



OPERATIONAL PLAN REPORT

1 JULY – 31 DECEMBER 2020 (H1)

THE GUMBAYNGIRR VISION...

A place where there is genuine respect for the land and the original people of this country.

A place where the ancestors' way of holding country is recognised.

A place where there is respect for custodial people who carry this tradition today and for Elders and the children of the future.

A place where we all walk together, where we can all be here in harmony with the land and all life.

The land around here has a great capacity to do that, to heal... in a way that's not separating.

VISION & VALUES

COMMUNITY VISION

CONNECTED, SUSTAINABLE, CREATIVE.

We are a community that is inclusive, connected to each other in our shire, and with connections beyond - regionally, nationally, and globally.

We strive to live sustainably to ensure that we have enough for all, forever.

We are a community that is creatively and culturally dynamic. We are ingenious and inventive in finding innovative solutions to problems and challenges.

OUR VALUES

We have developed core values to guide our organisation. These guiding principles dictate behaviour and help to achieve on our Community Vision and our major strategies.



Service Ethic /
Commitment



Professionalism



Respect



Teamwork



Integrity



Communication

CONTENTS

INTRODUCTION.....	4
OPERATIONAL PLAN PROGRESS SNAPSHOT	5
COUNCIL'S SERVICE CATEGORIES.....	6
RESILIENT ECONOMY	7
COMMUNITY WELLBEING	15
PLACES FOR PEOPLE	28
OUR LIVING ENVIRONMENT	36
CIVIC LEADERSHIP	47

INTRODUCTION

The Operational Plan is a key plan for our Shire, which translates our priorities and services, set out in our Delivery Program, into measurable actions for the financial year. The Delivery Program outlines Council's contribution towards achieving outcomes identified in the Bellingen Community Vision 2027 during its current term to 2027.

The Integrated Planning and Reporting Framework offers the opportunity to work both within our community and more broadly on issues that affect us toward aspirational goals enabled through interesting and innovative business models partnerships and alliances.

Importantly, the corporate planning process supports leadership and innovation by both council and community fostering discussion about funding priorities, service levels, our local identity, as well as planning in partnership for a more sustainable future.

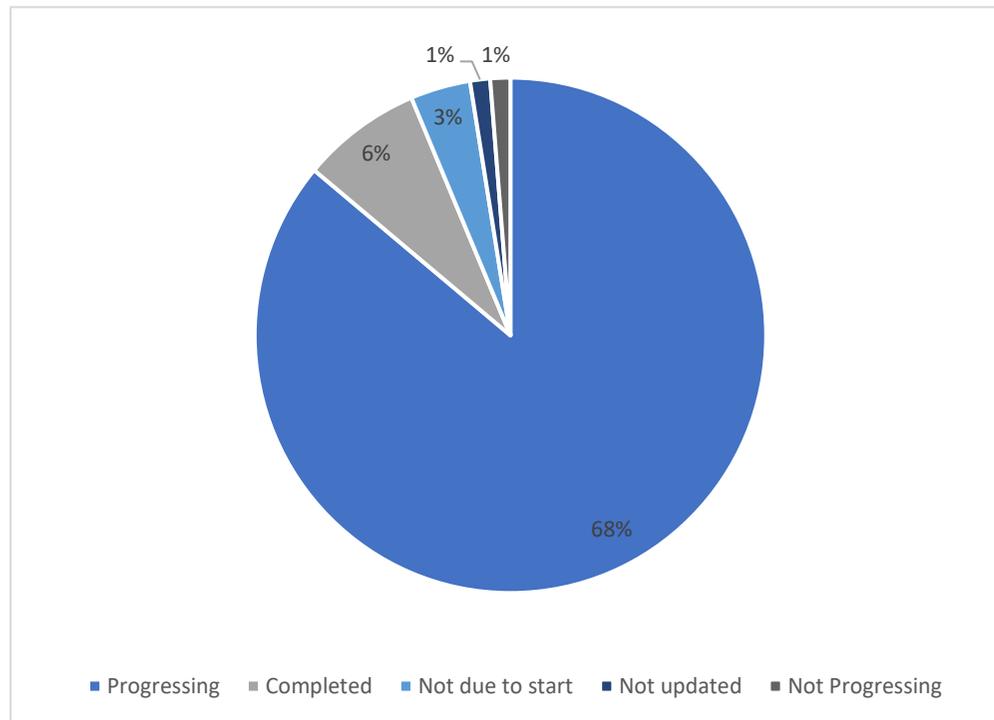
This report has been prepared in accordance with the Integrated Planning and Reporting Framework. It provides a snapshot of the organisation's performance during the period 1 July to 31 December 2020, in delivering the actions outlined in Council's annual Operational Plan. The following report provides an operational snapshot and key achievements within the five themes that lead Council's progress towards a Connected, Sustainable and Creative Bellingen Shire



OPERATIONAL PLAN PROGRESS SNAPSHOT

30 June - 31 December 2020

At the close of the period 68% of the plan's programs and initiatives for the 2020-21 period are currently in progress and on track for completion, with 6 % of programs already complete.



COUNCIL'S SERVICE CATEGORIES

This report details the operational objectives delivered by Council's services and how the services provided by Council benefit the community. The table below outlines the services delivered under the Integrated Planning and Reporting Framework for our shire.

Resilient Economy	Economic Development
	Tourism Development
	Beach Safety
Community Wellbeing	Regulatory Services
	Stormwater Management Services
	Community Resilience
	Community Groups and Facilities Support
	Aged and Disabled Support
	Youth Hub
	Public Cemeteries
	Public Libraries
Places for People	Public Conveniences
	Planning Services
	Parks and Gardens
	Swimming Pools
	Transport Infrastructure

Our Living Environment	Noxious Plants
	Environmental Protection
	Waste Management Services
	Water Supply Services
	Sewage Disposal Services
Civic Leadership	Administrative Services
	Corporate Governance
	Asset Management Services
	General Revenue
	Governance, Risk and Property Services
	Business and Customer Services
	Financial Services
	Organisational Strategy and Communications

RESILIENT ECONOMY

HIGHLIGHTS

The Belling Shire Bushfire Recovery, Resilience and Preparedness Program is a \$1,500,000 program comprised of 22 projects across the themes of: Managing Risk; Effective response to and recovery from Emergencies; and Enabling, empowering, and supporting community resilience. Council implemented our Disaster Dashboard made available via the Council website in December 2020 which collates real time information on floods (live bridge cameras), fires, road incidents, Covid 19 cases, power outages and weather warnings all in one place. The dashboard can be viewed at www.bellingenshire.disasterdashboards.com

Other initiatives of the Belling Shire Bushfire Recovery, Resilience and Preparedness Program include:

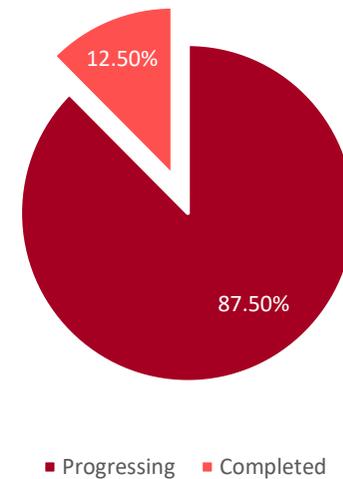
- Community Scholarships for study relating to resilience at Charles Sturt University were awarded.
- 20 grants for Community Events and Event Stimulus awarded totalling \$145K.
- 12 community grants information sessions attended by 82 people.
- 111 valid applications totalling over \$980K were made for the Bushfire community grants scheme in November 2020. Of these applications 70 were funded totalling \$464,479 across 3 grant streams:
 - Get Ready Grants - 36 applications total funding \$190,000.
 - Get Together Grants – 8 applications total funding \$18,020.
 - Assist and Empower Grants – 26 total funding \$256,459.
- Council hosted an RFS Hotspots briefings via Zoom and at an Indigenous Protected Area
- Recruitment and delivery of a Deliberative Panel on Community Resilience.

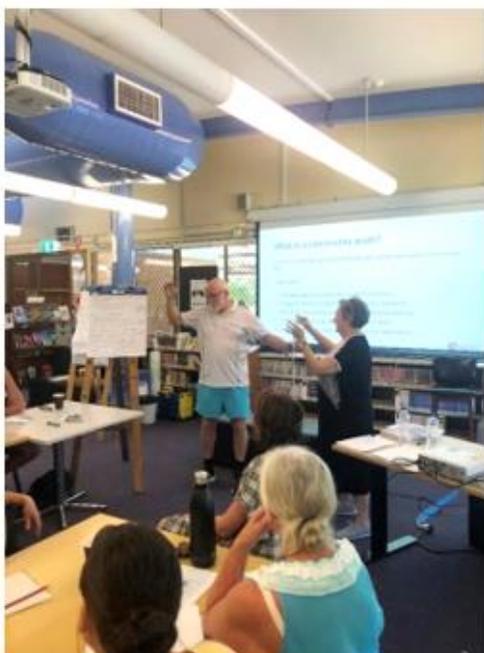
We have meaningful work and vibrant businesses within our community.

We have balanced, sustainable tourism.

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

PROGRESS SNAPSHOT





Inclusive Tourism Strategy

As part of Council’s new Economic Development and Tourism Plan, an Inclusive Tourism Strategy is being developed to ensure that the destination adequately supports and services visitors with disabilities.

In 2020, Council appointed Inclusive Tourism Pty Ltd who are specialists in the field - they work with councils and other organisations to make places more accessible.

The Strategy will deliver an Inclusive Tourism Guide for local business – providing valuable tips on how to service clients with disabilities (both visible and invisible). A Guide for Visitors is also being developed to highlight attractions and services throughout the Shire that are accessible. The Strategy will also include an audit of the Shire’s main nature-based tourist attractions and provide a rating to these attractions on their level of accessibility.

This Strategy will complement Council’s effort in delivery of its Disability Inclusion and Action Plan. In addition, it will differentiate the Shire as a tourist destination – demonstrating Bellingen Shire’s focus on inclusive tourism.

Recruitment and delivery of a Deliberative Panel

In November 2020, Council supported by the University of Newcastle recruited and delivered a Deliberative Panel exercise on Community Resilience. The program was attended by 23 demographically and geographically representative community members. The Community Resilience Deliberative panel worked to understand issues related to community resilience for the Shire, to explore the role of Council, the community and others in building capacity, and to make recommendations for future planning on Community Resilience which are to be reported to the Council in early 2021.

Construction of Dangar Falls Viewing Platforms

The Program is to install new viewing platforms, an interpretive signage shelter, upgrade to existing walkway, footpath, and pavement upgrade to the existing car park.

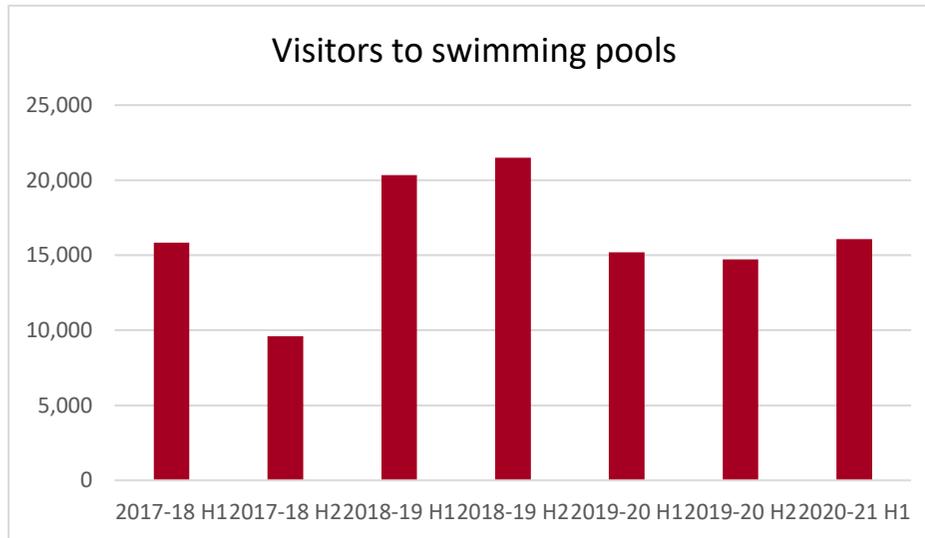
The existing viewing platform has been removed, and foundation works are complete. Installation of the new platform is underway, with the car park upgrade progressing also. A detour is in place to allow pedestrian access to the walkway and plunge pool viewing point in the interim. significant weather events have impacted construction timeframes with completion anticipated H1, 2021.



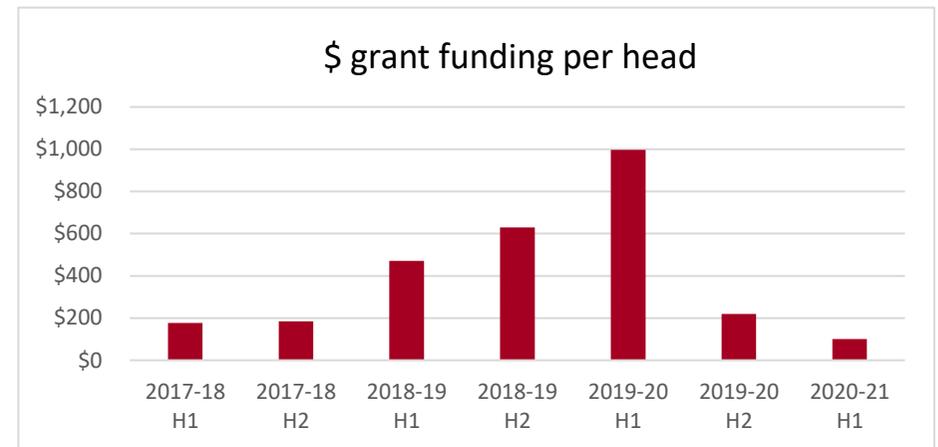
Gleniffer Reserves Masterplan

Council continues to implement the Gleniffer Reserves Master Plan. Council recently initiated a land acquisition process to correct a road reserve boundary issue along Timboon Rd. Once this small parcel of land is acquired, Council can commence to design a walking track along the Never Never River and formalise car parking at Earl Preston Reserve.

Trend Data Analysis



Council has seen a steady increase in pool attendance from 2017 – 2019. This increase was projected to continue however, attendance was affected in March and April 2020 with the closure of pools due to Covid-19. With the re-opening of facilities across The Shire, that increase is projected to continue ongoing. Bellingen attracted 12,235 patrons and Dorrigo attracted 3,835.



This graph demonstrates over a 3-year period the amount of grant funding Council has secured as an average based on population. In the period 1 July 2020 to 31 December 2020, Council has been successfully awarded \$1,299,210 in grant funding. This divided by the population of 12,996 equates to \$99.97 per head of population for the period.



PROJECT UPDATES

Action Code	Project	Responsible Unit	Status	Progress	Comments
RE.1.1.1	Refresh the Economic Development and Tourism Plan	Economic & Business Development	Progressing	40%	Council is in the process of preparing a new Economic Development and Tourism Plan. The development of the Plan was delayed due to more urgent priorities associated with the Bush Fire Crisis and Covid-19.
RE.2.1.3	Inclusive Tourism Strategy	Economic & Business Development	Progressing	30%	The development of an Inclusive Tourism Strategy has commenced with community and council consultation sessions planned for February 2021. This strategy will be incorporated into the new Economic Development and Tourism Plan. It will include a Guide for Visitors and Business Operators. An audit will also be undertaken to rate the Shire's major nature-based tourist attractions around accessibility.
RE.2.1.4	Gleniffer Reserves Masterplan	Economic & Business Development	Progressing	45%	Council continues to implement the Gleniffer Reserves Master Plan in line with the Council Resolution from March 2016. Council recently initiated a land acquisition process to correct a road reserve boundary issue along Timboon Rd. In line with Priority 3 of the Plan, Council is in the process of developing designs to establish a walking track along the Never Never River and formalise car parking at Earl Preston Reserve. Increasing visitation to The Promised Land continues to concern residents and the wider community. Council held a meeting in February 2021 between the Police, Forestry Corporation and Crown Lands to discuss management issues and solutions to reduce visitor impacts

Action Code	Project	Responsible Unit	Status	Progress	Comments
RE.2.2.1	Bellingen Shire Signage Strategy - Implementation	Economic & Business Development	Progressing	25%	Council has initiated the first step in delivering on the Bellingen Shire Signage Strategy via the development of a Branding Strategy This will establish the required branding and style guide to apply to new visitor signage across the Shire. A Progress Report was presented to a Council Workshop in March around community consultation. An additional presentation will be delivered to the June Workshop on Design Concepts. It likely that a final Report will be scheduled for the July Council meeting with a recommendation to adopt the new Branding Strategy. Additionally, Council is progressively identifying old signage for removal.
RE.2.2.2	Great Koala National Park - Concept Support	Economic & Business Development	Completed	100%	Council actively supports the concept of the Great Koala National Park, (GKNP) and throughout the year, developed a partnership with Destination North Coast and Coffs Harbour City Council to fund a Business Case. This was in line with a Council Resolution from April 2019. This research to be completed in early 2021 aims to demonstrate\ the economic and environmental benefits of the GKNP proposal. Further, the Business Case seeks to assist in lobbying government and the media around the cause for the GKNP.
RE.2.2.3	Implement Review of Visitor Information Centres Across the Shire	Economic & Business Development	Progressing	65%	Council's Visitor Services Review was presented to the October 2020 Council Meeting. The Review's findings are consistent with a similar study undertaken by Destination NSW. The research supports the retention, development, and future investment into physical tourist information centres. It highlights strategies to promote the sustainability of these services. Council is actively looking to apply innovative strategies, design thinking and industry partnerships to keep the three visitor centres in the Shire active and relevant. For example, Council has developed a partnership with the Great Koala National Park to manage the Urunga Visitor Centre. Similarly, the Waterfall Way Visitor Centre has expanded its service offering to support Bellingen Memorial Hall in the sale of tickets and booking of events.

Action Code	Project	Responsible Unit	Status	Progress	Comments
RE.2.1.1	Develop a Camping Policy	Building & Regulation Services	Progressing	90%	Council's Rest Area Policy was presented to Council's October 2020 meeting and subsequently placed on public exhibition during November/December 2020. It is programmed that a report will be presented to Council at the January 2021 meeting.
RE.2.1.2	Construction of Dangar Falls Viewing Platforms	Infrastructure Services	Progressing	65%	Carpark has been rehabilitated and asphalted with minor finishing works to complete. Structural elements, including foundations and platform superstructure are complete, decking and handrails nearing finalisation. Footpath to plunge pool is progressing. Progress of works is subject to weather conditions and material supply.
RE.1.5.1	Implement the Recovery / Preparedness & Resilience Program	Office of The General Manager	Progressing	60%	The program comprises 22 projects across the themes of: Managing Risk; Effective response to and recovery from Emergencies; and Enabling, empowering, and supporting community resilience. \$1,500,000 of grants have been obtained for the program, of which 71% (\$1,061,000) of funds have been 'spent' across the 22 projects (in the form of awarded grants or committed Purchase Orders) and are all on-track vs scheduled delivery dates. The community have been heavily engaged in participating in events and taking up grant opportunities across these themes. Progress Reports to council have been made on the 29/7/21 and 27/1/2021

CORPORATE INDICATORS

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
% grant applications successful	Economic & Business Development		Not decreasing trend	73.00%	Passive Reporting	49 grant applications were made during the July to December 2020 reporting period. 38 applications are still pending, 8 were successful and 3 were unsuccessful. This equates to a success rate of 73%. The successful applications equate to \$1,299,210 in grant funding.
% growth direct added value from tourism	Economic & Business Development	% increase or decrease	Not decreasing trend	0.00	Passive Reporting	New data on the direct added value from tourism will be available in March 2021. The local visitor economy has been significantly impacted by Covid-19. The pandemic has skewed visitor patterns and created both barriers and opportunities for tourism. Industry feedback and observational research indicates there has been a net positive outcome over the last six months. For example, accommodation properties have experienced above average occupancy rates due to restrictions on interstate and international travel.
\$ grant funding per head	Economic & Business Development	\$ passive reporting	Not decreasing trend	\$99.97	Passive Reporting	49 grant applications were made during the July to December 2020 reporting period. 38 applications are still pending, 8 were successful and 3 were unsuccessful. The successful applications equate to \$1,299,210 in grant funding. This divided by the population of 12,996 equates to \$99.97 per head of population for the period.

COMMUNITY WELLBEING

HIGHLIGHTS

Continuation of Bellinghen Memorial Hall Upgrade

The project is the redevelopment of the historic Bellinghen Memorial Hall, with an extension to the rear for a multipurpose studio; improvements to accessibility; and reconfiguration of carparking to Creek Lane.

Concept designs have been completed, with the Development Application for the works lodged in early December. During this process, the project management team will continue to work alongside the architects on the detail design. In parallel, repair/preparation works will also be scheduled.

Disability Inclusion Action Plan (DIAP) Implementation

The implementation of the Bellinghen Shire Council Disability Inclusion Action Plan has continued with a successful project completed at Raleigh Hall. This project, funded as a partnership between the Crown Reserves Improvement Fund, the Raleigh Hall Management Committee and Bellinghen Shire Council, saw the construction of an access ramp and an accessible toilet making the hall much more accessible to all.

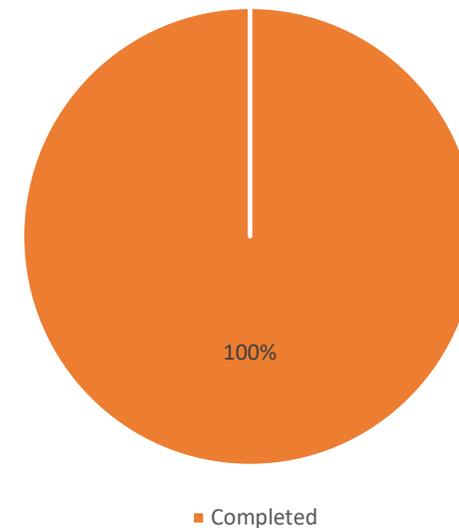
The hall hosted the 2020 Ian J. Cooper Awards for Access and Inclusion in December 2020. These Awards are given out every second year to local groups for their commitment to improving access and inclusion for community members in the Bellinghen Shire.

We have meaningful work and vibrant businesses within our community.

We have balanced, sustainable tourism.

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

PROGRESS SNAPSHOT





Raleigh Hall with access ramp on right



2020 Ian J. Cooper Award at Raleigh Hall

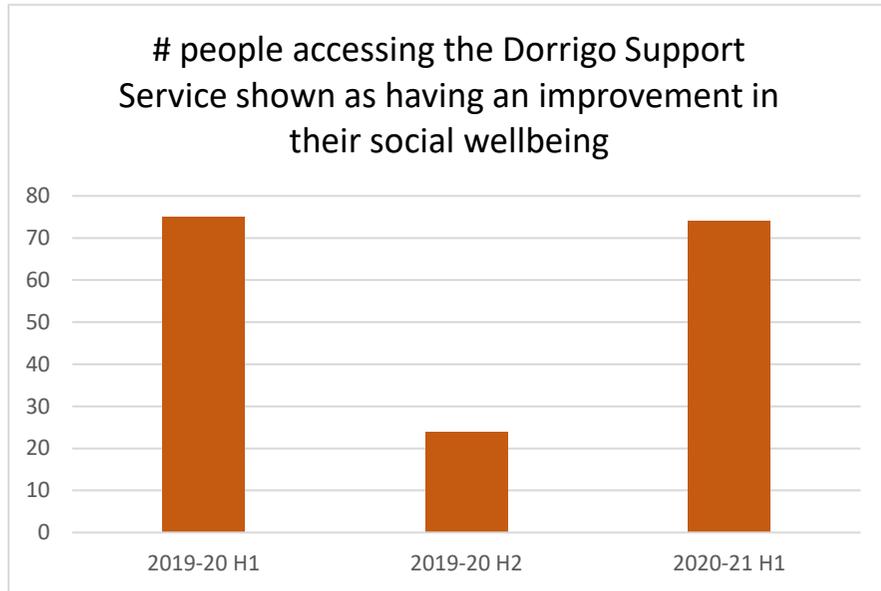
Alternate Learning Program for Young People

The impact of COVID lockdown suspending the Alternate Learning Program for Young People program as schools were unable to work offsite.

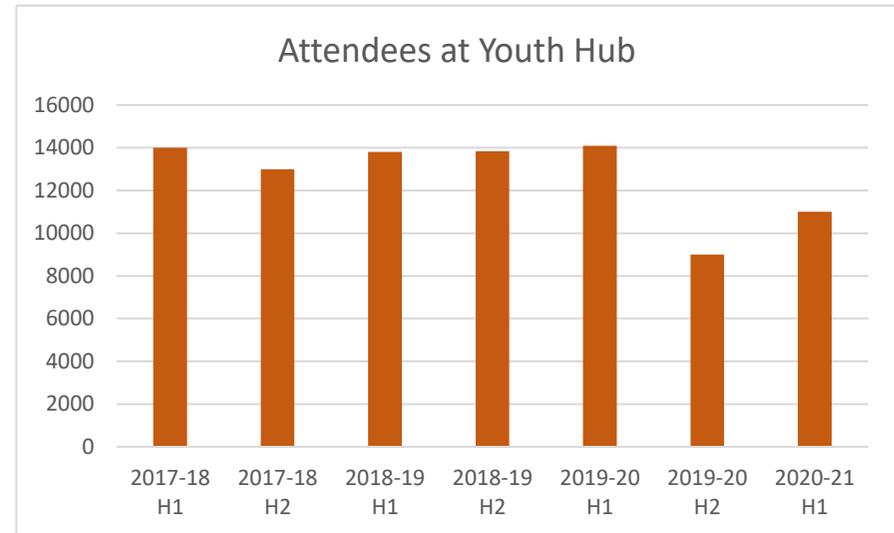
With the easing of Health Order restrictions, the school has adopted a 'slow release' model for some of its external programs and a number of the alternative programs have yet to resume. The Distance Education component of the program restarted in Q2.



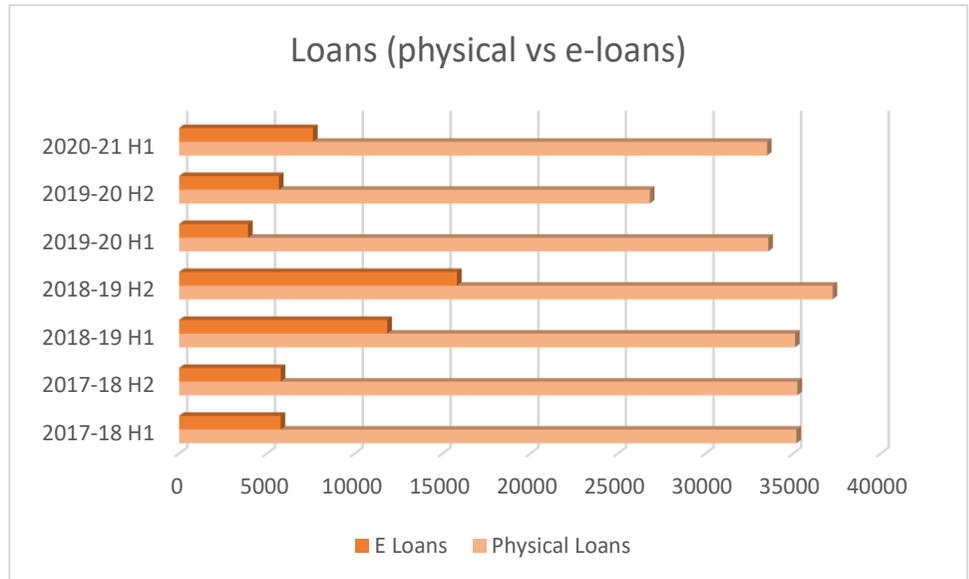
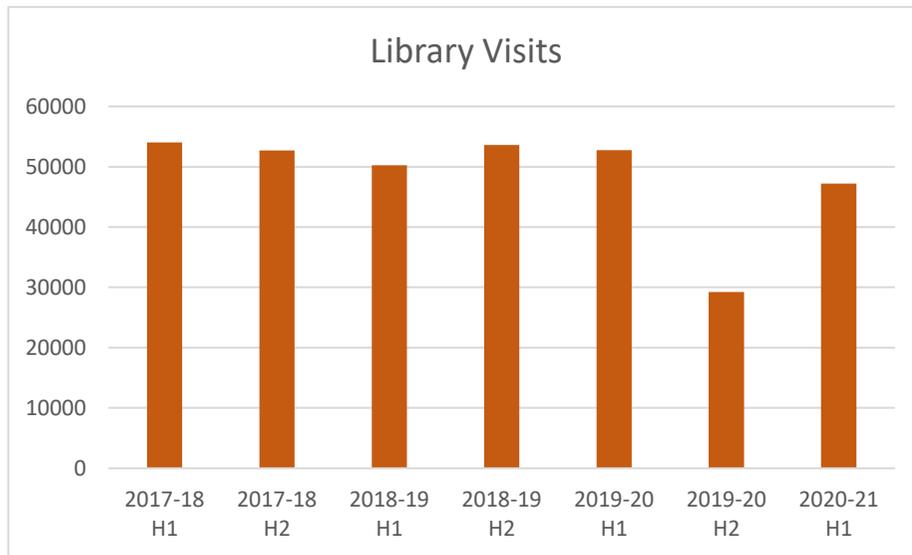
Trend Data Analysis



82 people were registered participants of Dorrigo Support Centre (DSC) during the reporting period. The COVID-19 pandemic had a significant impact on the number of people engaging in some activities however, these numbers have started to increase in the last 3 months. Approximately 90% of seniors using the groups and services reported that their wellbeing has been improved because of a reduction in social isolation and improvements to physical and mental health.



Council has seen steady and consistent attendance of participants in Youth Hub activities and programs over the past 3 years, however restrictions implemented due to COVID-19 on program delivery have resulted in a reduced attendance number which is slowly increasing with the easing of those restrictions.



The above graphs indicate the trend in both library visitation and borrowing (physical vs. e-loans) over the previous 3-year period. In the H1 reporting period, the numbers of active users have maintained in line with the projected regular visit rate as health order restrictions lift. Throughout this period library members were able to use a click and collect service continuing a positive trend in both physical and digital library loans.



PROJECT UPDATES

Action Code	Project	Responsible Unit	Status	Progress	Comments
CW.4.3.3	Develop Environmental Health Management Plan	Building & Regulation Services	Progressing	5%	<p>As a result of competing operational demands associated with the impact of COVID-19 pandemic and ongoing work associated with the Public Health Orders this project has not been progressed. Upcoming work includes.</p> <ul style="list-style-type: none"> • Undertake a scoping investigation of current identified and potential environmental health exposure risks (EHER) within the Shire. • Populate the identified EHER's to a draft Environmental Health Management Plan.
CW.1.1.1	Develop Alternative Learning Program for Local Young People	Community Wellbeing	Progressing	50%	<p>The Alternative learning program has been developed based on learnings from the pilot. It was shut down during COVID-19 due to gathering restrictions and re commenced in term 4. The program is being monitored in line with movement and gathering restrictions as advised by Public Health Orders. It is a collaborative program between Bellingin High School, Camden Haven distance education and the Bellingin Youth Hub where students can undertake their education courses at the Hub.</p>

Action Code	Project	Responsible Unit	Status	Progress	Comments
CW.3.1.1	Active engagement and relationship building with local Aboriginal Communities and Land Councils.	Community Wellbeing	Progressing	50%	<p>Engagement continues with the Lands Councils of Dorrigo and Coffs Harbour, Elders from the community and Duuwa Inc. a group aiming to bring awareness, understanding and truth to community.</p> <p>Welcome to Country invitations have been made and accepted for different events. Communication has been facilitated between local community groups and Gumbaynggirr community representatives.</p> <p>NAIDOC Week was postponed due to the COVID-19 pandemic. Activities included a flag raising ceremony at Dorrigo Hospital, school-based activities, banner pole NAIDOC flag displays and support of a movie/cultural awareness event at Bellingen Showground.</p> <p>Gumbaynggirr language classes continue to be provided at the Youth Hub.</p> <p>Dorrigo Aboriginal Lands Council donated books to the Dorrigo library to provide greater opportunity for understanding Aboriginal culture and perspectives.</p> <p>An Aboriginal artist was commissioned to design the sign for the Urunga library which has been installed in front of the library on Bonville Street to promote more Aboriginal Arts culture</p>

Action Code	Project	Responsible Unit	Status	Progress	Comments
CW.4.1.2	Participate in development of a strategic plan on how to reduce harm from drugs (including alcohol) for our local young people.	Community Wellbeing	Progressing	50%	The Youth Hub staff participated in developing a plan in partnership with the Local Drug Action Team and local community and with parents to develop an education, caring and support program for young people affected by or at risk of being affected by harmful use of drugs. The plan is to develop a website with educational resources on drugs and impacts plus parenting information. In addition, 3 educational workshops are being planned for parents and the community.
CW.4.3.1	Support capital projects initiated by s355 community committees for which funding has been gained	Community Wellbeing	Progressing	50%	Funding has been received in the last 12 months by the Raleigh Hall and Recreation Reserve Management Committee, the Hickory House, and Neighbourhood Bus Committee and Mylestom Hall committee. These committees have been supported with information on contractors, getting relevant paperwork signed and submitted for funding to be released, coordinating, and supporting formal acknowledgement of completion of the works and regular communication to ensure the project is on track and being implemented successfully. In addition, committees have been supported to implement projects with their own funding.
CW.4.3.4	Scope and determine feasibility of an extension to Dorrigo Library building	Community Wellbeing	Progressing	70%	Concept plans for an extension to Dorrigo library have been drawn up and a quantity surveyor estimate of the cost of proposed works has been obtained. This information has been used to inform a grant application to the State library for an extension to meet the recommended standard size, and to improve access.

Action Code	Project	Responsible Unit	Status	Progress	Comments
CW.4.3.5	Continuation of Bellingen Memorial Hall Upgrade	Community Wellbeing	Progressing	50%	Council approved a report outlining the revised concept design and scope of works together with the associated funding strategy. Further detailed design was done, and the Design finalised for DA. The was DA submitted for assessment.
CW.4.3.6	Disability Inclusion Action Plan Implementation - Inclusive Sport and Recreation Information/Education	Community Wellbeing	Progressing	20%	Opportunities to facilitate an activity to engage people with disabilities in sporting opportunities have been restricted in the last 6 months due to COVID-19 restrictions. Information has been shared with sporting groups when it has been provided by NSW Sport.
CW.4.3.2	Review Cemetery Policy & Procedures	Customer and Business Services	Progressing	10%	Consultation with DGMO, Asset Manager and Manager Infrastructure Services to be undertaken to determine progress of cemetery management plans which affect the creation of cemetery policy and procedures.

CORPORATE INDICATORS

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
# health inspections carried out	Building & Regulation Services	Passive reporting	Passive reporting	198.00	Passive Reporting	Inspections were made up of OSMS (70), Food (88), Other Public Health (40). This compares with OSMS (23), Food (35), Other Public Health (48) inspections carried out during the reporting period in 2019/20.
# impounded animals	Building & Regulation Services	Passive reporting	Passive reporting	24.00	Passive Reporting	There were 7 cats and 17 dogs impounded during the reporting period. This compares with 19 animals impounded during the reporting period in 2019/20.
% building inspections carried out within 3 days	Building & Regulation Services	95%	Not decreasing trend	100.00%	On Track	There were 146 building inspections carried out during the reporting period. This compares with 159 building inspections carried out during the reporting period in 2019/20.
% animals returned or rehoused	Building & Regulation Services	95%	Not decreasing trend	96.00%	On Track	There were 11 animals rehomed and 13 animals returned to their owner, while 1 animal was euthanized.
% food businesses rated as acceptable	Building & Regulation Services	95%	Not decreasing trend	100.00%	On Track	The COVID-19 pandemic and resulting Public Health Orders closed or reduced the operation of food premises in the Shire. These premises have slowly began operating again and are all operating at an acceptable level.
% OSMS functioning correctly	Building & Regulation Services	95%	Not decreasing trend	100.00%	On Track	During the reporting period 70 systems were inspected which is compares to 23 systems inspections carried out during the reporting period in 2019/20.

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
# arts and creative activities where Council has provided support	Economic & Business Development	Passive reporting	Not decreasing trend	12.00	On Track	<p>Council recognises the value our Creative Industries and the contribution they make to our local economy and cultural identity. Support for the sector is provided through a range of measures including:</p> <ol style="list-style-type: none"> 1. Subsidised rental for the Urunga Arts Space which delivers a range of arts related events and exhibitions. It also provides a base and cooperative for artists in Urunga and the Shire 2. The Establishment of the Creative Circle - an industry consultation group drawn from sub sectors across our local creative industries to assist council on the design and implementation of creative projects 3. Support for the creation of Bellingen Shire Arts Week by providing venues, assistance with promotion, workshops, and events. 4. Sourcing funding and managing community consultation to deliver creative initiatives. For example, in January 2021, Council worked with the Urunga Mylestom Chamber of Commerce, Bellingen Shire Arts Week and The Urunga Arts Space for the opening of the Urunga Town Mural which was funded through the Future Town's Program. 5. Working with external production companies for film, television, and advertising projects across the Shire. These projects employ local creatives (film crews, actors etc.). Council administers approvals and licenses to allow access into "locations" and issues permits for road closures and filming in public precincts. 6. Commissioning creative content and collateral for corporate and industry applications. For example, Council engages local film companies and photographers to create tourism videos and photographic stock for corporate publications. 7. Creating creative projects to simulate streetscapes and

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
						<p>public precincts. For example, the Bellingen Shire Street Scape Renewal Grant Scheme was developed to enhance shop facades across the Shire's villages.</p> <p>8. Installing Public Art to add vibrancy to our town centres. For example, Council facilitated consultation and provided development assessment for a major public sculpture in Dorrigo town centre.</p> <p>9. Development of Plans and Policies to support local creatives. For example, Council's new Economic Development and Tourism Plan places a major focus on influencing and nurturing our creative industries sector to stimulate job growth, business creation, design integration and innovation.</p> <p>10. Implementation of the Bellingen Shire Arts Plan. This Plan provides direction on themes, disciplines, and content to encourage appropriate art applications in specific locations</p> <p>11. Festival Support. Council utilises the Waterfall Way Visitor Centre to assist in the sale of festival tickets and bookings for events and festivals</p> <p>12. Marketing. Council provides financial support to develop marketing collateral to be used across our social media platforms to support events and festivals.</p>
# people accessing the Dorrigo Support Service shown as having an improvement in their social wellbeing	Community Wellbeing	40	Not decreasing trend	74.00	Off Track	Between July and December 2020, 82 people were registered participants of Dorrigo Support Centre (DSC). The COVID-19 pandemic had a significant impact on the number of people engaging in some activities. These numbers have started to increase in the last 3 months. Based on anecdotal feedback, approximately 90% of seniors using the groups and services that DSC were able to provide during this time, reported that their wellbeing has been improved because of a reduction in

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
						social isolation and improvements to physical and mental health. Those who identified challenges with positive outcomes not being a certainty indicated that the COVID-19 pandemic, number restrictions, programming clashes and transport issues were areas of concern to be considered going forward.
# volunteers retained within Council programs	Community Wellbeing	Retention or increase in volunteer numbers	Not decreasing trend	154.00	On Track	In July 2020 there were 162 volunteer committee members. At the end of December there were 154 volunteers. The Australia Day committee was dissolved at the November 2020 Ordinary Council meeting. In addition, 3 new committee members have joined 2 committees and 5 volunteers have resigned from 3 different committees in the last 6 months due to ill health, moving away and a change of delegate on a sporting fields committee. This indicates that there has been a 95% retention rate in the last 6 months.
% vacancies on s355 committees	Community Wellbeing	3%	Not decreasing trend	1.95%	On Track	Vacancy rate is 3 out of 154 which is below the target showing there has been relative stability in the committee memberships. The impact of gathering and movement restrictions imposed by State Government due to the COVID-19 pandemic reduced the demand for use of indoor venues such as community halls during this period.
how many S355 members volunteer	Community Wellbeing	165	Not decreasing trend	154.00	Off Track	In the last 6 months, 5 volunteers have resigned, and 3 new committee members have joined Section 355 Management Committees. In addition, the Australia Day Committee has been formally dissolved and as such there are now only 21 Section 355 Committees with 154 committee members.

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
# of engaged with youth & attendees at Youth Hub		13,800	Not decreasing trend	4,000.00	Off Track	COVID-19 impacted number and size of groups. Now starting to reinstate back to normal. Also many of the emergency and online services provided during this time were not registered.
# active users of the library services	Community Wellbeing	50,243	Not decreasing trend	47,186.00	Off Track	This item is below target due to COVID-19 related government restraints on gathering and movement and the constraint of the 4sqm/person rule for numbers of people indoors for events and people's fear of coming to the library as an open access public space during COVID-19 restrictions.

PLACES FOR PEOPLE

HIGHLIGHTS

Local Housing Strategy Implementation

The Housing Strategy is a plan to provide high-quality homes to all residents of Bellinghen Shire and to make sure housing meets the needs and desires of our community. The Strategy will guide development, decision-making and infrastructure priorities for the next 20 years, and has over 60 Actions that Council will be implementing.

Council is currently completing the Integrated Water Cycle Management Plan as per Action 7.1 (Planning for Long Term Water Security) of the LHS, the completion of which was identified as a prerequisite for further implementation of key actions within the LHS. In addition to this, work has commenced on Action 8.3 (Permit Community Title Subdivision of existing Multiple Occupancies), infrastructure investigations have commenced into priority infill focus areas consistent with Actions 2.3 (Infrastructure Planning & Studies) and 2.6 (Laneway Housing Investigation), and Council has actively engaged with key interest groups regarding opportunities for a wider variety of tenure types (such as Community Land Trusts) as per Actions 1.7 (Encourage a variety of tenure types) and 4.7 (Advocacy & Partnerships) of the LHS.

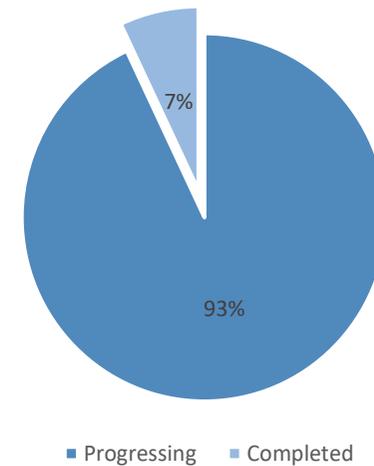
We have a diversity of beautiful spaces that foster community happiness and wellbeing.

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

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

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

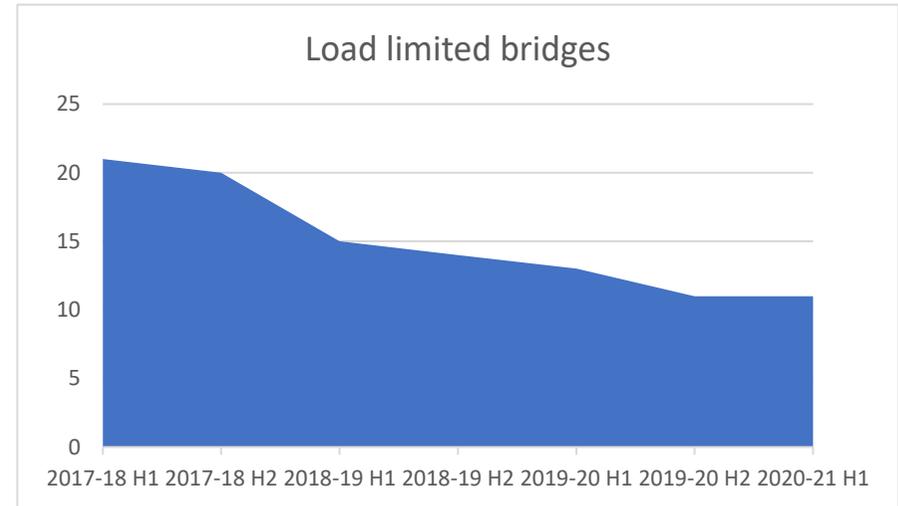
PROGRESS SNAPSHOT



Our Bridge Network

Council has conducted a detailed assessment of its 85-timber bridges, 22 of which were originally subject to load limits however at the beginning of 2020-21 financial year, only 11 of these bridges remained load limited.

Council has commenced planning to undertake the application process to the State Government for its Priority 1 bridges. Priority 1 are those bridges that have been assessed as being in poor condition, require significant work and/or are nearing the end of useful life. Many of these bridges are already load limited and/or have reduced speed limits. The successful application will ensure Council can continue to manage and maintain important infrastructure for our community.



Koala Plan of Management

The Koala Plan of Management (KPoM) outlines a suite of Management Activities for Council, other tiers of government, and the community, that are designed to protect and manage koalas and their habitat in the shire. Council looks forward to implementing the wide range of activities identified in the KPoM, in conjunction with the community, to ensure that koalas continue to exist and ultimately thrive across the landscape in Bellingen Shire.

A meeting of the Koala Advisory Group was held on 16 December 2020. The meeting considered the outcomes of an expression of interest process that Council ran for landholders who were interested in koala conservation activities on their land, received a presentation from Local Land Services regarding a program to encourage the registration of in-perpetuity agreements over koala habitat, and received updates from members regarding work on other koala related projects currently underway. Further meetings will be scheduled in 2021 when additional clarity exists regarding changes to koala planning legislation currently being considered by the NSW Government.



PROJECT UPDATES

Action Code	Project	Responsible Unit	Status	Progress	Comments
PP.4.4.1	Amenities Review	Infrastructure Services	Progressing	30%	The Draft Amenities Review was prepared and workshopped with Council during the reporting period. Engagement activities are anticipated to be conducted in H2 with section 355 committees ahead of progressing towards broader community engagement across the Shire the following year.
PP.1.1.1	Koala Plan of Management - Establishment of Koala Advisory Group	Planning Services	Progressing	70%	A meeting of the Koala Advisory Group was held on 16 December 2020. The meeting considered the outcomes of an expression of interest process that Council ran for landholders who were interested in koala conservation activities on their land, received a presentation from Local Land Services regarding a program to encourage the registration of in-perpetuity agreements over koala habitat, and received updates from members regarding work on other koala related projects currently underway. Further meetings will be scheduled in 2021 when additional clarity exists regarding changes to koala planning legislation currently being considered by the NSW Government.
PP.1.3.1	Development Contributions Plans Review	Planning Services	Progressing	70%	The Draft Contributions Plan has been prepared and reviewed by Council Staff. It is anticipated that the Draft will be reported to a Council meeting in Q3 with a recommendation for the Draft to be placed public exhibition.

Action Code	Project	Responsible Unit	Status	Progress	Comments
PP.2.1.1	Review Compliance and Enforcement Policy	Planning Services	Progressing	0%	A review of the Compliance and Enforcement Policy is expected to commence in Q4 to assist the Land Use Compliance function of Council's Planning Services, and to ensure the policy reflects current best practice.
PP.2.2.1	Implementation of Local Housing Strategy Actions	Planning Services	Progressing	0%	Council adopted the Local Housing Strategy in January 2020. The implementation of the actions will occur throughout the life of the plan with immediate actions to occur throughout the remainder of 2020-2021 and will be ongoing.
PP.2.2.2	Commence Rural Lands Strategy	Planning Services	Progressing	40%	A Discussion Paper is currently being prepared by Council Staff. The Discussion Paper will commence the community consultation of this important Strategy document and is expected to occur in Q3/Q4.
PP.2.2.3	Voluntary Planning Agreement Policy	Planning Services	Progressing	80%	The Draft Voluntary Planning Agreement Policy has been on public exhibition during Q2. It is anticipated that the Final Policy will be reported to a Council Meeting for adoption in Q3 (February).
PP.1.1.2	Coronation Park Upgrade	Infrastructure Services	Progressing	85%	Project is substantially completed, finishing works and defects to be completed early in Qtr. 3-4, subject to material supply and weather condition.
PP.3.3.1	Shared Pathways Network Extensions	Infrastructure Services	Progressing	25%	Mylestom Path project completed Dorrigo to Dangar Falls Stage 1 & 2 programmed for H2

Action Code	Project	Responsible Unit	Status	Progress	Comments
PP1.2.1	Bellingen Pool resurfacing	Economic & Business Development	Progressing	20%	Council continues to identify and apply for grants to resurface the pools at Bellingen Swim Centre. For example, Council will apply under the Bush Fire Local Economic Recovery Fund on 28 January and is preparing an application under the Regional Sport Facility Fund.
PP.3.1.1	Roads Resealing Program	Infrastructure Services	Progressing	45%	Dorrigo Plateau re-seal preparation works complete. Bellingen & Seaboard areas re-seal preparation works progressing. Re-seal works programmed from Feb - April 2021
PP.3.1.2	Roads Renewal Program	Infrastructure Services	Progressing	25%	Martells Road Projects completed. Keever's Drive Intersection Rehabilitation / Valery Road Rehabilitation / North Bank Road Rehabilitation programmed for completion in H2.
PP.3.1.3	Bridge Renewal Program	Infrastructure Services	Progressing	25%	Deep Creek Bridge Open to traffic in October 2020. Bielsdown Bridge project due to commence in Q4. Remainder of bridge program pending outcome of funding announcement from Transport for NSW (TfNSW) 'Fixing Country Bridges' program.
PP.3.1.4	Road Maintenance Council Contract (RMCC)	Infrastructure Services	Progressing	50%	Dorrigo Roundabout project has been completed. Road Maintenance Annual Plan is 50% complete. Little North Arm Road Project due to commence in Feb 2021.
PP.3.5.1	Implementation of timed parking actions from Town Centre Car Parking Strategies	Building & Regulation Services	Completed	100%	The timed parking actions including signage review and replacement has been completed within Bellingen. The Rangers conduct regular patrols of the CBD and continue to monitor parking compliance. The Rangers are finalizing the introduction of electronic infringement notices to assist in this program.

CORPORATE INDICATORS

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments		
# complaints on public convenience cleanliness	Infrastructure Services	14	Not decreasing trend	4.00	On Track	4 complaints lodged in H1, which remains consistent with previous reporting periods and significantly lower than the benchmark.		
						2019-20 H1	2019-20 H2	2020-21 H1
						3	4	4
# day median net time for development approvals	Planning Services	50	Not increasing trend	76.00	On Track	Council continues to monitor and improve on its DA processing times with a continuing decreasing trend to work towards the benchmark target.		
						2019-20 H1	2019-20 H2	2020-21 H1
						81	78	76
# playground defects outstanding	Infrastructure Services	6	Not increasing trend	6.00	On Track	3 of these defects relate to planned works for H2 Remaining 3 are subject to the outcome of grant applications		
# load limited bridges	Infrastructure Services	16	Decreasing	11.00	On Track	At the end of the reporting period 11 Bridges remain with load Limitations. 7 bridges are planned for renewal works in the current Operational Plan and further work has been progressed to address our bridge network		

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
						through the Fixing Country Bridges Program to be announced in early 2021.
# average pavement condition index	Infrastructure Services	Good	Increasing	3.65	On Track	<p>Pavement Condition Index (PCI) of a road section is a function of its roughness and the extent and severity of cracking, rutting & patching. Full network analysis not completed. Nominated value is average of those roads able to be assessed with existing resources.</p> <p>Full network analysis not conducted; value is average of those roads able to be assessed.</p> <p>Improvements have been achieved through re-seals and rehabilitation works however have been offset by recent flood damages.</p>

OUR LIVING ENVIRONMENT

HIGHLIGHTS

Community Carbon Plan

The Community Engagement Plan to frame the consultative process to develop the community carbon plan has been developed with construction of the plan to commence in early 2021.

Coastal Towns Sewer Scheme

The detailed design is progressing with survey and geotechnical investigations complete.

The Sewering Coastal Villages Project will connect the sewer to Mylestom, parts of Raleigh and Repton and the Raleigh Industrial Estate, inclusive of the following:

- Mylestom: 180 residential lots, Surf Club, Shop and Reflections Holiday Park.
- Repton: 31 residential properties and the Bellingin River Tourist Park.
- Raleigh: 23 residential lots.
- Raleigh Industrial: 25 industrial lots with the capacity to connect to an additional 75 industrial lots.

We have clean water which is protected and used sustainably.

Our surroundings are quiet and clean.

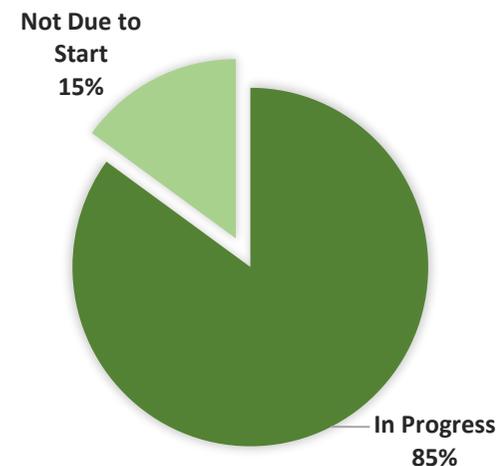
We reduce, reuse, recycle.

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

We protect and enhance our biodiversity.

We work together to protect and enhance our environment.

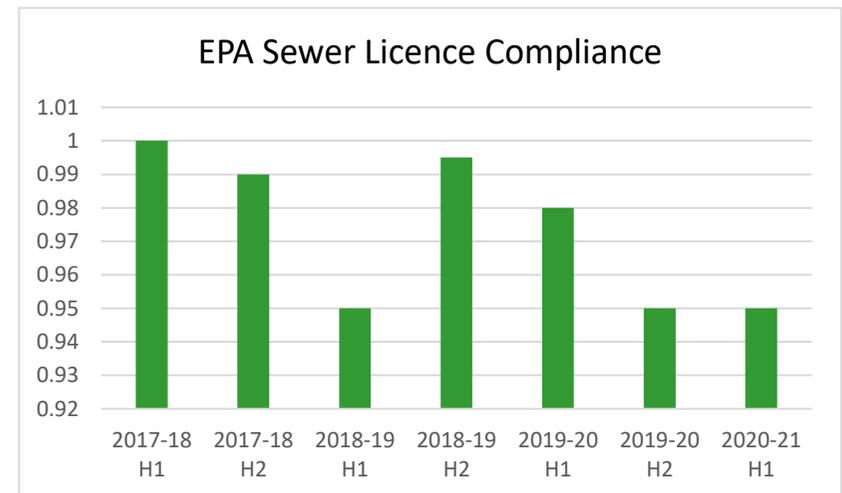
PROGRESS SNAPSHOT



Bellingen Shire Council Corporate Carbon Plan

Work on emissions reporting and priority areas identified. This will be a priority to progress in second half of the year. (AW) Key Focus Areas:

- **Leading the way** - The Climate Emergency Australia network continued to provide a platform for council to advocate for state and federal action on climate. Council's involvement and leadership with the Cities Power Partnership was recognised when Cr Dominic King was a Climate Ambassador Award finalist
- **Changing culture and decision making** - Council's climate emergency response has been included as a standing item in quarterly reports.
- **Use less electricity** - 40 lighting fixtures in the Administration Centre were upgraded to energy efficient LED technology.
- **Sustainable procurement** - Council's procurement policy has been reviewed and a draft endorsed by ELT. It supports minimising consumption, waste and increasing the weighting of sustainability considerations (including recycled content) from a whole life cycle perspective.
- **Carbon neutral** - The Joint Organisation is undertaking a project to investigate opportunities for local carbon drawdown.
- **Community Carbon Plan** - Work on the development of a Community Carbon Plan began. This includes benchmarking, analysis of Bellingen's Community emissions profile, stakeholder mapping and the development of an engagement plan. A draft is scheduled to be available in Q3.



Action Code	Project	Responsible Unit	Status	Progress	Comments
LE.3.1.2	Waste operations service review	Sustainable Environment & Waste	Progressing	90%	Service review underway. A draft report on the Waste Operations Review is anticipated in quarter 1 2021. In addition, Bellingen Shire Council and Nambucca Shire Council are collaborating on a strategic review to guide the decision-making process in the context of contractual obligations and NSW government decisions relative to the management of mixed waste organics output from the alternative waste treatment process.
LE.3.2.1	Convert Dorrigo Landfill Site to Transfer Station	Sustainable Environment & Waste	Not Progressing	0%	This action is contemplating the advice and priority actions identified within the strategic and operational waste review.
LE.3.3.1	Better Waste Recycling Fund Projects	Sustainable Environment & Waste	Not Due to Start	0%	Discussion with funding body ongoing (delayed due to COVID-19). Strategic and operational review outcomes will also influence project timing. Expected to be delivered in the second half of the year.
LE.4.2.1	Community Carbon Plan	Sustainable Environment & Waste	Progressing	15%	Community engagement plan under development. Council's Sustainability Officer will commence in early 2021 and will progress engagement of the community towards the development of the plan into the next half of the year.
LE.4.2.2	Implementation of BSC Corporate Carbon Plan	Sustainable Environment & Waste	Progressing	25%	Work on emissions reporting and priority areas such as power purchasing agreements, climate emergency response team set up and reviewing the procurement policies It will be a priority to progress these items in the second half of the year.

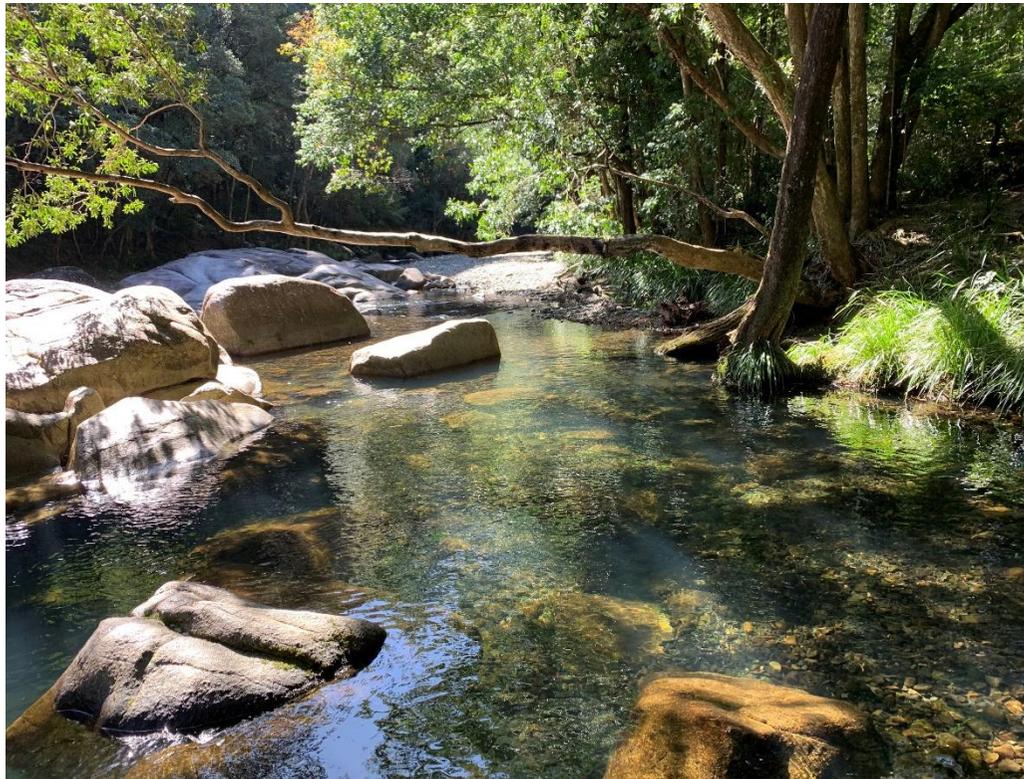
Action Code	Project	Responsible Unit	Status	Progress	Comments
LE.4.2.3	Continued investment into Council's energy reduction program - T3 Solar	Sustainable Environment & Waste	Progressing	10%	Feasibility study on these sites completed, Council's Sustainability Officer will commence in Jan 2021. Progress on the T3 solar PV installation tender and the installation process will commence thereafter. Seven sites have been identified to have solar PV systems added, they are Urunga Wastewater Treatment Plant, Bellingon Wastewater Treatment Plant, Bellingon Wastewater Treatment Plant, Bellingon Water Treatment Plant, Dorriggo Water Treatment Plant, Dorriggo Wastewater Treatment Plant and Dorriggo Wastewater Treatment Plant.
LE.5.3.1	Review of Council herbicide use	Sustainable Environment & Waste	Not Due to Start	0%	At its Ordinary Meeting of 26 February 2020 Council resolved to carry out a full review of its herbicide use and allocated \$25,000 from the 2020/21 and \$25,000 from the 2021/22 Environmental Levy to employ a specialist to carry out this review. Preparation of the scope of works and engagement of a specialist will be undertaken in the second half of the year with the review to commence in quarter 4 (April to June 2021) as per the Bellingon Shire Operational Plan 2020-2021.

Action Code	Project	Responsible Unit	Status	Progress	Comments
LE.6.2.1	Lower Bellinger and Kalang Rivers Floodplain Risk Management Study and Plan	Maintenance Services	Progressing	75%	<p>The consultant team from WMA presented the results of the Study at a workshop with Council on 14 October 2020. A condition of the grant requires the draft report be placed on public exhibition for 28 days. It will be placed on the Create Page (link) so feedback can be collected.</p> <p>No dates have been set yet for a public consultation. Further information to be placed on the Create Page. The feedback will then inform the final report to be put to Council to endorse in H2 2020-21.</p>
LE.6.3.1	Environmental Levy Community Fund	Sustainable Environment & Waste	Progressing	25%	<p>Currently open, applications close 18 January 2021. Applications will then be reviewed and presented to Council for final allocation of funds to successful applicants.</p>
LE.6.3.2	Environmental Levy - Continuing Projects	Sustainable Environment & Waste	Progressing	30%	<p>Dalhousie Creek project 1 almost complete, coast snap photo monitoring point installed, awaiting designs for the interpretive signs to finalise.</p> <p>Dalhousie Creek project 2 - beach scrape works. Works were scheduled to commence 14 December 2020 however were postponed due to flooding and weather conditions. This project will require a variation for the scope of works and timeframe change with the funding body and this work is underway.</p> <p>Biodiversity Strategy ongoing due to resourcing issues.</p>

Action Code	Project	Responsible Unit	Status	Progress	Comments
LE.6.3.3	Environmental Levy - Ongoing Projects	Sustainable Environment & Waste	Progressing	40%	River and Biodiversity Project Officer position being recruited currently. New Sustainability Officer will commence in early 2021 and is focusing on sustainability projects. Community Carbon Plan - engagement plan in development to progress in the last half of this year. Weed's area continues to operate on target with bush regeneration and treatment of 42ha (targeted weed control).
LE.6.3.4	Environmental Levy - Matching Grants Projects	Sustainable Environment & Waste	Progressing	10%	Application for development of CMP (Coastal Management Program) through the Department of Primary Industries and Environment (DPIE) Coast and Estuary grants program due to be submitted in Feb 2021. Project funded over 2 financial years from Environment Levy to match approximately \$75k DPIE grant.
LE.3.1.1	Develop Bellingen Shire Waste Strategy	Sustainable Environment & Waste	Not Due to Start	0%	Awaiting the outcomes of the waste strategic and operation review prior to commencement.
LE.1.1.1	Marx Hill to Raleigh Dam Trunk Mains Duplication.	Water & Wastewater	Progressing	5%	Community consultation 50% complete. Consultation involved a 1 on 1 discussion between Council representatives and the landowners. Tender documentation complete. Work expected to start on under bore stage in May 2021. Laying of mains expected to commence in April 2022 and be complete in Q4 2022.

Action Code	Project	Responsible Unit	Status	Progress	Comments
LE.1.1.2	Convert Telemetry to Digital Network	Water & Wastewater	Progressing	70%	Dorrigo conversion complete. Bellingen conversion complete except Bellingen STP. Bellingen STP programable logic controller is being integrated into the SCADA system along with digital architecture. Urunga commenced. All servers upgraded. Expect project to be complete by end of 2021.
LE.1.3.1	Land Acquisition, Detailed Design and Call for Tender for Two Reservoirs at South Urunga	Water & Wastewater	Progressing	10%	Detailed concept complete. Council is in negotiation with NSW Forestry to purchase land for reservoirs.
LE.1.3.2	Finalise Integrated Water Cycle Management Plan (IWCM)	Water & Wastewater	Progressing	60%	Draft issues paper complete. Aquifer study being completed which will inform the water options study. Once completed it will feed into IWCM and be finalized and reported to council.
LE.1.3.3	Increase Capacity of Urunga Sewer Treatment Plant	Water & Wastewater	Progressing	30%	Detailed design has reached 50% completion. Project on track to be completed by December 2022. Quarterly progress reports will be submitted to Council.
LE.1.3.4	Coastal Towns Sewering Scheme - Design Schemes and Tender Works	Water & Wastewater	Progressing	25%	Detailed design progressing. Detailed survey and geotechnical investigation complete. Tenders are expected to be advertised Q4 2021 with work complete by December 2022 aligning with the completion of the Urunga STP upgrade.

Action Code	Project	Responsible Unit	Status	Progress	Comments
LE.6.2.2	Implement a Water Conservation Program	Water & Wastewater	Progressing	10%	The water resilience officer has been recruited and will commence operations in May 2021. The officer will embark on a water conservation education program targeting commercial, residential, and educational institutions.



CORPORATE INDICATORS

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
# noxious weed inspections	Sustainable Environment & Waste	>300	≥ 300	119.00	On Track	This is slightly off track as a half yearly reported figure due to operational difficulties in carrying out inspections in line with Covid-19 restrictions. It is anticipated that as the pandemic situation has eased and routine inspections have resumed, the team will catch up in the second half of the year to meet the Weed Action Plan target of 280 inspections per year.
High risk area weed areas inspected in km (Kilometers)	Sustainable Environment & Waste	>400km	Not decreasing trend	226.00	On Track	This is on target as per our Weed Action Plan commitments with DPI (Department of Primary Industry) to inspect 360km of high-risk pathways annually. In line with these inspections, 220km of high-risk pathways have also been treated/weed controlled.
# hectares environmentally rehabilitated land	Sustainable Environment & Waste	>200	Passive reporting	42.00	Off Track	Operational difficulties due to Covid-19 and extreme weather conditions, several planned projects have not been able to go ahead. This includes grant funded projects. It is anticipated that these projects will go ahead in the second half of this financial year and the overall target of rehabilitated land will still be reached.
# tonnes Council emissions	Sustainable Environment & Waste	<200	Not increasing trend	No Data	First value. Unable to determine trend.	Due to the way emissions are reported through energy and fuel usage and the reliance upon third parties, the emissions calculation can only be accurately reported on an annual basis. This will be reported in full at the end of the financial year.

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
# tonnes waste generated	Sustainable Environment & Waste	<2,200	Not increasing trend	2,987.00	Off Track	Domestic waste levels have been higher due to people working from home (Covid-19) and the increase in waste over the holiday period.
% missed garbage collections	Sustainable Environment & Waste	<5%	Not increasing trend	0.13%	On Track	This is based on the number of services (bin lifts) and number of missed services reported to the waste contractor. In this period, there were 104,304 bin collections (services) of which only 143 missed services were reported, representing 0.13% missed collections for this period.
% waste diverted from landfill	Sustainable Environment & Waste	65%	Not decreasing trend	60.17%	Off Track	Domestic waste diversion is 60.17%. This has been greatly impacted by the MWOO portion being landfilled rather than a beneficial reuse as hoped. This is still above the NSW average which is 43%.
% compliance on water drinking quality tests	Water & Wastewater	100%	100%	100.00%	Passive Reporting	All tests compliant. 15 samples are sent to NSW Health for physical and chemical compliance yearly and 150 samples are tested for e-coli by NSW Health. Results are published on Council's website.
# water supply interruptions	Water & Wastewater	Passive reporting	Not increasing trend	17.00	Passive Reporting	On track. No significant increases in mains breaks. There are on average 14 mains breaks pre year.
water consumption	Water & Wastewater	Consumption stable per household	Not increasing trend	536.00	Passive Reporting	Some Increase in water consumption due to dry period leading up to December when rainfall significantly increased However consumption still below to 10-year average of 592ML

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
# sewer main breaks	Water & Wastewater	Passive reporting	Not increasing trend	10.00	Passive Reporting	No significant increase in comparison to a 4-year average of 14
# sewer blockages	Water & Wastewater	Passive reporting	Not increasing trend	29.00	Passive Reporting	No increases. Yearly average number of sewer chokes is 52.
% sewer EPA license compliance	Water & Wastewater	100%	100%	95.00%	On Track	Some minor failures in nutrient and faecal levels due to flooding in December. Flooding caused partial treatment at the treatment plants and volumes were so great disinfection was not fully effective.

CIVIC LEADERSHIP

HIGHLIGHTS

Council wins the A.R Bluett Award 2020 reaching the pinnacle of Local Government Achievement

Council received the greatest accolade a New South Wales Council can achieve by winning the Rural Category of the 2020 Local Government NSW A. R. Bluett Memorial Awards.

The A. R. Bluett Memorial Awards which have been awarded annually since 1945, celebrate examples of exceptional achievement by progressive rural and regional/metropolitan councils that encourage and foster innovation and continuous improvement.

These awards are recognised as the pinnacle of local government achievement. Council's winning submission was selected amongst a competitive state-wide field of regional councils.

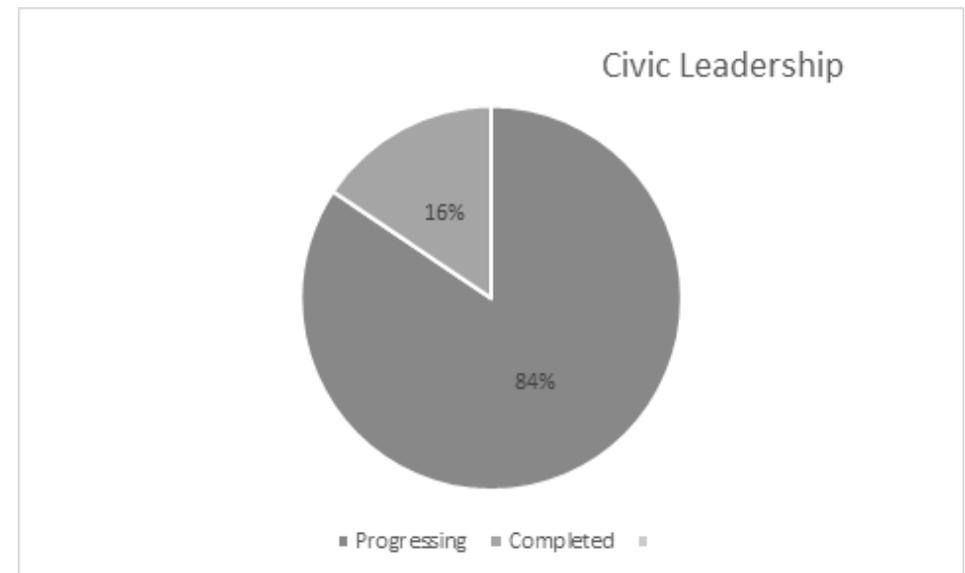


Council is an organisation that embraces business excellence.

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

Council is proactive in representing the needs of our community.

PROGRESS SNAPSHOT





Planning Software Implementation

The Implementation of Planning Reporting Software is progressing and was due to go live in Q1 of 2020/21 FY. However, with the mandate from the Department of Planning, Industry and Environment for all Councils to be utilising the online Planning Portal by 1 July 2021, Council will now go live with its Planning Reporting Software on 1 July 2021 to ensure a smooth transition for the community.

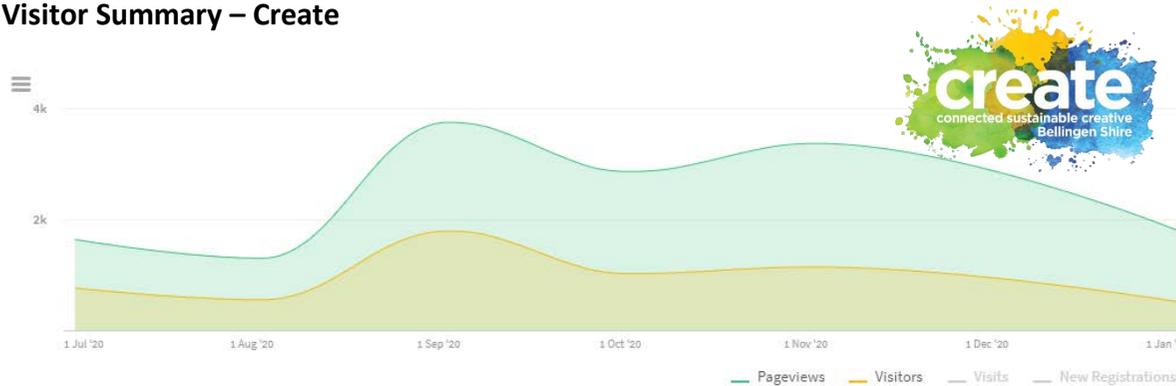


Bellingen CBD Parking Masterplan

Implementation of the Bellingen CBD Masterplan has been progressed with changes to signage undertaken as required. This work has enabled regular patrols to be conducted, including the introduction of electronic infringement notices to assist in this program.

Trend Data Analysis

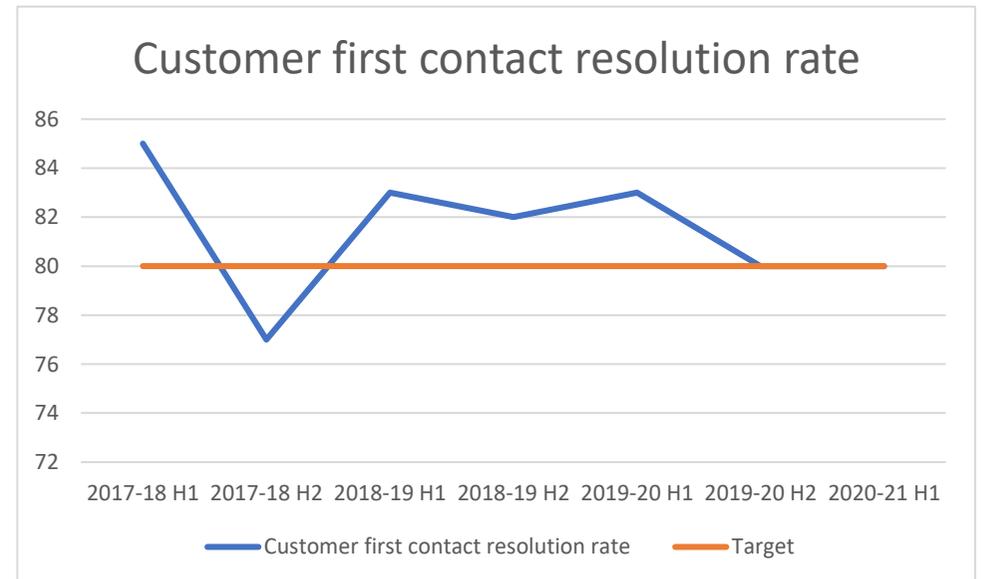
Visitor Summary – Create



Council continues to drive program campaigns through its Create platform to ensure the community remains informed and engaged on projects and initiatives. Council's Create page received a total visitation of 7,100 visitors across 145 projects, with 1,700 visitors recognised as informed during the H1 period. The page also received 85 new registrations. The most viewed project during the period was the Bushfire Recovery & Resilience Grants. The above graph shows community traffic through the site over the past 3 years.



This graph demonstrates over a 3-year period the first contact resolution rate achieved by Council's Customer Service Team. First contact resolution (FCR) is the percent of contacts that are resolved by the service desk on the first interaction with the customer. This means that the customer's issue is resolved before they hang up the phone or end the chat session. The team continues to achieve above the 80% target with 7,558 of 9,369 total contacts resolved within the reporting period.



PROJECT UPDATES

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.1.4.1	Implementation of New Asset Management System	Maintenance Services	Progressing	25%	Asset registers are being migrated to the AssetFinda platform to find a solution to integrate with Council's existing corporate system. The First suite of registers will include Water & Sewer, Plant & Fleet and Bridges.
CL.1.2.3	Mental Health and Wellbeing Strategy	Organisational Strategy & Communications	Progressing	25%	The Mental Health and Wellbeing Policy was adopted by the Executive Leadership Team (ELT) in September 2019. The Mental Health and Wellbeing Strategy has been drafted and will be refined following a Council wide internal People at Work Survey (PAWS) in early 2021. Additional measures to improve employee mental health that have been planned in 2021 are Council wide Mental Health Awareness training and Mental Health First Aid training for a number of key staff.
CL.1.4.2	Internal Audit	Governance Services	Progressing	50%	This Internal Audit Plan has been developed to provide the internal audit direction for Bellingen Shire Council. The objective of the plan is to assist in increasing the awareness of internal audit and corporate governance across the Council and to provide the basis for Council's annual internal audit programs. The Internal Audit Plan has been reviewed and endorsed by the Audit Risk and Improvement Committee, the Executive Leadership Team and Council.

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.1.4.3	Property Portfolio Review	Governance Services	Progressing	40%	<p>Council has embarked on a process of review of its property portfolio with the objectives of variously, remedying land classifications, realising potential to allow investment in other land options, contemplating alternate usages for land parcels held by council, and undertaking an assessment of crown lands within the local government area in the context of the broader Crown Land Review being undertaken by the NSW Government.</p> <p>A decision has been reached for a holistic process to take the foundational work forward in the form of a Strategic Land Review.</p> <p>The funding for a compressive strategic review of this nature will involve capturing funds from asset realisation.</p> <p>Council has identified three properties for sale to facilitate this process. Action to sell the properties is in progress with an EOI in the final stages to select a selling agent and on ground works underway where required. The development of Plans of management are part of this process.</p>
CL.1.4.4	Completion of Work Health and Safety Review	Organisational Strategy & Communications	Progressing	25%	<p>Council is committed to ongoing continuous improvement in WHS performance, closing out audit actions and implementing additional council wide policies and procedures which will strengthen and support the Work Health and Safety Management System (WHSMS) which is externally certified to AS4801 being used by the Road Construction and Road Maintenance crews. A targeted approach to continuous improvement of the existing WHSMS is being taken which will improve legislative compliance and reduce the number and severity of workplace safety incidents.</p>

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.1.4.10	Review of the Risk Framework	Governance Services	Progressing	75%	Council has reviewed, updated, and endorsed its Code of Conduct, Fraud Control Plan, Fraud Investigation Procedures, Reporting Form, the Fraud and Corruption Policy and its Enterprise Risk Management System, Risk Management Policy and Risk Registers. These items have been presented and endorsed by the Audit Risk and Improvement Committee and Council. Due to the nature of risk management all areas are subject to ongoing review.
CL.1.3.1	Implement Customer Request Management Module	Customer and Business Services	Progressing	10%	Existing legacy server will require decommissioning post Customer Request Management Module implemented and operational. Provider options under active review.
CL.1.3.2	Replacement of Corporate Internet	Customer and Business Services	Progressing	10%	Council has engaged a new platform provider to modernise its intranet solution. Content, design, and development work is scheduled for early 2021. Project undertaken in conjunction with Organisational Strategy & Communications.
CL.1.3.3	Upgrade of existing GIS to ArcGIS Enterprise and Portal software system	Customer and Business Services	Progressing	95%	Project is essentially completed. All map viewers have been converted to new database. Legacy GIS server to be decommissioned. Awaiting final resolution of technical communication issue from Esri US.
CL.1.4.5	Develop IT Strategic framework	Customer and Business Services	Progressing	10%	IT Policy Management System to be implemented which will account for majority of IT Strategic Framework policies and procedures. Resourcing issues within C&BS team has affected capacity to progress the framework at this time.

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.1.4.11	Finalise Implementation of Planning Reporting Software	Planning Services	Progressing	60%	The Implementation of Planning Reporting Software is progressing and was due to go live in Q1 of 2020/21 FY. However, with the mandate from the Department of Planning, Industry and Environment for all Councils to be utilising the online Planning Portal by 1 July 2021, it is anticipated that Council will now go live with its Planning Reporting Software on 1 July 2021 to ensure a smooth transition for the community.
CL.1.1.1	Implementation of Cloud Financial Statements Software	Financial Services	Completed	100%	Software successfully implemented and used to produce 2019/20 Financial Statements
CL.1.1.2	Implement NSW Valuer General valuations and new rate model	Financial Services	Completed	100%	New land valuations implemented, and rating model adopted by Council. Rates levied based on new valuations.
CL.1.2.1	Commence Review of Community Vision	Organisational Strategy & Communications	Progressing	25%	<p>A Project Plan to review the Bellingen Shire Community Vision is underway and draft timeframes are being reviewed.</p> <p>This review contemplates the communities' priorities identified in community consultation, such as the Why Local Government Matters values based social research carried out in 2019.</p> <p>It is anticipated also that the Vision will address the immediate issues brought about by climate change and the global pandemic as well as the communities' aspirations for the next 10 years.</p>

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.1.2.2	Culture and Engagement: Implement organisation-wide internal culture and engagement program	Organisational Strategy & Communications	Progressing	30%	Council has commended an annual service recognition program 'Togetherbration' held in December 2020 with 31 team members being recognised for increments of 5 years' service. Reward and recognition programs have also been implanted including awarding team members demonstrating Council's Core Values (professionalism, service ethic/commitment, respect, teamwork, integrity, communication) in their everyday work, whereby staff can nominate fellow employees who have contributed towards the achievement of Council's goals, provided excellent customer service to the community, and those who have gone above and beyond to inspire others. The Togetherbration program invites all staff to an informal presentation conducted by the General Manager and Mayor to collectively highlight the achievements of staff and recognise excellence.
CL.1.4.6	Develop a business planning model to identify and align performance objectives to corporate priorities and strategies.	Organisational Strategy & Communications	Progressing	10%	Preliminary work is underway to research and develop a reporting structure and mechanism to better align organisational performance with outcomes reportable in the Operational Plan and Community Vision. This program intends to streamline reporting practices, clearly identify strategic priorities to inform decision making and develop key performance indicators based on 'measuring what matters' research to best measure results.
CL.1.4.7	Organisational Performance - Ongoing Program of Service Reviews	Organisational Strategy & Communications	Progressing	40%	A strategic and operational review in the waste management area is currently underway. The review is aimed at strategic assessment of the service and assessment of potential operational changes to maximise efficiencies and landfill capacity into the future.

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.1.4.8	Preparation of Annual Report	Organisational Strategy & Communications	Completed	100%	Due to the Covid-19 pandemic, the Minister for Local Government extended the Annual Report adoption timeframe by 1 month. As a result, Council's 2019/20 Annual Report, Community Report & Financial Statements were adopted at an extraordinary meeting on 18 December 2020.
CL.1.4.9	Modernise Human Resource systems and processes	Organisational Strategy & Communications	Progressing	20%	Council's People & Culture unit has commenced a policy review, preparing, and updating key policies and procedures that relate to human resource functions for the organisation. This process includes staff consultation and engagement to ensure policies and procedures are prepared with adequate input from the staff. Council has also commenced the roll out of online recruitment and training modules as part of its workforce planning requirements to ensure Council attracts, retains, and develops its personnel to best deliver services to our community.

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.1.5.1	Review Workforce Management Plan including Equity and Diversity Strategy	Organisational Strategy & Communications	Progressing	90%	<p>Council's Workforce Strategy was updated and endorsed during this reporting period. The Workforce Strategy is a critical component of Council's Resourcing Strategy, a component of the Integrated Planning Reporting Framework. It depicts Council's approach to plan for and supply a workforce that can ensure the goals of the community are able to be met.</p> <p>In order to plan for and better anticipate change, the implementation of a workforce planning process ensures organisational strategy is aligned with the workforce and addresses any current and future workforce needs and issues.</p> <p>The strategy identifies the organisations critical issues and key challenges and adopts planning strategies to better equip our workforce to respond to these challenges.</p> <p>A key action item within the strategy is to review, develop and implement Council's Equity and Diversity Plan, to ensure Council continues to provide equal employment opportunities and initiatives.</p>
CL.3.1.1	Implement the Bellingen CBD Parking Masterplan	Infrastructure Services	Progressing	60%	<p>Implementation of the Bellingen CBD Masterplan has progressed with changes to signage undertaken as required in and around the CBD that identifies timed parking restrictions and is being supported by enforcement to achieve compliance.</p> <p>Further proposed actions are being progressed as part of ongoing design investigations.</p>

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.2.2.1	Develop Professional Development Plan for Councillors	Organisational Strategy & Communications	Progressing	25%	<p>Planning is underway to prepare a pre-election information program and post-election induction to equip Councillors to perform their role effectively, focusing on building positive, collaborative relationships between Councillors and staff. The program will consist of manager briefings and information sessions, collaborative training programs and site visits.</p> <p>Further, planning is also underway to develop a Professional Development Program which aims to build the skills, knowledge, and personal attributes necessary to be an effective Mayor or Councillor. This is supported by an online confidential portal for Councillors to use in assessing their knowledge and skills, self-identifying any gaps to enable their ongoing professional development.</p>
CL.3.1.2	Joint Organisation Participation	Office of The General Manager	Progressing	50%	The Mid North Coast Joint Organisation (MNCJO) is progressing a range of projects including biodiversity stewardship, Koala recovery, community resilience including establishment of disaster dashboards. In addition, in this reporting period the MNCJO secured \$52M investment in replacing bridge infrastructure across the region.
CL.3.1.3	Develop Centre Based Masterplans	Planning Services	Progressing	10%	Consistent with Council's adopted Local Strategic Planning Statement, Council continues to look for funding opportunities to support the development of centre-based masterplans.

Action Code	Project	Responsible Unit	Status	Progress	Comments
CL.3.2.1	Evaluate Efficiency of Community Engagement Tools	Organisational Strategy & Communications	Progressing	40%	<p>During the reporting period activities to evaluate the efficiency of Council's suite of community engagement tools have featured but are not limited to:</p> <ul style="list-style-type: none"> • the delivery of a large-scale deliberative engagement activity (deliberative panel) to explore the organisation's capacity to resource face-to-face deliberative engagement activities. • preliminary review and development of Council's Community Engagement Policy, Strategy, Toolkit and Plan to establish standard processes to ensure both deliberative and transactional community engagement activities. To be provided to Council in early 2021 • Review of Council's website content and commencement of a website audit project to accommodate content migration to new platform. • Development of a project plan to identify and resource community engagement activities in a coordinated manner.
CL.3.2.2	Update Corporate Communication and Website Tools	Organisational Strategy & Communications	Progressing	25%	<p>The Corporate Communication project aims to create a formalised way Council communicates with its community and update digital platforms including the website, engagement portal and their functions.</p> <p>Council has engaged a new platform provider and undertaken a content audit review of its existing site to best map information to the new platform. Further design and development work is scheduled for early 2021.</p>

CORPORATE INDICATORS

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
% asset backlog ratio	Infrastructure Services	90%	Passive reporting	88.00%	Off Track	Special Schedule 7 - Condition of Public Works (SS7) is obtained from the Annual Financial Statements and utilised to determine the % asset backlog ratio. H1 reporting reflects SS7 obtained from 2019/20 Annual Financial Statements.
% capital works projects delivered within budget	Infrastructure Services	>95%	Not decreasing trend	100.00%	On Track	No capital budget issues reported in H1
# active high risks	Governance Services	100%	Not increasing trend	100.00	On Track	Council has undertaken an extensive review of its Council's Enterprise Risk Management Systems. This includes its critical functions and strategic risk register. The strategic risk register including mitigations was endorsed by the Executive Management Team the Audit Risk and Improvement Committee and Council. Risks by their nature are subject to constant review. Therefore 100% of active high risks are subject to review and action.
% Council compliance with regulatory requirements	Governance Services	100%	Passive reporting	100.00%	On Track	There have not been any instances of non-compliance with regulatory requirements
% Lost time injury days	Organisational Strategy & Communications	Passive reporting	Not increasing trend	1.70%	Passive Reporting	There were two Lost Time Injuries (LTI's) during this reporting period, with additional time lost from incidents that occurred prior to this reporting period.

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
# complaints received	Customer and Business Services	Passive reporting	Not increasing trend	14.00	Passive Reporting	A total of 14 complaints received - Quality of Service x8; Employee or Council Decision x3; Employee or Council Behaviour x3.
# compliments received	Customer and Business Services	Passive reporting	Not increasing trend	24.00	Passive Reporting	A total of 24 compliments received - Quality of Service x17; Employee or Council Decision x7.
# median sick leave days taken	Organisational Strategy & Communications	5.9	Not increasing trend	3.4	On Track	The median sick leave days taken for the period continues to be lower than the benchmark and remains reflective of the average surveyed population and considered 'normal range' as identified under the Local Government Performance Excellence survey. (PWC FY 2020 report).
# people informed on Create	Organisational Strategy & Communications	Passive reporting	Not decreasing trend	1,700.00	On Track	Council continues to drive program campaigns through its Create platform to ensure the community remains informed and engaged on projects and initiatives Council's Create page received a total visitation of 7,100 visitors across 145 projects, with 1,700 visitors recognised as informed during the H1 period. The page also received 85 new registrations. The most viewed project during the period was the Bushfire Recovery & Resilience Grants.
80 % customer requests resolved on first contact	Customer and Business Services	80%	Not decreasing trend	80.00%	On Track	Total contacts received 9,369 with 7,558 resolved on first contact giving a first contact resolution rate of 80% which is right on target.
% staff turnover rate	Organisational Strategy & Communications	0.14	Not increasing trend	16%	Off Track	Council saw an increase in turnover during the reporting period. This is attributed to varying factors including retirements, increased organisational requirements due to successful grant acquisition and internal secondment opportunities.

Measure	Responsible Unit	Benchmark	Target	Actual	Status	Comments
% Councillor attendance at Council meetings and workshops	Governance Services	100%	100%	91%	On Track	<p>For the period 1 July 2020 to 31 December 2020: Mayor King attended 100% of Council meetings and workshops, Cr Klipin attended 100% of Council Meetings and 60% of Council workshops, Cr Harrison attended 86% of Council meetings and workshops, Cr Jenkins attended 100% of Council meetings and 75% of Council workshops, Cr Wright-Turner attended 71% of Council meetings and workshops, Cr Fenton attended 100% of Council meetings and workshops, Cr Carter attended 100% of Council meeting and workshops.</p> <p>All absences from Council meetings have had appropriate approvals.</p>



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