustainable and economical approach to waste management in the area.

In accordance with the signed agreement Coffs Harbour City Council administers the contract on behalf of the Councils.

## **Mid North Coast Regional Organisation of Councils (MIDROC)**

Council is a member of the Mid North Coast Regional Organisation of Councils and has continued to actively participate in the strategic alliance with Taree, Gloucester, Kempsey, Nambucca, Bellingen and Coffs Harbour Councils, which was formed with the objective of achieving cost savings and/or improved service delivery of identified functions within the participating organisations. During 2016 Taree and Gloucester councils were amalgamated with Great Lakes Council to form Mid Coast Council. MIDROC actively advocates for its member councils and initiates projects and programs in accordance with its strategic plan. There are a number of professional staff sub-groups actively working together to achieve both direct and indirect benefits. These benefits range from the sharing of information, networking, shared tenders and benchmarking.



# Information Relating to Workforce Management Plan

## Overview

Council's Workforce Management Plan 2012 – 2016 has continued to provide the basis for employee-related activities over the reporting period. The Workforce Management Plan contains strategies designed to attract, develop and retain a workforce that is capable of meeting the aspirations and goals of our community and keep pace with changing expectations. The priorities for Council's human resources and organisational development activities are driven by this plan. Key achievements for the 2015/16 financial year are noted earlier in the Annual Report.

In addition, ongoing review and assessment of Council's needs and options relating to resource levels and alignment of functions has also continued. These reviews are undertaken to ensure that outcomes, service levels, and regulatory obligations are fulfilled. They form part of Council's commitment to maintain and/or improve our productivity and efficiency levels.

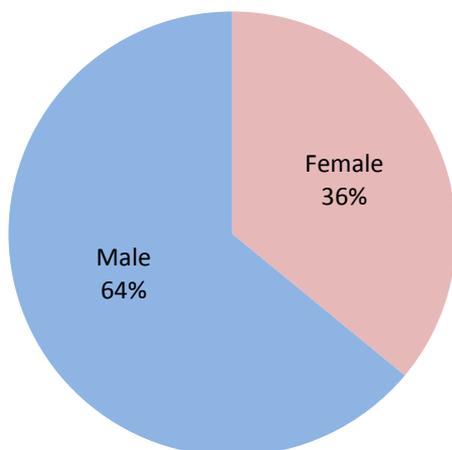
In relation to this, during the reporting period service reviews were commenced on three Council functions: Ranger Services, Information Technology and Organisational Development. The Ranger review is expected to be completed and reported to Council in July 2016 and expected to result in the establishment of a shared service arrangement with Nambucca Shire Council. The Information Technology and Organisational Development reviews are being undertaken in collaboration with neighbouring Council's as part of a broader program of shared servicing and alliancing. These reviews are due to be completed with outcomes identified in the new financial year.

## Staff Employment Statistics as at end June 2016

Council has 149 approved positions in the organisational structure as at 30 June, 2016.

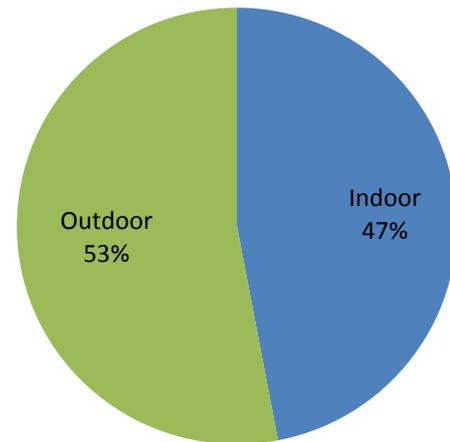
### Gender balance

As at the reporting date, Council employed 54 females and 97 males. These figures include casuals but exclude day labour.

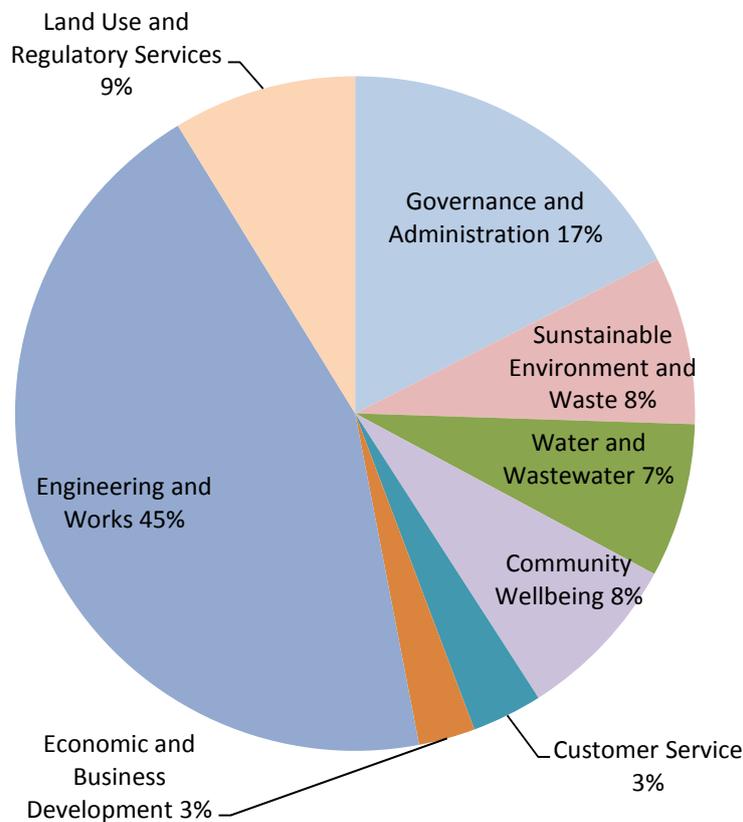


## Analysis of indoor and outdoor positions

As at the reporting date, there were 79 (53%) outdoor and 70 (47%) indoor positions. These figures exclude casuals and day labour. Indoor staff are employed on a 35 hour week and outdoor staff are employed on a 38 hour week under the Local Government (State) Award, 2014.



## Functional distribution of positions



83% of positions are directly involved in providing services or support to our community including:

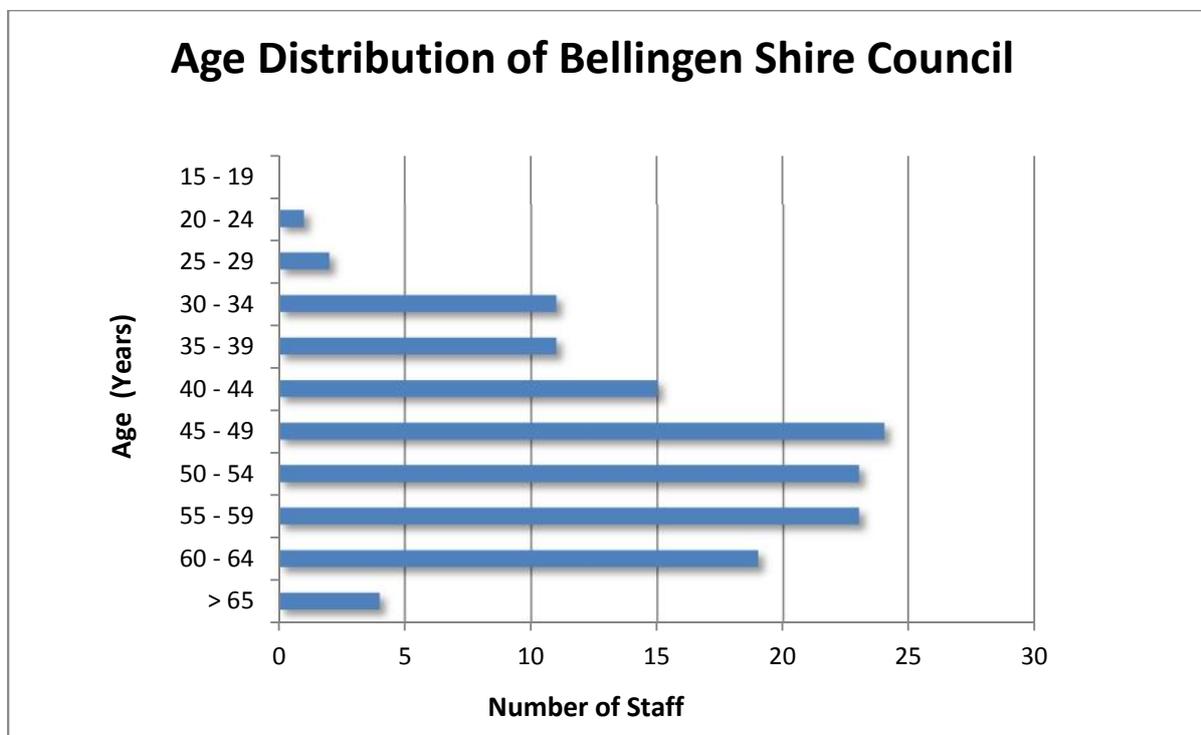
- Water and sewer services
- Building and maintenance of roads, bridges and culverts
- Town and open space maintenance
- Aged and disability support
- Library staff
- Youth Centre management
- Visitor Information Services



- Engineers and Planners
- Health and Building Surveyors
- Waste Management
- Front office customer service staff

Governance and Administration functions (17%) are primarily related to fulfilling Council's regulatory and legislative requirements and all elements associated with corporate governance, financial and fiscal affairs. This includes the management and reporting of Council's finances, payment of creditors, collection of rates, information technology, records management services, corporate governance, procurement, human resource management and workplace health and safety.

### Age Distribution\*



\* Excludes casuals and labour hire

Across the board, Local Government has a high number of mature age workers compared to the national average for industries. The demographic profile of the Mid North Coast Region provides challenges for Council with regard to labour supply and sourcing candidates who have the suitable skills to fulfil certain Council functions. In addition Council has a responsibility to monitor and maintain employee health and wellbeing, particularly for those involved in physical labour.

A number of initiatives assist the organisation in dealing with the challenges of an ageing workforce. These include developing transition to retirement plans, reviewing work/task design to minimise injury/strain risks and maintaining employee health management education programs. In addition there has been active management of leave accruals and strategies implemented to ensure staff utilise their leave to encourage improved health and wellbeing, particularly for Council's ageing workforce.

In addition, Council's Equity and Diversity Plan for 2014 -18, which has been developed with reference to current and forecast demographics as well as the business needs of Council, includes strategies to increase the employment of youth from within the local community. These strategies include the continuation of our trainee, student work experience and university work placement programs and strengthening our partnership with local high schools and other education centres to promote careers in Local Government.

## Recruitment and Selection

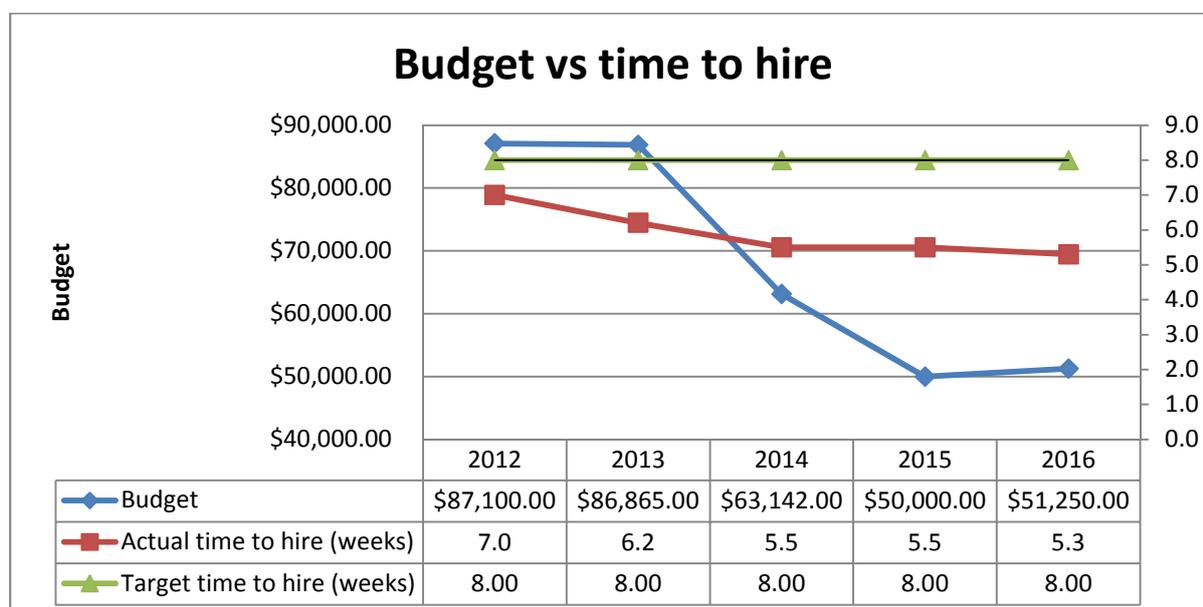
During the year 18 positions were advertised with 16 filled, or in the final stages of recruitment, as at 30 June 2016. A total of 434 applications were processed during the reporting period.

The top three sources of applicants for vacant positions are:

1. Bellinghen Shire Council Careers site and job alerts
2. SEEK
3. Word of mouth

There has been a noticeable shift in where applicants are viewing Council job advertisements. Previously SEEK was the number one source of new applicants but during this last year applicants are searching the Council Careers page either by visiting the website directly or after receiving a 'job alert' from Council when vacant positions are advertised.

Continued in-house management of Council's recruitment efforts and the use of online recruitment processes enabled hiring to 16 positions whilst achieving an average "time to hire" (i.e. from application closing date to job offer) of 5.3 weeks. Council's recruitment budget has been reduced by 43% since 30 June 2012.



Time to hire excludes recruitment to vacancies that were subject to extraordinary circumstances or requirements outside of our control.

## Workplace Health and Safety

Our safety performance measures continue to trend positively with some good safety outcomes delivered in Council workgroups. Council outcomes continue to compare well



against industry benchmarks, our strategy and plans are based on further improving our performance to progressively reduce and eliminate workplace injuries year on year.

Our efforts in recent years, in partnership with our insurer, and ongoing focus throughout this financial year have resulted in a reduction in lost time claims. The number of workers compensation claims for the year and time lost to injury is outlined below along with comparative data for the previous four years.

As part of our commitment to health and wellbeing Council offers access to an Employee Assistance Program (EAP) to employees. The program offers confidential and professional advice, support and counselling on a wide range of issues. The program also provides critical incident counselling. Employees accessed 15 hours of EAP services during this reporting year.

## **Implementation of Equal Employment Opportunity Management Plan**

**Local Government Act 1993 – Section 428 (4) (b), Section 345  
Local Government Act (General) Regulation 2005 – Section 217 (1) (a9)  
01 July 2015 to 30 June 2016**

### **Workplace Equity and Diversity Plan**

Under Section 345 of the Local Government Act 1993 Council must have a plan:

- (a) to eliminate and ensure the absence of discrimination in employment on the grounds of race, sex, marital or domestic status and disability in councils, and*
- (b) to promote equal employment opportunity for women, members of racial minorities and persons with disabilities in councils.*

Council has in place a Workplace Equity and Diversity Plan that covers a 4 year time period from 2014 to 2018 based on a review of the Shire demographics and Council's business needs. This has identified a number of target groups for increased representation in Council's workforce with one of these being women employed in non-traditional roles. We have in this reporting year recruited a number of women into positions that are traditionally held by males, particularly within the Sustainable Environment and Waste area.

Council raises equity and diversity awareness as part of the induction process for all new employees which includes the Council's Code of Conduct policy, Council's Core Values, expected workplace behaviour and ethical decision-making.

During the year Council reaffirmed its values through the Code of Conduct, which emphasises the principles of diversity and inclusion, including the harnessing of individual differences and diversity of thought. A specific reference to Respect and Integrity in Council's Core Values aims to reinforce expected workplace behaviours that ensure employees treat each other with courtesy and actively value each other's views and contributions.

During the year there have been a number of initiatives that have contributed to Council's management of equity and diversity in the workplace. These are noted below:



- Council's commitment to youth employment via our hosted trainee program. Plans are in place to facilitate the commencement of a new traineeship in Customer and Business Services.
- Student work experience placements were provided for local youth.
- Hosted an Engineering student for a six month work placement program.
- Established programs that facilitate Work for the Dole placements to complete various works within the local community.
- Maintained relationships with various employment support services that specialise in recruitment and training strategies for indigenous people and those with varying abilities.
- Continued to outsource Council's document disposal to New Horizons Enterprises Limited, a business staffed by people with disabilities.
- During the reporting period a total of 6 employees commenced maternity/paternity leave with 2 females and 4 males utilising this leave type.
- Continued the inclusion of Council's Equal Employment Policy, Responding to Workplace Bullying and Harassment Guidelines and Grievance Handling Procedures in Council's employee induction program.
- Ensuring selection panels include trained interviewers and EEO principles are monitored and maintained.
- Selected staff attended training and forums focussed on inclusion and the provision of non-discriminatory services to the LGBTI community.
- Accommodated a variety of requests for flexible work arrangements, including transition to retirement, based on individual employee circumstances.

## **General Manager and Senior Staff Remuneration**

**Local Government Act 1993 - Section 428 (4) (b)**

**Local Government (General) Regulation 2005 - Section 217 (1) (b) and (c)**

**1 July 2015 to 30 June 2016.**

### **Senior Staff Salaries**

There are three positions within Council designated as Senior Staff as at 30 June 2016. These include the General Manager, Deputy General Manager, Operations and Deputy General Manager, Corporate and Community. The total remuneration package of \$241,110 payable to the General Manager included salary, FBT costs associated with the provision of a Council owned motor vehicle and superannuation costs.

The combined total remuneration package cost of \$343,570 payable to the two Deputy General Managers included salary, additional leave, FBT costs associated with the provision of a Council owned motor vehicle under leaseback arrangement and superannuation.

## **Stormwater Management Services**

**Local Government Act 1993 - Section 428 (4) (b)**

**Local Government (General) Regulation 2005 - Section 217 (1) (e)**

**1 July 2015 to 30 June 2016.**

Council did not levy a stormwater management levy during the reporting year.



## Coastal Protection Services

Local Government Act 1993 - Section 428 (4) (b)  
Local Government (General) Regulation 2005 - Section 217 (1) (e1)  
1 July 2015 to 30 June 2016.

Council did not levy an annual coastal protection charge during the reporting year.

## Companion Animals Act - Compliance

Local Government Act 1993 - Section 428 (4) (b)  
Companion Animals Act 1998  
Local Government (General) Regulation 2005 Clause 217 (1) (f)

Forty four (44) Companion Animals were transferred to Council's animal shelter during 2015/16, comprising of 34 dogs and 8 cats compared to 63 and 6, respectively the previous year. Two (2) dogs were in the pound at the commencement of the year, and these have been included in the tally for the purposes of this report.

Within the Shire, there are 6,224 Companion Animals on the Companion Animals registry, comprised of 5,090 dogs and 1,134 cats. Of the 5,090 dogs on the register, 1,815 are identified (microchipped) only, and 3,275 have been identified and lifetime registered. Of the 1,134 cats within the Shire, 547 have been identified only, and the remaining 587 have been both identified and lifetime registered. The number of unregistered companion animals is 2,362; this figure is up from the previous year's total of 1,403.

<b>Companion Animal Management Funding</b>	<b>\$</b>
Registration commissions	7,980.00
Impounding fees, charges	750.00
Fines	10,993.21
<b>Total Income</b>	<b>19,723.21</b>

## Particulars of Any Environmental Upgrade Agreement Entered Into

Local Government Act 1993 - Section 406  
Local Government Act 1993 - Section 54P (1)  
1 July 2015 to 30 June 2016.

Council has not entered into any arrangements during the period 1 July 2015 to 30 June 2016.



## Report on Capital Works Projects

### Local Government Act 1993 – Section 23A

### Division of Local Government Capital Expenditure Guidelines 2010

Councils capital projects for infrastructure facilities, including renovations and extensions have not exceeded 10% of Councils annual rate revenue during the period 1 July 2015 to 30 June 2016.

## Rates and Charges Written Off

### Local Government Act 1993 - Section 428 (4) (b)

### Local Government (General) Regulation 2005 - Clause 132

1 July 2015 to 30 June 2016.

The total value of rates and charges written off for the year 2015 /2016 was \$ 254,717.6 as follows:

Rates and Charges Written Off		2013/2014 \$	2014/2015 \$	2015/2016 \$
<b>PENSION REBATES</b>				
General Rates-Residential	A100	218,147.70	225,163.34	103,414.61
General Rates-Farmland	A101	12,807.47	10,126.55	4,922.36
General Rates-Business	A102	750.00	1,352.99	583.21
Water Annual Charges	A110	73,292.58	94,920.03	44,247.56
Water Usage Charges	A115	23,427.03	-	-
Sewer Annual Charges	A120	74,025.57	75,126.59	34,893.07
DWM Charges	A130	117,850.20	112,186.15	51,914.56
		<b>520,300.60</b>	<b>518,875.65</b>	<b>239,975.37</b>
<b>RATES-Residential</b>				
RATES-Residential	A100	17,250.17	1,186.57	4,681.32
RATES-Business	A102	-	-	-
DWM	A130	-	-	0.01
Non DWM	A135	2,519.90	787.10	700.00
<b>WATER-ANNUAL CHARGES</b>				
WATER-ANNUAL CHARGES	A110	258.00	-	--
<b>WATER-USAGE CHARGES</b>				
WATER-USAGE CHARGES	A115	4,927.95	6,201.51	6,979.71
<b>SEWER-ANNUAL CHARGES</b>				
SEWER-ANNUAL CHARGES	A120	1,402.00	-	-
<b>SEWER-USAGE CHARGES</b>				
SEWER-USAGE CHARGES	A123	-	-	-
<b>LIQUID TRADE WASTE ANNUAL CHARGES</b>				
LIQUID TRADE WASTE ANNUAL CHARGES	A145	191.65	-	-
<b>LIQUID TRADE WASTE USAGE CHARGES</b>				
LIQUID TRADE WASTE USAGE CHARGES	A146	3,346.32	-	-



Rates and Charges Written Off		2013/2014 \$	2014/2015 \$	2015/2016 \$
INTEREST-RATES	A150	450.03	983.60	1,199.80
INTEREST-WATER	A156	218.82	57.67	65.21
LEGAL FEES/COSTS	A155	260.50	951.60	1,116.21
		<b>30,825.34</b>	<b>10,168.05</b>	<b>14,742.26</b>
		<b>551,126.00</b>	<b>529,043.70</b>	<b>254,717.6</b>

## Planning Agreements

**Environmental Planning and Assessment Act 1979 - Section 93G (5)**  
**1 July 2015 to 30 June 2016.**

Council did not enter into any planning agreements during 2015/16.

## Public's Right to Access Government Information

**Government Information (Public Access) Act 2009 – Section 125**  
**Government Information (Public Access) Regulation 2009 – Clause 7**  
**Government Information (Public Access) Regulation 2009 – Schedule 2**  
**1 July 2015 to 30 June 2016.**

The Government Information (Public Access) Act 2009 (GIPA Act) came into effect on 1 July 2010 and replaced the Freedom of Information Act (FOI) and Section 12 of the NSW Local Government Act 1993.

The aim of the GIPA Act is to provide an open, accountable, fair and effective government. This means that all government agencies in NSW are required to make more information freely available and more processes and documents of Government will be available following an application process.

In 2015/16 six (6) formal valid applications for access to information were received, and one (1) formal but invalid application.

### Review of Proactive Release Program - Clause 7(a)

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Council's program for the proactive release of information involves updating Council's Agency Information Guide and Privacy Management Procedures and Plan to ensure that staff are provided with clear guidance as to what information should and should not be proactively released.

During the reporting period, we reviewed this program by analysis of the types of requests made to Council and what proportion could be answered through open access means.



As a result of this review, we released the following information proactively:

Clause 7(a): 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

- Bellingen Shire Weekly Works Schedule
- Fit for the Future Information Centre disseminating submissions and updates by Council
- The Vegetation Management Program
- Coffs Coast Tourism Strategic Plan
- Lower Bellingen and Kalang Flood Study
- Gleniffer Master Plan
- Pedestrian and Mobility Plan (PAMP)
- Coffs Coast Regional Waste Strategy
- Bellingen Main Street Plan

### Number of Access Applications Received - Clause 7(b)

During the reporting period, our agency received six formal and valid access applications (including withdrawn applications but not invalid applications).

Clause 7(b): The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received
6

### Number of Refused applications for Schedule 1 Information - Clause 7(c)

During the reporting period, Council refused two applications.

Clause 7C: 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	Total
	0	0	0
<b>% of Total</b>	0%	0%	



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

Table A: Number of applications by type of applicant and outcome*										
	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	0	0	0	0	0	0	0	1	17%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	1	0	0	0	0	1	0	0	2	33%
Members of the public (other)	2	0	0	0	0	1	0	0	3	50%
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>	
<b>% of Total</b>	<b>67%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>33%</b>	<b>0%</b>	<b>0%</b>		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	0	0	0	0	0	0	0	0%
Access applications (other than personal information applications)	4	0	0	0	0	0	0	0	4	67%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	2	0	0	2	33%
<b>Total</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>	
<b>% of Total</b>	<b>67%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>33%</b>	<b>0%</b>	<b>0%</b>		

\* 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	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	1	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	1	100%
Invalid applications that subsequently became valid applications	0	0%

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
<b>Total</b>	<b>0</b>	

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

**Table F: Timeliness**

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	6	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>6</b>	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>% of Total</b>	<b>0%</b>	<b>0%</b>		



\*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%
<b>Total</b>	<b>0</b>	

**Table I: Applications transferred to other agencies.**

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
<b>Total</b>	<b>0</b>	

## Complaint and Compliment Reporting

**Bellingen Shire Council Complaints Handling Policy and Procedures**  
1 July 2015 to 30 June 2016

2015-16	Complaints	Compliments
Q1	9	12
Q2	6	10
Q3	18	17
Q4	12	8
<b>Total</b>	<b>45</b>	<b>47</b>



## Code of Conduct Reporting

Local Government Act 1993 – Section 440

Local Government (General) Regulation 2005 Clause 193

Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW

1 July 2015 to 30 June 2016

### Number of Complaints and Associated Costs

#### Model Code Procedures Reference: 12.1

1 a)	The total number of code of conduct complaints made about councillors and the general manager under the code of conduct	0
b)	The number of code of conduct complaints referred to a conduct reviewer	1
c)	The number of code of conduct complaints investigated by a conduct reviewer	1
d)	The number of code of conduct complaints investigated by a conduct review committee	0
e)	The total cost of dealing with code of conduct complaints made about councillors and the general manager including staff costs	\$90,814

### Preliminary Assessment Statistics

#### Model Code Procedures Reference: 6.10

2 a)	The number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage	0
b)	The number of those complaints finalised by any of the following recommendations:	n/a
	To take no action	n/a
	To resolve the complaint by alternative and appropriate strategies	n/a
	To refer the matter back to the general manager or the Mayor, for resolution by alternative and appropriate strategies"	n/a
	To refer the matter to another agency or body such as, but not limited to, the ICAC, the NSW Ombudsman, the Division or the Police	n/a
	To investigate the matter	n/a
	To recommend that the complaints coordinator convene a conduct review committee to investigate the matter	n/a

### Final Investigation Statistics

#### Model Code Procedures Reference: 8.35

3 a)	The number of code of conduct complaints investigated by a conduct reviewer or conduct review committee	1
b)	The number of these complaints finalised by any of the following recommendations:	0
	That the council revise any of its policies or procedures	0
	That the subject person undertake any training or other education relevant to the conduct giving rise to the breach	0
	That the subject person be counselled for their conduct	0
	That the subject person apologise to any person or organisation affected by the breach	0



**Final Investigation Statistics****Model Code Procedures Reference: 8.35**

That findings of inappropriate conduct be made public	0
In the case of a breach by the general manager, that action be taken under the general manager's contract for the breach	0
In the case of a breach by a councillor, that the councillor be formally censured for the breach under section 440G of the Act	0
In the case of a breach by a councillor, that the matter be referred to the Division for further action	0

**Complaints Reviewed by the Division****Model Code Procedures Reference: Part 9**

4	Number of matters reviewed by the Division	0
a)	Outcome: Decision sustained	n/a
g)	Outcome: Decision overturned	n/a

**Public Interest Disclosures Reporting****Public Interest Disclosures Act 1994 – Section 31****Public Interest Disclosures Regulation 2011 Clause 4****Council Policy – Public Interest Disclosures - Internal Reporting Policy**

Organisations are required under the Public Interest Disclosures Act 1994 (PID Act) to collect and report on information about public interest disclosures (PIDs).

The Public Interest Disclosures Regulation 2011 outlines what information public authorities are to record and include in both the six month report to the NSW Ombudsman and the public authority's annual report:

<b>Statistical information on PIDs</b>	<b>1 Jan 2014 - 30 Jun 2014</b>	<b>1Jul 2015 – 31 Dec 2015</b>	<b>1Jan 2016 – 30 Jun 2016</b>
Number of public officials who made PIDs	0	1	1
Number of PIDs received	0	1	1
Of PIDs received, number primarily about:			
Corrupt conduct	0	1	1
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0



<b>Statistical information on PIDs</b>	1 Jan 2014 - 30 Jun 2014	1 Jul 2015 – 31 Dec 2015	1 Jan 2016 – 30 Jun 2016
Local government pecuniary interest contravention	0	0	0
Number of PIDs finalised	0	1	1

Note: The number of PIDs finalised only refers to PIDs that have been received since the commencement of the relevant period.

### **Commentary on PID Obligations**

Council has established an internal reporting policy. The policy was adopted by Council on 24 September 2014 and is available on Council's IT network.

Council's General Manager has taken action to make staff aware of their obligations through provision of relevant information on Council's Intranet, both as a reminder on the "News" section and as a static page containing:

- a policy extract,
- a link to Council's internal reporting policy,
- a link to Council's Public Interest Disclosures Guidelines and Procedures, and
- a link to the NSW Ombudsman's PID e-News

Posters encouraging internal reporting and hardcopies of Council's Public Interest Disclosures Guidelines and Procedures have also been placed at all of Council's principal work locations.

