



# Operational Plan Progress Report

1 July – 31 December 2021 (H1)



## The gumbaynggirr 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



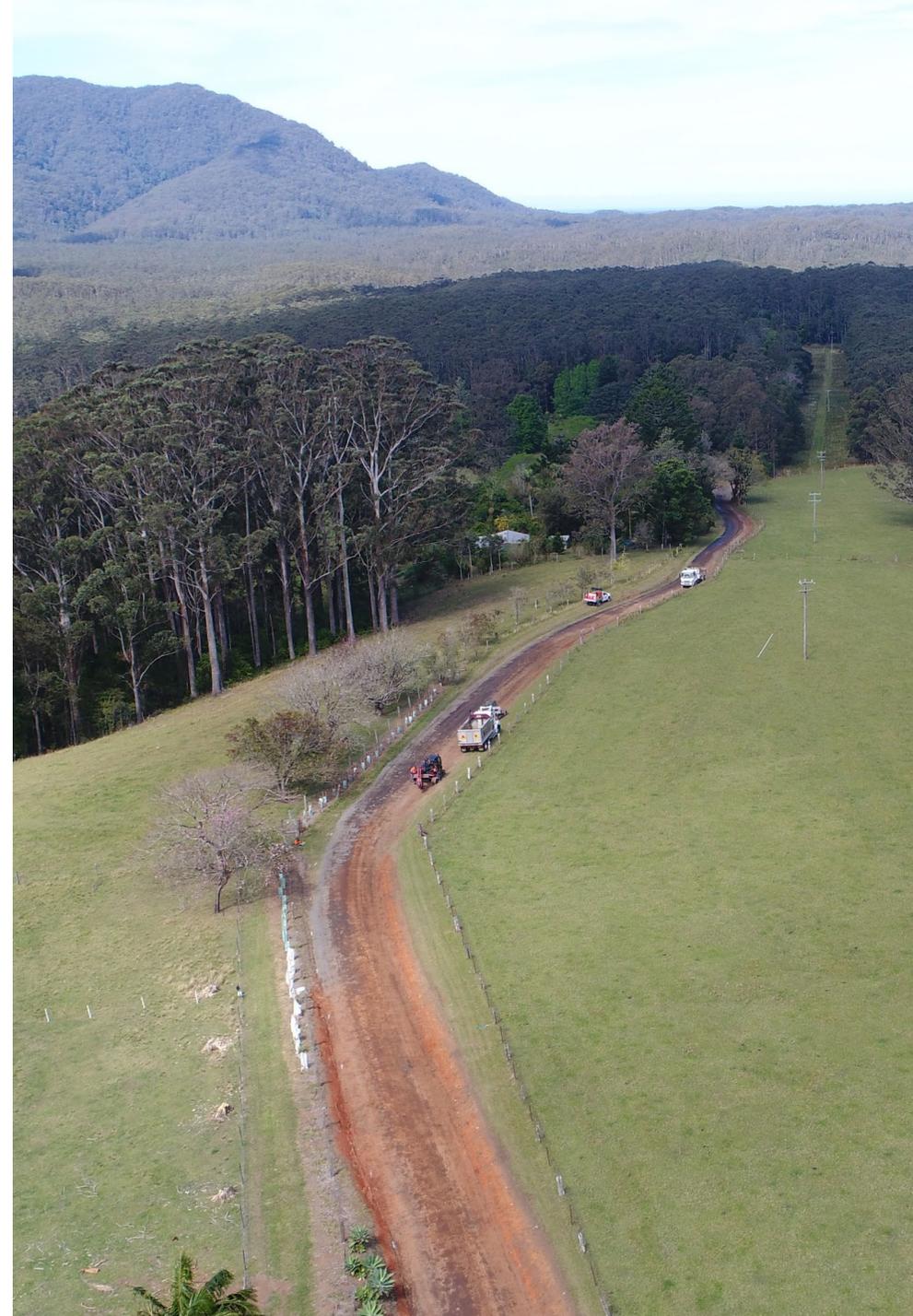
Integrity



Communication

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# Introduction

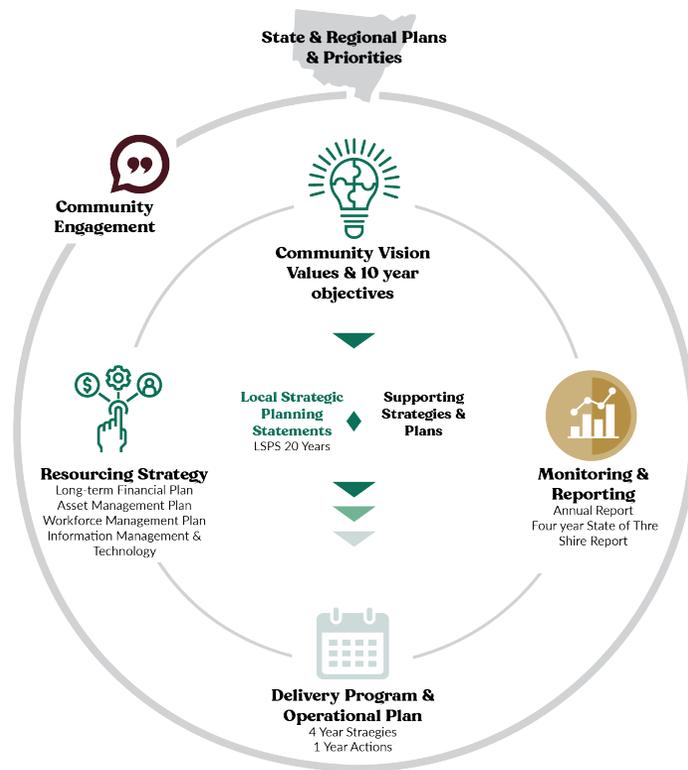
The Operational Plan is a key plan for our Shire, which translates our priorities and services, set out in our Delivery Program, into measurable actions for the financial year. The Delivery Program outlines Council's contribution towards achieving outcomes identified in the Bellinghen Community Vision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

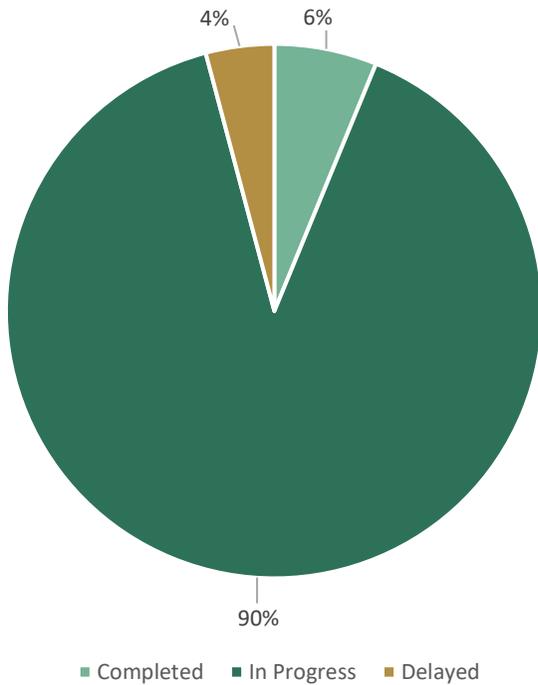
This report has been prepared in accordance with the Integrated Planning and Reporting Framework. It provides a snapshot of the organisation's performance during the period 1 July to 31 December 2021, in delivering the actions outlined in Council's annual Operational Plan.

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 Bellinghen Shire.



## Operational Plan Progress Snapshot

At the close of the period 90% of the plan's programs and initiatives for the 2021-22 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.



Economic Development  
Tourism Development  
Beach Safety



Regulatory Services  
Stormwater Management Services  
Community Resilience  
Community Groups & Facilities Support  
Aged & Disability Services  
Youth Hub  
Public Cemeteries  
Libraries



Public Conveniences  
Planning Services  
Parks & Gardens  
Swimming Pools  
Transport Infrastructure



Noxious Plants  
Environmental Protection  
Waste Management Services  
Water Supply Services  
Sewage Disposal Services



Administrative Services  
Corporate Governance  
Asset Management Services  
General Revenue  
Governance, Risk & Property Services  
Business & Customer Services  
Financial Services  
Organisational Strategy & Communications

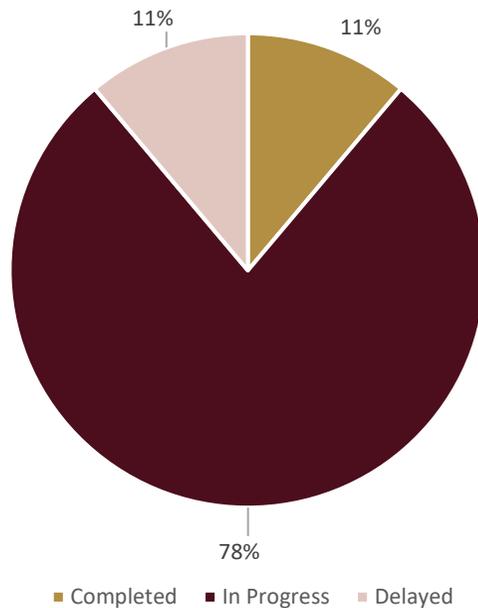


*We have meaningful work and vibrant businesses within our community.*

*We have balanced, sustainable tourism.*

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

## Progress Snapshot



## Highlights

### **Bellingen Receives \$4.2 Million to Create 'Ring of Resilience'**

Bellingen Shire Council received grant funding from the Bushfire Local Economic Recovery Fund for a project that takes a three-pronged approach to community recovery and resilience: place, connection and coordination, to create a "Ring of Resilience" around the Shire.

The work of the 'Ring of Resilience: Place, Connection, Coordination' project is to strengthen essential systems and connections so that the Bellingen Shire is prepared, across our community, to withstand and to respond during and after disasters."



Bellingen Shire along with The Great Ocean Road (VIC) and Barrington Coast (NSW) are the three newest destinations to embark on the journey of internationally recognised ECO Destination Certification, joining 18 other destinations around Australia.

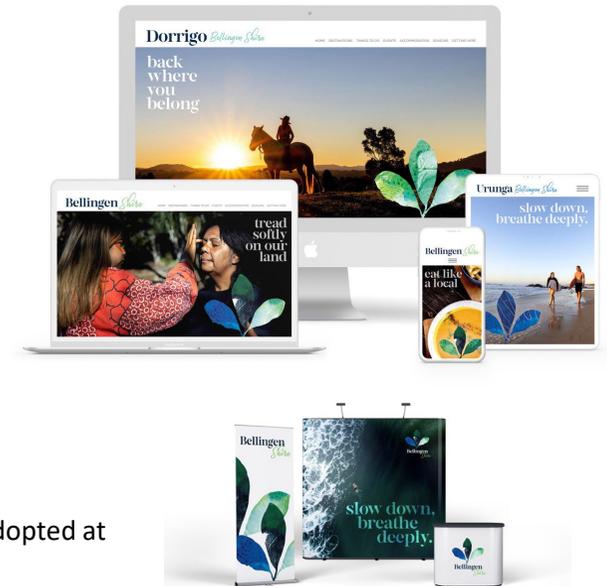
Council's Inclusive Tourism Strategy was adopted by Council in August 2021. An Inclusive Tourism Guide was also developed and is publicly available through [Council's website](#).



A review on the Economic Development and Tourism Plan has commenced that includes a preliminary review being undertaken and engagement of business stakeholders commencing in December 2021.

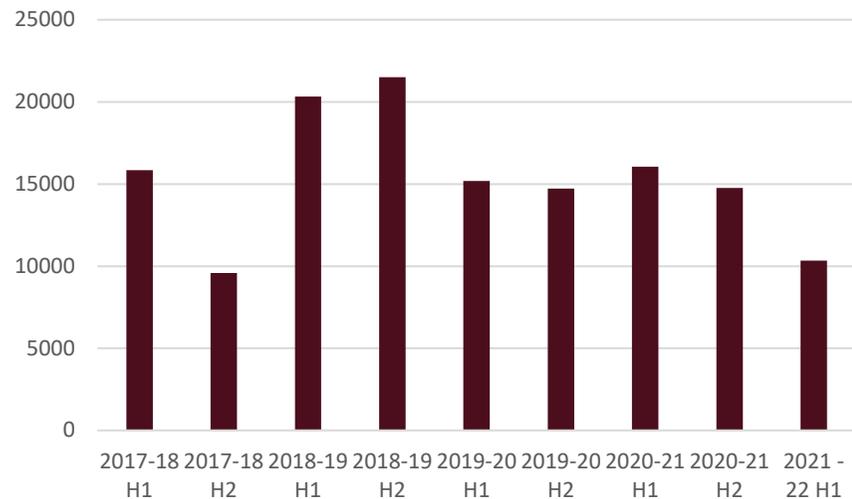


The Bellingen Shire Branding Strategy was adopted at the October 2021 Council Meeting



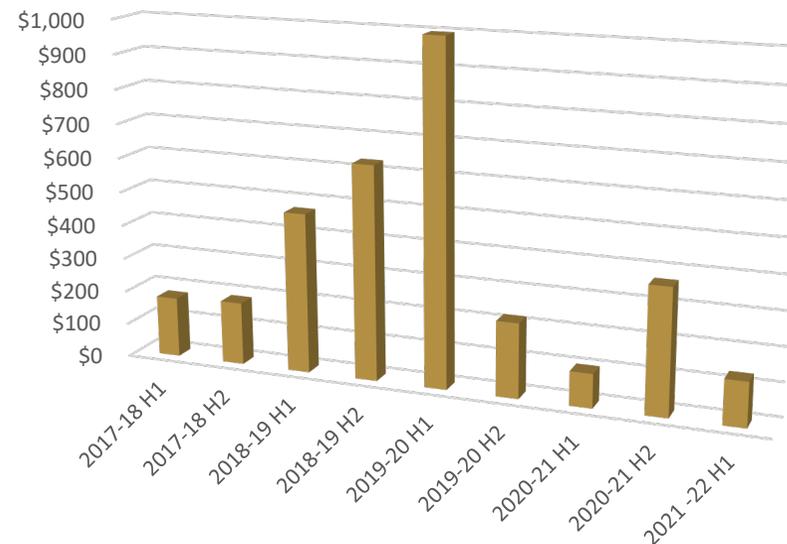
# Trend Data Analysis

Visitors to swimming pools



The pools have been challenged by the COVID pandemic over the last season due to lockdowns and stringent Public Health Orders. Despite this, the total visitation for the current reporting period at Dorrigo and Belligen pools is 10,333.

\$ grant funding per head



During the reporting period, 43 grant applications were made. Of this 9 were successful, 1 was unsuccessful and there are 33 applications still pending a decision on the outcome. Of the successful applications, Council will receive \$1,726,905 towards its projects. This divided by the population equates to \$131 per head of population for the period.

# Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
RE.1.5.1	Implement the Recovery / Preparedness & Resilience Program	Office of The General Manager	Progressing	60	Disaster Recovery Funded projects under the Bushfire Preparedness, Recovery and Resilience Program finish in June 2022. Expenditure is now at 80%. Survey results demonstrate the positive outcomes that community grants have achieved. Activities starting during this period under new project funding focus on developing sustainable community resilience systems in Bellingen Shire, on communications for resilience and in community led recovery in dedicated locations. A number of projects are being delivered by local organisations to contribute to this effort. Examples include projects strengthen community cohesion, enable stronger Council engagement with local indigenous communities, and radio communications. Program evaluation planning is underway (25%) for mid 2022.
RE.1.5.2	Advocacy for financial and environmental sustainability	Office of The General Manager	Progressing	50	Advocacy for council carried out on an ongoing basis and as opportunity presents. Examples include Notices of Motion including climate change and protection of trees, as well as advocacy around treatment of assets by the Rural Fire Service, and the fire and emergency services levy. Advocacy also carried out with the Mid North Coast Joint Organisation regarding funding toward the community land trust project which was successful.
RE.2.1.3	Inclusive Tourism Strategy	Economic & Business Development	Completed	100	Council's Inclusive Tourism Strategy was adopted by Council in August 2021. An Inclusive Tourism Guide was also developed and is publicly available through Council's website. This documents will be updated as Council implements the recommended actions within the Strategy that are within its requisite.
RE.2.1.4	Gleniffer Reserves Masterplan	Economic & Business Development	Progressing	75	Work has been undertaken on the actions/implementation from the Gleniffer Master Plan over the last few years. The current actions include a path, car parking and investigating acquiring small parcels of land. Initial investigations are underway with consultants and internal operations staff. An application for funding to deliver some of these elements is also pending. External funding is currently required to deliver these components and Council continues to investigate opportunities as they present.
RE.2.2.1	Bellingen Shire Signage Strategy – Implementation	Economic & Business Development	Progressing	40	Council has applied for funding for implementation of the Strategy but has been unsuccessful to date. This is challenged in part due to the lack of opportunities that support this type of project and the significant contribution required from Council as part of most applications.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
RE.2.2.3	Implement Review of Visitor Information Centres Across the Shire	Economic & Business Development	Not Progressing	0	Council's Visitor Information Centres have been challenged by the impacts of COVID over the last 2 years including access to volunteers and requirements under Public Health Orders around vaccinations and lockdowns. This has interrupted implementing a review of the Centres. Changes in staff has also impacted on this. Consideration into when a review may commence will be considered as part of the next quarter's reporting.
RE.2.2.4	Develop a guide for Tourism Management in our Shire	Economic & Business Development	Progressing	5	Council has commenced a review of its Economic Development and Tourism Plan. It is envisaged that a guide for tourism management will form part of the implementation action plan that is developed as part of this review. It is anticipated that the revised ED&T Plan will be considered by Council by June 2022.
RE.2.2.5	Implement the Economic Development and Tourism Plan	Economic & Business Development	Progressing	25	A review on the Economic Development and Tourism Plan has commenced that includes a preliminary review being undertaken and engagement of business stakeholders commencing in December 2021. Engagement will continue that will include workshops with key stakeholders, including councillors, with a draft plan proposed to be completed by April/May 2022.
RE.2.2.6	Bellingen Shire Branding Project	Economic & Business Development	Progressing	80	The Strategy was adopted at the October 2021 Council Meeting. The Branding Guidelines and business access portal are the final parts of the project, scheduled to be completed by the end of the financial year.

## Corporate Indicators

Measure	Responsible Unit	Benchmark	Target	Actual	Comments
\$ grant funding per head	Economic & Business Development		Not decreasing trend	\$131.00	During the period 1 July to 31 December 2021, 43 grant applications were made. Of this 9 were successful, 1 was unsuccessful and there are 33 applications still pending a decision on the outcome. Of the successful applications, Council will receive \$1,726,905 towards its projects. This equates to \$131 per head of population.
% grant applications successful	Economic & Business Development		Not decreasing trend	90%	During the period 1 July to 31 December 2021, 43 grant applications were made. Of this 9 were successful, 1 was unsuccessful equating to a success rate of 90%. There are 33 applications still pending a decision on the outcome. Of the successful applications, Council will receive \$1,726,905 towards its projects.
% growth direct added value from tourism	Economic & Business Development	% increase or decrease	Not decreasing trend	-79	The latest reporting period available is up to October 2021. COVID had massive implications on the tourism industry which is reflected in the available data. From March 2020 to October 2021, NSW saw a decrease of 41% in both domestic overnight trips and tourism spend. As reported in October 2021, tourism generally for NSW was down 79% to \$443 million.

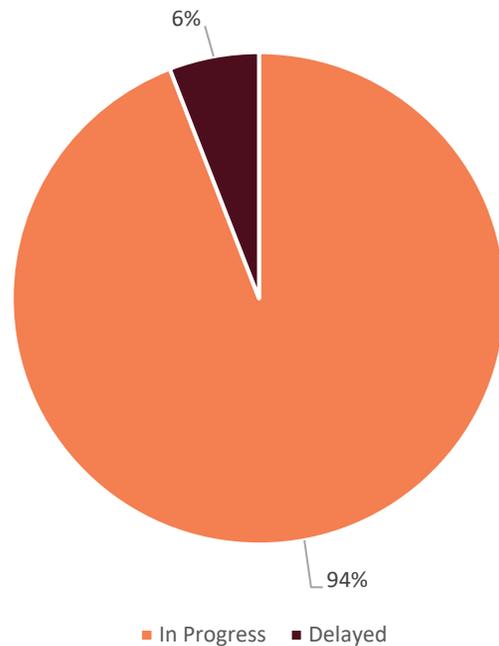


*We have meaningful work and vibrant businesses within our community.*

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## Progress Snapshot



## Highlights

Our response to the pandemic crisis has been locally focused, creating the Shire’s Coronavirus Pandemic Response Group (PRG), made up of representatives from Council, local medical, emergency, Chambers of Commerce and community service providers are supporting our efforts to keep everyone connected and supported.

The PRG’s Clinical Action Group, staffed by our local doctors, worked tirelessly to operate our Shire’s own COVID-19 Clinic keeping us safe and reducing the risk of transmission. Doctors and pharmacists administered COVID-19 vaccinations with pharmacies providing home delivery and ‘drive-through’ medicine services.

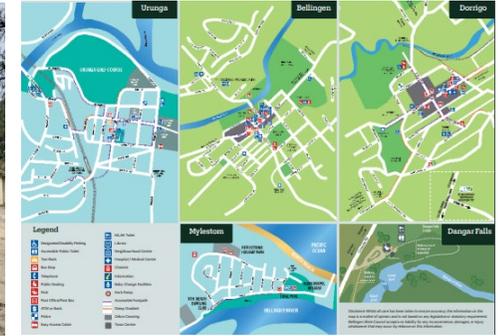




The refurbishment of the Bellingen Memorial Hall has seen demolition works being undertaken along with rough in of services to the front of house amenities and excavation works to the rear extension. An important element of the project outside of the performance spaces relates to improving the community carpark at the rear of the site for which bulk earthworks performed and the retaining wall footing formed.

Representatives from the Neighbourhood Centres of Bellingen Shire, CHES Connect, Red Cross, Social Futures, Bellingen and Dorrigo Youth Hubs, Lifeline and Bellingen Shire Council hosted street stalls to promote service information, respond to enquiries and giveaway freebies including recovery kits, coffee cups, tea and more.

Council also ran a photographic competition in line with the Mental Health Month theme - Tune In. Entries were displayed at the Bellingen Shire Library Branches online galleries throughout the month of December.



A revised mobility map has been completed identifying assessable facilities and services across the Shire. New accessible toilet facilities have been installed at Burdett Park in Bellingen and new handrails have been installed to improve access to the Mylestom tidal pool. The Dangar Falls viewing platform has been updated and has now been made accessible all as actions identified in Council's Disability Inclusion Action Plan

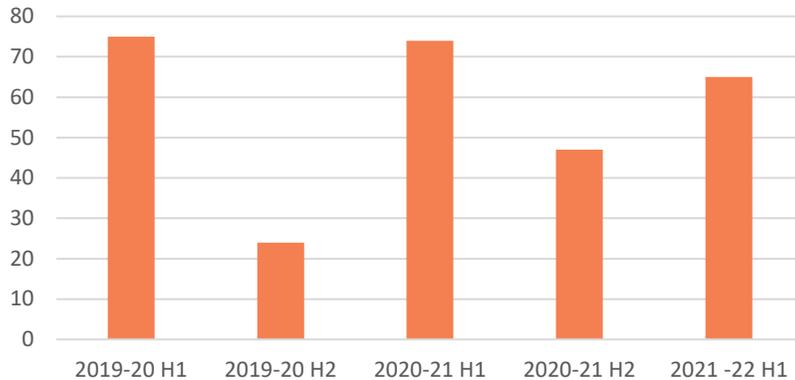


The Alternative Learning Program to link students with education pathway for learning at High School level has continued in partnership with Bellingen High School and Camden Haven High School (distance education).

Discussions have commenced with OneMobDreaming to facilitate activities to progress the truth and ground telling project with local Aboriginal Land Councils and Local Elders.

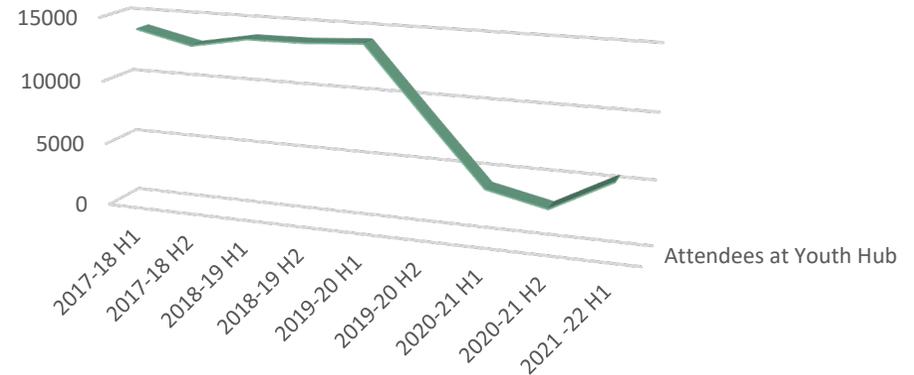
## Trend Data Analysis

# people accessing the Dorrigo Support Service shown as having an improvement in their social wellbeing

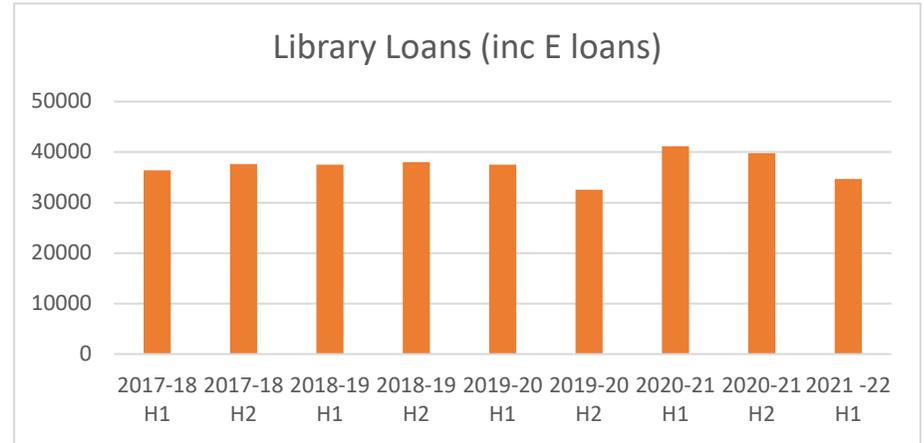
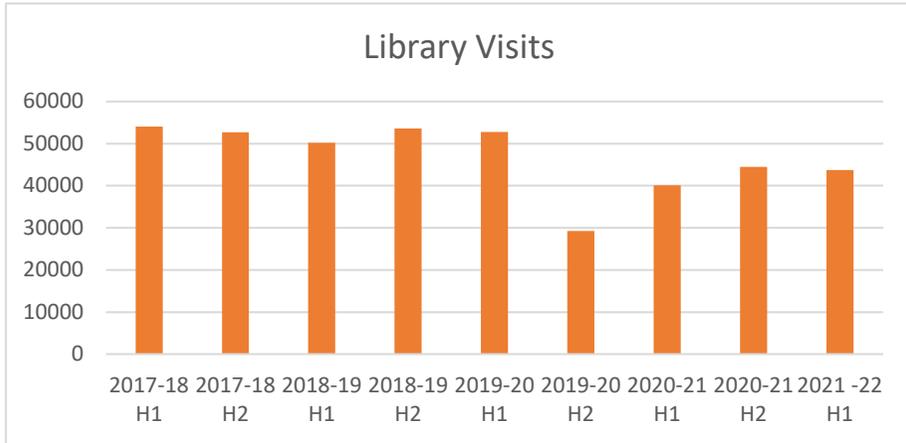


The re-introduction of COVID requirements such as masks and physical distancing negatively impacted on the desire for Seniors to gather for social events for a large part of this period. Easing of restrictions prior to Christmas resulted in an increased participation and improvement in wellbeing felt by seniors.

Attendees at Youth Hub



COVID restrictions continued to impact youth hub attendance and group activities (some drop-in services remained unavailable), however the trend has increased with a significant increase in emergency support provided to young people during the reporting period.



The above graphs indicate the trend in both library visitation and borrowing (physical vs. e-loans) over the previous 4-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 fluctuate. Throughout this reporting period libraries were closed for 1 month with lockdowns in place. Library members were able to access the click and collect service.



## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CW.1.1.1	Implement Alternative Learning Program for local young people	Community Wellbeing	Progressing	50	The program to link students with an alternative pathway for learning at High School level has continued in conjunction with Bellingen High and Camden Haven distance education. A review of program options is anticipated for the second half of the year.
CW.3.1.1	Promote engagement and relationship building with local Aboriginal Communities and Land Councils	Organisational Strategy & Communications	Progressing	30	Discussions have commenced with OneMobDreaming to facilitate activities to progress the truth and ground telling project with local Aboriginal Land Councils and Local Elders. Outcomes for this project include the delivery of cultural awareness training for council staff and the development of an Indigenous Engagement Policy.
CW.3.3.2	Aboriginal Cultural Heritage Study	Planning Services	Progressing	20	Council was advised that on 19 May 2021 it had been successful in securing a grant of up to \$60,000 (ex GST) with matching funding required (over two years) for the completion of an Aboriginal Cultural Heritage Study for Bellingen Shire. Preliminary discussions have been held with the relevant Local Aboriginal Land Councils (LALCs). The LALCs have requested Council to facilitate a face to face meeting with all stakeholders prior to committing to the Heritage Study. All parties have been contacted and working towards a mutually convenient time to meet. This will be the subject of further commentary in the next reporting period.
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	85	A number of workshops and events (3 separate workshops: parents, teachers and youth workers) were scheduled with a Youth Communication and Drug and Alcohol Facilitator. Unfortunately, due to COVID these workshops have been postponed twice and are now rescheduled for April 2022.
CW.4.3.1	Support capital projects initiated by s355 community committees for which funding has been gained	Community Wellbeing	Progressing	50	Action taken to work with the Dorrigo Community Centre Hall committee on the application for refurbishment funding to the Bushfire Local Economic Recovery Fund (BLERF). Application was successful and required planning work has commenced.
CW.4.3.2	Review Cemetery Policy & Procedures	Corporate Services	Progressing	20	Action has been initiated and is anticipated to progress in the second half of the reporting period.
CW.4.3.3	Develop Environmental Health Management Plan	Building & Regulation	Progressing	10	Progress delayed due to departmental resourcing issues & competing demands. Policy to be progressed further in Q4.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CW.4.3.4	Pursue grant funding for extension to Dorrigo Library building	Community Wellbeing	Progressing	80	Grant funding sought and received through the State library as part of Create NSW based on an initial design to extend the Dorrigo library building. Costings have been critically reviewed in the context of current market conditions with escalations anticipated in line with those experienced with other capital projects. Additional funds are being sought.
CW.4.3.5	Bellingen Memorial Hall Review options & arrangements for management for transformed facility	Community Wellbeing	Progressing	20	<p>The management options are under review with an initial options assessment being drafted for internal review during the second half reporting period and a briefing to council anticipated quarter 4 2021/22.</p> <p>Additional funding has been received for the Memorial hall through the Bushfire Local Economic Recovery Fund to enable it to perform a role as a recovery staging facility and improve community resilience. Additional design works have had to be undertaken to incorporate the necessary elements into the project.</p>
CW.4.3.6	Disability Inclusion Action Plan Implementation	Community Wellbeing	Progressing	50	Progress has been made on items identified in the current Disability Inclusion Action Plan. A revised mobility map for the Shire has been finalised. New accessible toilet facilities have been provided at Burdett Park in Bellingen. New handrails have been installed to improve access to the Mylestom tidal pool. Accessibility improved to the Dangar Falls viewing platform and Coronation park playground and toilet facilities. Action has been taken to establish a community reference group to assist preparation of the next 4 year plan.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CW.4.3.7	Continuation for Bellingen Hall Project -Tender & construction phase	Operations	Progressing	30	<p>The refurbishment of the Bellingen Memorial Hall has seen demolition works being undertaken along with rough in of services to the front of house amenities and excavation works to the rear extension. An important element of the project outside of the performance spaces relates to improving the community carpark at the rear of the site for which bulk earthworks performed and the retaining wall footing formed.</p> <p>The revised carpark will make improvements to the carpark surface, line marking, street lighting and overall landscaping of the space to improve safety and amenity for the public and designed to provide a 36% increase in parking over and above the existing layout.</p> <p>The project has again been impacted by extensive wet weather experienced over preceding month which has been slightly offset by the industry closure over the Christmas period. The project has been extensively impacted by latent conditions which has affected the delivery timeframe.</p>
CW.4.3.8	Community Facility Improvement Program - Subject to grant funding	Community Wellbeing	Progressing	20	<p>Dorrigo Community Hall, 9 Bowra St facility in Urunga and the Bellingen Memorial hall will all be upgraded or works extended through funding received from the Bushfire Local Economic Recovery Fund (BLERF). for the Dorrigo Community hall this funding will enable the fixing of the roof and kitchen and other infrastructure elements to create a space able to be used as a recovery centre in times of emergency. This work will ensure an improved, restored Hall is available to the Dorrigo community. The Urunga ex Forestry building will provide a flexible space and safe place during emergencies. The Memorial hall will provide extended facilities for flexible use during emergencies.</p>

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CW.4.3.9	Implementation of " My Community Directory"	Community Wellbeing	Progressing	70	After initial promotion to community groups and management of the My Community Directory by Council, further work was contracted to the Neighbourhood Centres of Bellingen Shire in November 2021 to update the database and improve community knowledge of resources. The directory includes contact details for 100 community organisations in or providing service available to people in the Shire
CW.4.4.1	Bellingen Shire Youth Strategy	Community Wellbeing	Not Progressing	0	Strategy development was reliant on external funding being available as staff resource fully committed to direct service provision. No suitable funding scheme available in this first half of the year. External grant funding will be sought to develop the Bellingen Shire Youth Strategy when suitable grant program becomes available.
CW.4.4.2	Facilitate range of community awareness and education events at Libraries	Community Wellbeing	Progressing	0	COVID restrictions had a major impact on the number and range of events held at the Libraries and the number of attendees. Major events such as the Byron Writers on the Road and the Interactive Science Fair and STEM Workshop were postponed from this period. There were 1433 participants at the 129 events held. Regular events included weekly story time at all 3 libraries, or virtually during restrictions, school holiday cart activities and after school programs such as Lego building.
CW.4.4.3	Facilitate Preparation of Plan of Management for Connell Park	Community Wellbeing	Progressing	50	Quotes were sought for the development of the Plan of Management and a contract has been awarded for the work. The estimated date of completion of this work is late April 2022.
CW.4.4.4	Implement actions of the Companion Animals Plan	Building & Regulation	Progressing	70	A factsheet has been prepared for the community and available through the Council website. Identification of sites for leash free areas under development to be presented to Council in Q4.

## Corporate Indicators

Measure	Responsible Unit	Benchmark	Target	Actual	Comments
% animals returned or rehoused	Building & Regulation	> 95%	Passive reporting	100%	All seized animals were either returned or rehomed during the period which equated to a total of four cats and four dogs.
# impounded animals	Building & Regulation		Passive reporting	15	The number of impounded animals has decreased.
% food businesses rated as acceptable	Building & Regulation	> 95%	Not decreasing trend	100%	In consideration of the scheduled programme, two inspections were completed in the reporting period. Level of critical food safety controls acceptable at time of inspection. Food inspections will continue to be progressed in the next reporting period.
# of OSMS inspections carried out	Building & Regulation		Not decreasing trend	413	During the period there was a focus on High Priority systems.
# arts and creative activities where Council has provided support	Economic & Business Development		Not decreasing trend	5	Council's Community Grant Program Round 1 saw 12 successful applications across its Community Event, Community Support and Creative Placemaking Funds. Of these, 5 are specific arts and creative activities.
% vacancies on s355 committees	Community Wellbeing	< 3%	Not decreasing trend	4%	This target appears off track for the reporting period with a vacancy rate of 4% however, this is skewed in consideration of vacant positions yet to be filled by newly appointed Councillors to be confirmed in January 2022.
# volunteers retained within Council programs	Community Wellbeing		Not decreasing trend	165	At the end of the reporting period there were 151 volunteers on s355 committees, however throughout the period there was an increase at Dorriggo Support Centre by 11 volunteers of which 10 only volunteer at during the Christmas period, plus an additional 3 volunteers at the Youth Hub and Waterfall Way Visitor Info Centre increasing the overall figure for the period to 165.
# people accessing the Dorriggo Support Service shown as having an improvement in their social wellbeing	Community Wellbeing	≥ 75	Not decreasing trend	165	The re-imposition of COVID -19 requirements such as mask wearing and physical distancing negatively impacted on the desire for Seniors to gather for social events for a large part of this period. Lessening those restrictions prior to Christmas resulted in an increased participation and improvement in wellbeing felt by seniors.

## Corporate Indicators

Measure	Responsible Unit	Benchmark	Target	Actual	Comments
# of engaged with youth & attendees at Youth Hub	Community Wellbeing	≥ 13,800	Not decreasing trend	5,500	COVID-19 still impacting number and size of groups (e.g. some drop-in services remained unavailable), however the trend has turned around since last year. There was also a significant increase in emergency supports provided to young people this time.
# active users of the library services	Community Wellbeing	≥ 50,243	Not decreasing trend	43,689	34,239 visits plus 9,450 Wi-fi users. Wi-fi hours reduced at Urunga to minimise gathering after hours and antisocial behaviour. NSW lockdown resulted in: 1 month library closed and moved to click and collect; 2 months non vaccinated people not permitted in libraries (click and collect continued).
% building inspections carried out within 3 days	Building & Regulation	> 95%	Not decreasing trend	100%	A total of 156 building inspections have been carried out during the reporting period and within 3 days.
# visitors to swimming pools	Economic & Business Development		Not decreasing trend	10,333	The pools have been challenged by the COVID pandemic over the last season due to lockdowns and stringent Public Health Orders. Despite this, the total visitation for the current reporting period at Dorrigo and Bellingen pools is 10,333.
% OSMS functioning correctly	Building & Regulation	≥ 95%	Not decreasing trend	92%	Of the 413 systems inspected 381 were satisfactory, with the remainder needing upgrade works to be completed.
how many S355 members volunteer	Community Wellbeing	≥ 165	Not decreasing trend	151	Covid has impacted volunteer numbers slightly as many volunteers are elderly and are preferring to reduce their volunteering due to health concerns.
# health inspections carried out	Building & Regulation		Passive reporting	423	The number of health inspections carried out during the period has improved by ongoing staffing vacancy being addressed to maintain continued inspection program. These inspections relate to OSMS, Food Premises, Public Swimming Pools, Body Decorating and Grooming practices, Water Quality, Overgrown Properties and Mobile Food Vendors.



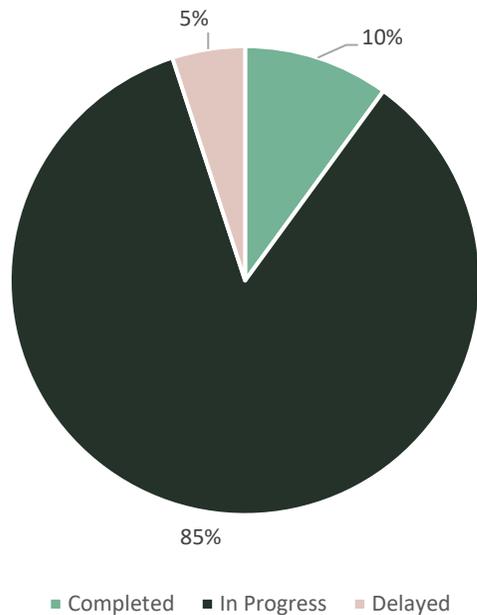
*We have a diversity of beautiful spaces that foster community happiness and wellbeing.*

*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



## Highlights



Council in partnership with the Royal Freemasons' Benevolent Institution and the local Housing Matters Action Group have advocated to both State and Federal Governments regarding the housing crises in the Bellingen Shire and the importance of funding a major project to address this issue.

Council has continued to meet the challenges of its Timber Bridge Maintenance Program, which features an investment program of \$29 million during the next 11 years, representing Council's most significant infrastructure investment to date.

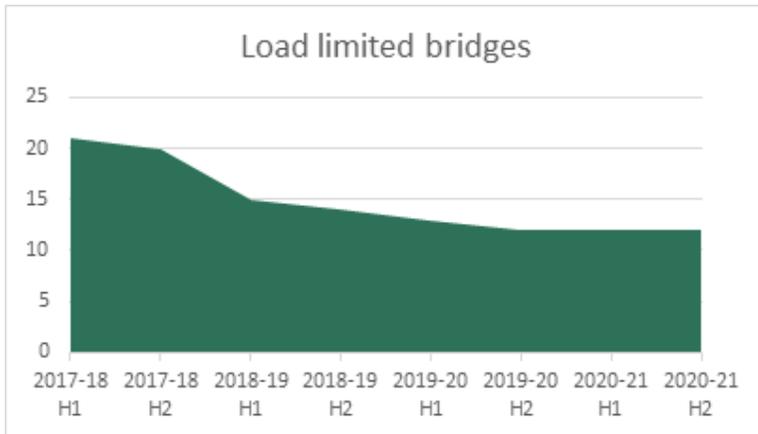
As at December 2021 Tallowood Point Bridge has been completed and Pine Creek No.2 Bridge replacement is underway.

Completion of these will reduce our load limited bridges to 10.



Some of our Shire's \$16 million of Fixing Country Bridges Funds were put to work in May 2021 with geotechnical investigations to replace key bridges within our Shire to ensure essential access for our community and the local agricultural, service and industrial sectors.

The Tallowood Point Bridge was re-opened to traffic in December thanks to Council's Bridge Crew, with an accelerated works program which ensured the replacement of the old timber bridge in time for the busy Christmas Holiday period.





Extensive remediation and stabilisation works were undertaken following the March 2021 flood event. There were a number of locations where traffic was reduced to single lane access, and Council and TfNSW worked together to complete these works as quickly and safely as possible.



The footbridge at Bellingen Park has been updated with our bridge crew pulling together a quick response to severe termite damage and rot for the July Market Day using left over material from a recent job.



Council recently trialed using a speed indication device to let our community know how fast they are really going as part of the Drive So Others Survive campaign.



works have commenced to construct new retaining walls on Crown Street to replace aging timber infrastructure. This project is scheduled to be complete in Q4 (weather permitting).

New garden and bollard installation as part of the Dorrigo roundabout project



## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
PP.1.1.1	Koala Protection	Planning Services	Progressing	50	Council recently assisted Local Land Services to approach landholders who would potentially be interested in entering into Conservation Agreements on their property to protect koala habitat. Specifically, Council was able to send letters to people who had previously expressed an interest to Council in being on a Register of Interested Persons for koala conservation activities. Further discussions have also been held with LLS regarding a potential pro-active education campaign to target dog owners with information regarding responsible dog ownership and koalas, and once again Council will look to provide assistance by identifying registered dog owners and targeting engagement methods accordingly.
PP1.2.1	Pool maintenance Program	Economic & Business Development	Progressing	50	Council's pool maintenance program is ongoing. In the first half of the operational reporting year, Council undertook works to resurface two of the Bellingen pools which will see the lifecycle extended by an additional 10 years. Council is also working with the YNSW regarding an upgrade to the kiosk. The Dorrigo pool also saw a new filter installed. Council continues to seek funding for additional works at the pools with a current application pending for works to refurbish the amenities, resurface the main pool, upgrade and improve the apron (concrete) around the three pools, heating, solar, new fencing and pool blankets at the Bellingen pool. Council will continue to work with its contractors to understand and implement the pool maintenance program across its two pools.
PP.2.1.1	Review Compliance and Enforcement Policy	Planning Services	Progressing	10	Resourcing the role in the current market place is a challenge. Given the vacancy of the position responsible for enforcing this Policy, it is anticipated that this Project will be progressed in Q1 of the next reporting period.
PP.2.2.1	Implementation of Local Housing Strategy Actions	Planning Services	Progressing	20	The Implementation of Local Housing Strategy Actions continues to progress. Current projects include Infill Infrastructure Investigations, nominated Planning Proposals, Community Land Trust and Eco-village project investigations. More projects to continue throughout reporting period.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
PP.2.2.2	Commence Rural Lands Strategy	Planning Services	Not Progressing	0	The Rural Lands Strategy review was due to commence with the release of a Discussion Paper this FY. Due to COVID restricting the ability of staff to undertake public exhibition activities and competing Strategic Planning matters (influx of Planning Proposals), this will now occur in Q1 of the 2022/23 reporting period.
PP.2.2.4	Infill Infrastructure Investigations	Planning Services	Progressing	70	Council has engaged GHD Consultants to undertake a strategic investigation of infrastructure constraints within key infill focus areas in Bellingen, Urunga & Dorrigo. The central purpose of this body of work is to provide Council with an informed analysis of where it could potentially undertake infrastructure upgrade works that would best stimulate the supply of additional infill housing opportunities. The outcomes of this analysis have then been used to select the top projects within each town area that could potentially stimulate infill development, including concept designs and cost estimates for the completion of those works. It is expected that the final body of work will be completed within Q3 of this FY.
PP.3.1.1	Roads Resealing Program	Infrastructure Services	Progressing	70	Plateau reseals complete Valley and Seaboard - All preparation works complete, final seal / asphalt due in Q3
PP.3.1.2	Roads Renewal Program	Infrastructure Services	Progressing	75	Valery Road Projects - Completed Promised Land Loop Projects - Completed South Arm Road Project - Construction underway Hill St Project - Detailed design progressing

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
PP.3.1.3	Bridge Renewal Program	Infrastructure Services	Progressing	50	<p>D&amp;C Contract awarded for Darkwood Bridges - Diehappy, Richardsons &amp; Justins - Nov 2021. Design for this package is progressing with a planned construction start in Q4. Completion planned in the 2022/23 FY.</p> <p>D&amp;S Contract awarded for Modular Bridges - Cooperook Creek. McKenzies, Crossmaglen, Johnsens, Knights, Tysons, Cahills, Taylors, Freshwater Creek, Cob O Corn, Smiths &amp; Pine Creek No.1 - Note that eight of these bridges are additional to those included in the 2021/22 Op Plan. Supply of bridges to commence in Q3.</p> <p>D&amp;C Contract. Bielsdown Bridge - Construction commenced November 2021. Completion planned for Q4. Slarkes Culvert, Slarkes Road - Procurement ongoing.</p> <p>D&amp;C Contract award for Kalang River Bridge, Spicketts Creek and Sunny Corner anticipated in Q3 following discussions with TfNSW to finalise the project scope.</p>
PP.3.1.4	Road Maintenance Council Contract (RMCC)	Infrastructure Services	Progressing	45	<p>RMAP on track.</p> <p>LNAR (Little North Arm Road Project) - Completed.</p> <p>Slow Vehicle Turnout Lanes - 2 of 4 sites completed.</p> <p>Additional works Culvert 39 - Embankment Stabilisation completed.</p> <p>Pump Station to Fernridge Lane - Commencing Q3.</p> <p>End Terminal Replacement Program - Commencing Q3.</p> <p>ARL1 / ARL2 Culverts - 12 Culvert replacements traversing Waterfall Way - Commencing Q4.</p>
PP.3.3.1	Shared Pathways Network Extensions	Infrastructure Services	Progressing	20	Project delivery planned for Q3 / Q4
PP.3.3.4	Atherton Drive Boathouse tender Project	Economic & Business Development	Completed	100	An Expression of interest was released by Crownlands for the adaptive re-use opportunity (Stage 1) via e-tendering in Feb 2021 and closed on 23 April 2021. The included an opportunity for a lease for up to 50 years (Stage 2). A shortlist was determined and this was handed back to Crownlands to manage. No further action was required by Council.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
PP.3.3.5	Beach Access & Driving Policy	Building & Regulation	Progressing	40	Draft Policy under development to address elements including vehicles, dogs, signage, camping and fires. Report to Council in Q1 of 2022/23.
PP3.3.6	Beach Access Signage	Building & Regulation	Progressing	35	Draft Beach Signage Access Policy under development with report to be provided to Council Q4.
PP.3.3.7	Rest area Policy	Building & Regulation	Completed	100	Policy adopted at the 27/01/2021 Ordinary Meeting of Council. Operational signage erected at each site.
PP.3.3.8	Alternative routes	Infrastructure Services	Progressing	85	Feedback and comments from BSC to draft report are with GHD (consultant). Final draft due early Feb 2022 with completed report expected April 2022.
PP.3.3.9	Special Projects	Infrastructure Services	Progressing	40	Ford St / Crown St Retaining Walls - 60% Complete Connell Park Playground / Dangar Falls Play space - Q3/Q4
PP.3.4.1	Disaster Recovery Projects	Infrastructure Services	Progressing	35	Numerous work undertaken under Immediate Restoration Works (IRW) arrangements on the road network. Additional resourcing engaged by Council to progress finalising of tender packages for major restoration projects under Essential Public Asset Restoration (EPAR) arrangements.

# Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
PP.3.4.2	Road safety Projects	Infrastructure Services	Progressing	30	Project progress on hold due to resignation of Road Safety Officer with replacement recruitment under consideration in consultation with Nambucca Valley Council.
PP.4.4.1	Amenities Review	Infrastructure Services	Progressing	50	Initial Amenities Review completed by Assets team, initial presentation / workshop to the previous Council. Project has been on hold due to impacts of COVID and will be presented to the newly elected Council in Q4.



## Corporate Indicators

Measure	Responsible Unit	Benchmark	Target	Actual	Comments
# complaints on public convenience cleanliness	Infrastructure Services	< 14	Not increasing trend	9	Increase attributed to increased usage following a lifting of COVID restrictions and an increase in vandalism which has been discussed with NSW Police.
# day median net time for development approvals	Planning Services	< 50	Not increasing trend	61	Council has seen a significant increase in the number of development applications lodged during the reporting period. Despite this, Council is on track for a significantly improved result from the last reporting period.
# playground defects outstanding	Infrastructure Services	< 6	Not increasing trend	6	Playground capital projects planned in Q3 / Q4 will address outstanding defects.
# average pavement condition index	Infrastructure Services	≤ 5	Increasing	3	<p>Pavement Condition Index (PCI) of a road section is a function of its roughness and the extent and severity of cracking, rutting &amp; patching. Full network analysis not completed. Nominated value is average of those roads able to be assessed with existing resources.</p> <p>The average pavement condition index is improving as a result of Heavy Patching and Re-sealing program. Consistent improvement shown overall, however it is noted some roads have deteriorated faster than predicted due to inclement weather and therefore repair costs on those roads are increasing.</p>
# load limited bridges	Infrastructure Services	≤ 16	Decreasing trend	11	Tallowood Point Bridge - Completed. Pine Creek No.2 Bridge Replacement underway. Completion will reduce load limited bridges to 10.
% capital works projects delivered within budget	Infrastructure Services	≥ 95%	Not increasing trend	95%	On Track
% asset backlog ratio	Infrastructure Services	= 90%	Not decreasing trend	91%	Asset backlog ratio showing gradual improving trend



*We have clean water which is protected and used sustainably.*

*Our surroundings are quiet and clean.*

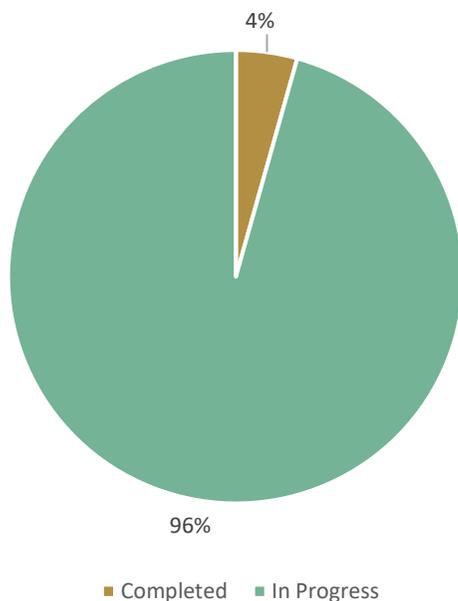
*We reduce, reuse, recycle.*

*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



## Highlights

Council contracted and funded the following projects under the 2021/22 Environmental Levy Community Fund:

- Protecting our River program - OzGreen, \$4996
- Bellingen Golf Club River Project, Bellingen Golf Club, \$5000
- Bellingen Primary School Bush Tucker Education Project, Bellingen Urban Landcare Inc, \$5000
- Bielsdown River Stage 2, Dandarrga Landcare, \$5000
- Stage 3 Bellingen Market Park Riparian Restoration, Market Park Committee, Auspiced by Bellingen Urban Landcare.

Council will continue to provide support and advice to the applicants to ensure successful delivery of proposed projects this financial year.



As part of the “Let’s Get Composting” Coffs Coast program, residents are encouraged to collect a free kitchen caddy from one of our Waste Facilities



Council has recruited a Water Resilience Officer to research and evaluate strategic water supply-demand management and drought management systems.



Bellingen Shire Council and the Never Never Catchment Group worked together on a NSW Environmental Trust funded project at Earl Preston Reserve Gleniffer to protect the riverbank and restore the riparian vegetation in the threatened ecological community on the reserve.



Recognising the essential role our native vegetation plays in conserving and promoting a biodiverse and thriving natural landscape, Council has invested \$90,000 to develop and deliver a Vegetation Report to protect our Shire and its Gondwana rainforests.

Consultation for stage 2 of the Coastal Management Program was undertaken throughout the reporting period. This was done by utilising an interactive map where community members could plot or place images relating to water quality, erosion, pollution, climate change, sea level rise, community access to the water, governance and riparian conditions in the estuaries and on our open coast. The comments left will be used to identify key issues and prioritise management actions over the next 10 years.



In partnership with Coffs Harbour City and Nambucca Valley Councils, we have formed an alliance to work together with residents towards a more sustainable region. For more information visit [Ourlivingcoast.com.au](http://Ourlivingcoast.com.au)

The project began with major in-stream works to stabilise the riverbank. Stages two & three of the project saw the removal of bushland weeds from the reserve and added replenishment plantings to the endangered lowland rainforest of the Reserve.

## Trend data analysis



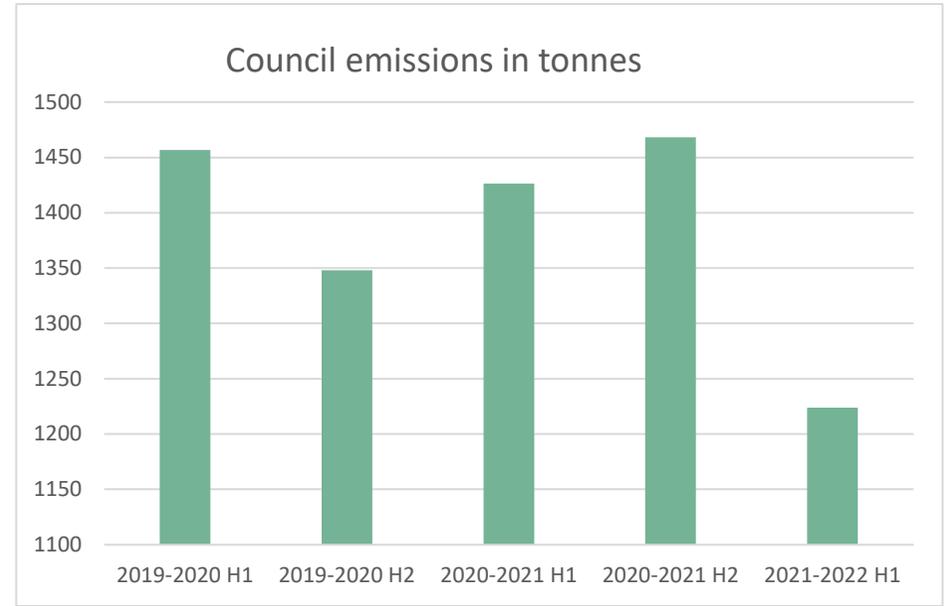
### 100% renewable energy by 2030

Council continues to invest in renewable energy through on-site solar generation and the purchase of GreenPower. Excluding street lighting, 20.7% of purchased electricity is now from renewables. This will increase to 36.6% from January 2022. It is anticipated that street lighting fixtures will be upgraded by Essential Energy in 2022-23.



### zero net emissions by 2040

Emissions reductions are tracking well for purchased electricity. Emissions from fuel use will be a particular challenge until the availability and cost of Electric/low emissions plant and vehicles increases.



Tracking well toward Corporate Carbon Plan targets. Will show further improvement due to energy efficiency upgrades and purchase of GreenPower.



## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
LE.1.1.1	Marx Hill to Raleigh Dam Trunk Mains Duplication.	Water & Wastewater	Progressing	25	Under boring of roads and water courses has commenced and will be complete by May 2022. Tender documentation for the construction of the water main in development with project estimate under review in response to changes within market pricing.
LE.1.1.2	Convert Telemetry to Digital Network	Water & Wastewater	Progressing	95	All physical hardware installation is complete. The final stages of software optimisation has commenced. This project forecast to be finished by June 2022.
LE.1.3.1	Land Acquisition, Detailed Design and Call for Tender for Two Reservoirs at South Urunga	Water & Wastewater	Progressing	10	This project is on hold waiting on confirmation that the recycled water plant associated with the timing for Urunga STP upgrades associated with the Sewering Coastal Villages project.
LE.1.3.2	Finalise Integrated Water Cycle Management Plan (IWCM)	Water & Wastewater	Progressing	50	The draft IWCM issues paper has been issued by PWA for comment from Council and DPIE-Water. A groundwater study is currently being undertaken which will further inform the IWCM. A Community engagement process is anticipated to occur in Quarter 4 2021/22.
LE.1.3.3	Increase Capacity of Urunga Sewer Treatment Plant	Water & Wastewater	Progressing	25	Due to large price increases due to the COVID pandemic and supply chain issues, Council has placed this project on hold and is working with Infrastructure NSW and DPIE Water to source additional funding. Grant applications have been submitted to the National Water Grid and Building Better Regions Fund for consideration.
LE.1.3.4	Coastal Towns Sewering Scheme	Water & Wastewater	Progressing	5	Due to large price increases due to the COVID pandemic and supply chain issues, Council has placed this project on hold and is working with Infrastructure NSW and DPIE Water to source additional funding. Grant applications have been submitted to the National Water Grid and Building Better Regions Fund for consideration.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
LE.3.1.1	Develop Bellingen Shire Waste Strategy	Sustainable Environment & waste	Progressing	5	Council is currently involved in a Regional Review of waste operations with Nambucca Valley Council to identify opportunities that align with the new NSW Waste and Sustainable Materials Strategy 2041 and Coffs Coast Waste Services Strategy 2015-2027. We have also recently completed a Waste Operations Review to identify potential efficiency and environmental improvements and the actions are being embedded in operational plans. The findings and costings from these projects will guide the development of the BSC Waste Strategy, including a prioritised implementation of short and long term actions.
LE.3.2.1	Prioritise expansion/redesign Dorrigo Waste Transfer Station	Sustainable Environment & waste	Progressing	25	NSW EPA have approved plans for conversion of the current transfer station area to an OFF LICENCE area. Through improvements to the waste separation at the transfer station it is anticipated that diversion from landfill rates will increase. It is anticipated that these site upgrades will be implemented by May 2023. The remaining airspace available at the landfill will be utilised to accommodate local waste council disposal and emergency waste management.
LE.3.3.1	Better Waste Recycling Fund Projects	Sustainable Environment & waste	Progressing	25	Preliminary costings and onsite meetings have been conducted with waste staff to assess location and basic design parameters for a proposed community workshop facility to improve engagement with circular economy principles. Construction will be overseen by a Project Officer. A public education program about the correct disposal of fishing waste is being rolled out at Urunga and Mylestom in collaboration with Council's River and Biodiversity Officer. Options for improved organics recovery from commercial businesses in the region is being coordinated by MIDWASTE with the aim of delivering a local trial program. An application for an extension to this funding until 30/06/23 is pending.
LE.4.1.1	Review of Council herbicide use	Sustainable Environment & waste	Progressing	75	An herbicide trial has commenced at three sites in the Shire following feedback from the community and council staff regarding its design. The sites are: Mylestom tennis courts, Bellingen waste transfer station and Dorrigo Wastewater Treatment Plant. Each site was chosen to reflect different environmental conditions in the shire. 4 treatments are being trialled: Steam, Local Safe (Acetic & Hydrochloric Acid), Imazapyr and Glyphosate.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
LE.4.2.1	Community Carbon Plan	Sustainable Environment & waste	Progressing	50	Council is working with PreSync Environmental Consultants as part of our Sustainability Advantage member benefits scheme that funds 30 hours of support per financial year. Online consultation was undertaken and received 34 responses. A workshop with key/expert community stakeholders, representing 13 groups, is planned for February 4th after being rescheduled from July and September due to covid restrictions.
LE.6.2.1	Lower Bellinger and Kalang Rivers Floodplain Risk Management Study and Plan	Infrastructure Services	Completed	100	Flood Risk Management Plan finalised and adopted by Council in Q2.
LE.6.2.2	Implement a Water Conservation Program	Water & Wastewater	Progressing	50	A water resilience officer has been engaged to progress a water conservation program across the shire. Public education resources have been developed to commence community engagement and a water audit is planned for this calendar year.
LE.6.3.1	Environmental Levy Community Fund	Sustainable Environment & waste	Progressing	90	<p>Council has now contracted and funded the following projects under the 2021/22 Environmental Levy Community Fund:</p> <ul style="list-style-type: none"> <li>Protecting our River, OzGreen, \$4996</li> <li>Bellingen Golf Club River Project, Bellingen Golf Club, \$5000</li> <li>Bellingen Primary School Bush Tucker Education Project, Bellingen Urban Landcare Inc, \$5000</li> <li>Bielsdown River Stage 2, Dandarrga Landcare, \$5000</li> <li>Stage 3 Bellingen Market Park Riparian Restoration, Market Park Committee, auspiced by Bellingen Urban Landcare</li> </ul> <p>Council will continue to provide support and advice to the applicants to ensure successful delivery of proposed projects this financial year. An allocation of \$28,000 to support Bellingen Landcare Inc with operational costs, including a part-time co-ordinator was also made. Bellingen Urban Landcare received \$8,000. These groups undertake a range of maintenance and regeneration projects on Council managed land and work closely with Council's River and Biodiversity Officer.</p>

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
LE.6.3.2	Environmental Levy – Continuing Projects	Sustainable Environment & waste	Progressing	50	<p>Environmental Levy Continuing Projects delivered in H1 include:</p> <ul style="list-style-type: none"> <li>Weeds Action Program: The targeted inspections and control works for the last 2 quarters have been primarily Cape Broom, Scotch Broom and Red Cestrum on the plateau and Tropical Soda Apple, Cockspur Coral Tree and Kidney-Leaf Mud Plantain on the coast and valley.</li> <li>Coastal Management Plan: Online consultation for the development of our next Coastal Management Program has been completed. Consultation was aimed at gaining an understanding of risks and opportunities within the coastal zone. A total of 145 comments were received.</li> <li>Bellinger RiverWatch: annual contribution for operational costs and Officer support time of 3.5 hours per week.</li> <li>Restoring Gleniffer: Council partnered with the Never-Never Catchment Group to deliver an Environmental Trust grant project at Earl Preston Reserve &amp; co-ordinate working bees attended by 41 people.</li> </ul>
LE.6.3.3	Environmental Levy – Ongoing Projects	Sustainable Environment & waste	Progressing	50	<p>A project maintenance plan has continued, in conjunction with contractors and Landcare groups, at the following sites:</p> <ul style="list-style-type: none"> <li>Earl Preston Reserve - maintenance weeding targeting privet and tobacco</li> <li>Thora Reserve - bush regeneration (weeding and planting)</li> <li>Dangar Falls - bush regeneration including enrichment planting</li> <li>Bielsdown River - bush regeneration (weeding and planting)</li> <li>Ringwood Creek - weeding (focus on salvinia) and mulching</li> <li>Hammond St road reserve - bush regeneration (weeding and planting)</li> <li>Bellingin Island Channel (2 sites) - bush regeneration - weeding targeting balloon vine, turkey rhubarb and madeira vine</li> <li>The Point - bush regeneration (weeding and planting)</li> <li>Wills Creek, Waterfall Way - weeding targeting Cats Claw Creeper</li> <li>Hungry Headland - dune rehabilitation with spinifex and planting of assorted natives.</li> <li>Jarret Park (2 sites) - bush regeneration (weeding and planting)</li> <li>Connell Park/Cemetery Creek - removal of madeira vine and other invasive species</li> </ul>

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
LE.6.3.4	Environmental Levy – Matching Grants Projects	Sustainable Environment & waste	Progressing	50	<p>Environmental Levy Matching Grants Projects completed in H1 or currently being delivered include:</p> <ul style="list-style-type: none"> <li>Herbicide Review: A herbicide trial has commenced at three sites. Each site was chosen to reflect different environmental conditions in the shire. 4 treatments are being trialled: Steam, Local Safe (Acetic &amp; Hydrochloric Acid), Imazapyr and Glyphosate.</li> <li>Burrawong Pde Riverbank Erosion Plan: A Site Action Plan was developed for the riparian zone near Burrawong Parade in Urunga.</li> <li>North Beach Access Upgrade and Dune Rehabilitation</li> <li>Fine scale mapping of Threatened Ecological Communities: A detailed mapping project is being undertaken to assist Council, private landholders and community groups, including Landcare, with bushfire management and biodiversity protection. The focus is Threatened Ecological Communities and high priority habitat for the following fauna: koala, Bellinger River Snapping Turtle, Grey-headed Flying Fox and Oxleyan Pygmy Perch.</li> </ul>
LE.6.3.5	Implement Waste Operations Service Review recommendations	Sustainable Environment & waste	Progressing	40	<p>The Waste Operations Review has been completed. Recommendations currently being implemented include the purchase of landfill 'lids' and a 'compactor' to improve efficiency and improve the maintenance of landfill space. Options to build resilience into the staffing of the Waste Management Centres is also being explored, including upskilling across sites and roles, and flexible rostering. The Waste Operations Review recommendations will be fed into the Bellinger Shire Waste Strategy to be developed as an overarching document with an implementation plan of short and medium term actions.</p>

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
LE.6.3.6	Progress targets & priority actions of BSC Corporate Carbon Plan	Sustainable Environment & waste	Progressing	50	Actions are tracking as scheduled in the Plan. Half year deliverables include a battery feasibility study has been undertaken for Raleigh Operations Centre to identify how we can maximise usage of solar power generated at the site. Solar panel installations with a total capacity of 57kW installed at 4 water and water treatment sites. Council committed to 100% Green Power for our '63 small sites' from 01/07/21. Council has continued to be involved in advocacy to State and Federal government through the Global Alliance of Mayors, Cities Power Partnership and Climate Emergency Australia
LE.6.3.7	Continued investment into Council's emission reduction program	Sustainable Environment & waste	Progressing	50	Council continued to invest in renewable energy through on-site solar generation and the purchase of GreenPower. Excluding street lighting, 36.6% of purchased electricity is now from renewables. In the last 2 quarters, 57kW of solar panels have been installed at Council's Water and Wastewater sites and LED lighting upgrades at 7 sites.
LE.6.3.8	Local Council Transition Fund / Waste Behaviour Change Projects	Sustainable Environment & waste	Progressing	75	<p>This campaign is well under way across the three LGAs of Bellingen, Nambucca and Coffs Harbour (Coffs Coast Waste Services) and is being coordinated by the regional waste group MidWaste who have a wealth of experience in waste project coordination and media campaigns.</p> <p>The Project is focusing on the diversion of food waste from the general mixed waste bins (red) to the green bin or a home composting system.</p> <p>This project consists of:</p> <ul style="list-style-type: none"> <li>• domestic waste composition audits</li> <li>• compost bin giveaways - 311 to December 2021 with expansion of collection sites planned to include libraries in 2022</li> <li>• community education/workshops - 16 participants at Bellingen Community Garden</li> <li>• media campaign - radio and TV advertisements, bus graphics, social media and printed inserts for local papers</li> <li>• follow up waste audits</li> </ul>

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
LE.6.4.1	Development of a Coastal Management Plan	Sustainable Environment & waste	Progressing	70	Online consultation for the development of our next Coastal Management Program has been completed. Consultation was aimed at gaining an understanding of risks and opportunities within the coastal zone. A total of 145 comments were received with the majority being highly relevant to the project. The consultation will be summarised and reported on in a broader study of risks and opportunities with a draft report due for exhibition within 6 months.
LE.6.4.2	BLERF Vegetation Mapping Project	Sustainable Environment & waste	Progressing	30	A High Environmental Value Vegetation mapping project commenced, which will assist Council, private landholders and community groups with bushfire management and biodiversity protection. The tender has been awarded for the mapping and the private landholders have been engaged. It is anticipated that the project will be delivered by April 2022.



### Bellingen Coastal Management Program

The Bellingen Coastal Management Program or "CMP" will form a long term plan to manage our coastal catchments. This is being done in line with the new coastal management reforms, and presents an opportunity to address key issues and prioritise management actions over the next 10 years.

## Corporate Indicators

Measure	Responsible Unit	Benchmark	Target	Actual	Comments
# noxious weed inspections	Sustainable Environment & Waste	> 300	> 300	114	Officers were able to work safely undertaking inspections during covid restrictions. The targeted inspections focussed on Fireweed, Banana Passionfruit, Red Cestrum, Cape Broom and Scotch Broom. Forward tracing data from the Department of Primary Industries guided an intensive Cockspur Coral Tree program.
# tonnes Council emissions	Sustainable Environment & Waste	< 200	Not increasing trend	1,224	Tracking well toward Corporate Carbon Plan targets. Will show further improvement due to energy efficiency upgrades and purchase of GreenPower. Target of 200 tonnes is unrealistic given baseline data and will be updated next FY.
# hectares environmentally rehabilitated land	Sustainable Environment & Waste	> 200	Passive reporting	55	Several community projects have been delayed due to covid restrictions but contractor projects have been delivered as planned. Exact data that includes roadside vegetation management is problematic to measure accurately. Target will be reworded for clarity next FY and site plans updated to ensure accurate measuring of areas of regeneration works delivered by Council, contractors and Landcare groups.
% missed garbage collections	Sustainable Environment & Waste	< 5%	Not increasing trend	0%	There were 58 missed bin reports from an estimated 222,576 planned collections - .026%. This is 10 more reports than in the previous half-year reporting period but still significantly below the target of 5%.
# tonnes waste generated	Sustainable Environment & Waste	< 2,200	Not increasing trend	2,541	Domestic waste generation (kerbside mixed waste and domestic landfill) has increased since the previous half-year. This may be due to an increase in people working from home and online shopping, that comes with additional packaging, during Covid restrictions. (Commercial waste collection data from private contractors is not available to determine whether there was a corresponding decrease) There may also have been an increase in home improvement projects as people were unable or reluctant to travel.
% waste diverted from landfill	Sustainable Environment & Waste	≥ 65%	Not decreasing trend	64%	Very close to target and expected to increase with education campaigns

## Corporate Indicators

Measure	Responsible Unit	Benchmark	Target	Actual	Comments
% compliance on water drinking quality tests	Water & Wastewater	= 100%	100%	100%	All water quality testing complies with Australian drinking water guidelines. Water is sampled from the seaboard and Dorrigo reticulation network on a weekly basis and sent to NSW Health for testing. This is to independently ensure our water supply is safe for consumption.
# water supply interruptions	Water & Wastewater	Passive reporting	Not increasing trend	15	Water supply interruptions have not increased.
water consumption	Water & Wastewater	Consumption stable per household	Not increasing trend	511	Water consumption below average for H1 financial year.
# sewer main breaks	Water & Wastewater	Passive reporting	Not increasing trend	2	Sewer mains breaks below average.
# sewer blockages	Water & Wastewater	Passive reporting	Not increasing trend	14	Sewer chokes tracking consistent with long term average.
% sewer EPA license compliance	Water & Wastewater	< 100%	100%	99%	Due to weather, there has been some algal growth at Bellingen STP causing minor failures of the suspended solids licence conditions.

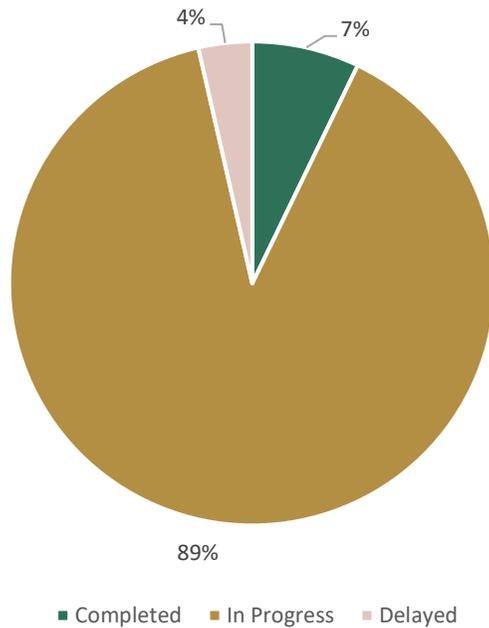


*Council is an organisation that embraces business excellence.*

*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



## Highlights

As part of the engagement strategy to review the Bellingen Shire Community Vision, Council engaged PlaceScore to deliver a liveability survey. PlaceScore’s place measurement tools collect community insights to identify what matters most to our local community and how well it is performing. When considered together these valuable insights help Council plan, prioritise invest and track performance. The survey program to review the vision is open for community input until 30 January 2022.



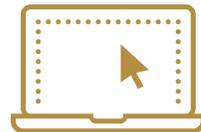


Nominations opened for our Shire's 2022 Australia Day Awards, which recognise our local heroes who work tirelessly behind the scenes to ensure we remain a connected, sustainable and creative community.



A number of security safeguards have been put in place including the use of multi-factor authentication and continued engagement with Cyber Security NSW.

Following the NSW Local government elections held on 4 December 2021. Five new and two existing Councillors were elected to the Bellingen Shire Council with a new Mayor Steve Allan taking office. Official ceremonies are planned to occur prior to the first Ordinary Meeting of Council to be held in January 2022.



Council's new Planning Assessment and Reporting Software, known as 'Greenlight' has been successfully implemented over the course of the reporting period. Applicants and community members are now able to communicate and transact with Council online and access applications digitally.

Council trained and accredited a further 14 staff in the Mental Health First Aid training program.



During the reporting period Council undertook service reviews on the following operational functions



Operations



Waste



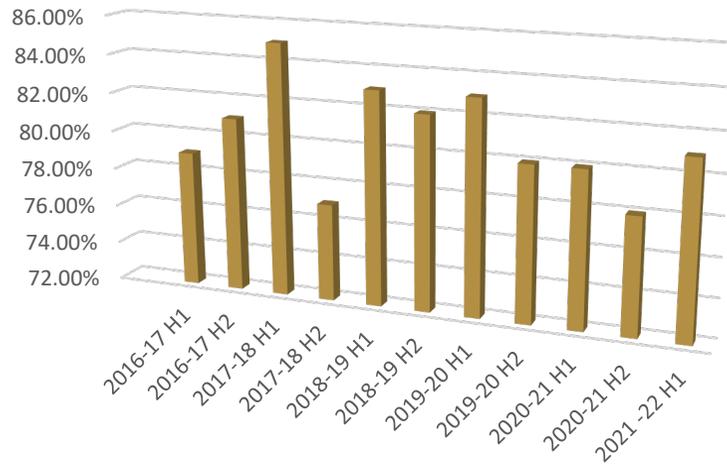
Water & Wastewater (WHS)



Council staff participated in wellbeing activities throughout the period including RUOK day and the Adopt a Family for Christmas program by donating baskets of non-perishable food items, toys and games for families experiencing hardship.

## Trend Data Analysis

% Customer first contact resolution rate



Total contacts recorded for July – December 2021 = 7,886 with 6,361 resolved on first contact, including call back messages, giving a first contact resolution rate of 81% which is commensurate with target.



## Social media activity TBA



Throughout the reporting period Council commenced its social media program launching a corporate Facebook, Instagram, YouTube and LinkedIn account moving away from the previous create platform. during the period the social media pages made 23,520 impressions. this is calculated by the number of times the posts were seen.

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## Project Updates

Vision alignment	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	50	<p>Council continues to progress activities to enhance staff engagement and build on its corporate culture. In December Council delivered its Togetherbration program which is an annual celebration to recognise long service and reward staff for their contribution in delivering services to our community. the program included the provision of a series of awards to staff for their efforts in demonstrating Council's values in the work they undertake. In addition Council regularly publishes a staff newsletter and staff were welcomed to 2022 via manager briefings and operational staff gathering.</p> <p>Other activities Council staff participated in throughout the period included RUOK day and the Adopt a Family for Christmas program by donating baskets of non-perishable food items, toys and games for families experiencing hardship.</p>
CL.1.2.3	Mental Health and Wellbeing Strategy	Organisational Strategy & Communications	Progressing	50	<p>Following the Mental Health Matters and Mental Health First Aid training program conducted in April 2021, Council has during the reporting period, trained and accredited a further 14 staff in the Mental Health First Aid training program.</p> <p>In addition the Mental Health and Wellbeing Strategy is being progressed to incorporate key actions from survey responses with a view to finalising in Q4 2021/22</p>
CL.1.2.4	Update Why Local Govt Matters data	Office of The General Manager	Progressing	50	<p>As part of the engagement strategy to review the Bellingen Shire Community Vision, Council engaged PlaceScore to deliver a liveability survey. PlaceScore's place measurement tools collect community insights to identify what matters most to our local community and how well it is performing. When considered together these valuable insights help Council plan, prioritise invest and track performance.</p> <p>Place measurement is emerging as a powerful new tool for decision-makers, planners, and community engagement professionals to inform planning, strategy development and decision making relevant to their community.</p> <p>Community insights are the most useful when they are measurable, actionable and trackable. By asking our communities directly what's most important to them and how their places are impacting them, we can change the conversation and purposefully build meaningful, measurable, actionable data and by undertaking additional surveys over the long term, trackable data.</p>

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CL.1.3.1	Implement Customer Request Management Module	Corporate Services	Progressing	5	On going work to investigate cost effective software to use for the purpose of customer request management is underway to enable procurement in the new financial year.
CL.1.3.2	Replacement of Corporate Intranet	Organisational Strategy & Communications	Progressing	50	<p>This item has been progressed via the development of a Councillor Portal to support Councillors as a repository of data and information to assist in their role as Councillors. This platform is intended to enhance information sharing with Councillors to support Council's engagement principles to ensure our community is engaged and informed with a strong sense of civic leadership.</p> <p>The design phase of the (staff) corporate intranet is complete. Content implementation is programmed for quarter 3 and 4 2022.</p>
CL.1.4.1	Implementation of New Asset Management System	Infrastructure Services	Progressing	35	Current system is currently being reviewed and an assessment of alternative systems is underway.
CL.1.4.2	Internal Audit	Corporate Services	Progressing	50	<p>The Audit, Risk &amp; Improvement Committee oversees Council's Internal Audit function, the Committee meets regularly to provide an independent review of Council operations.</p> <p>The committee met in June and November 2021 with the primary focus of those meetings being to review the progress and results of the annual external audit conducted by Thomas Nobel &amp; Russell.</p> <p>As part of Council's internal audit plan, Council engaged an external consulting firm to undertake an audit of Council's obligations under Work Health and Safety legislation as it directly relates to the Water and Wastewater Department of Council. The results of this audit are due to be tabled to the committee at its next meeting.</p>
CL.1.4.3	Property Portfolio Review	Corporate Services	Progressing	35	Detailed review of Council's property portfolio previously undertaken is in the process of being prioritised via development of an action plan for presentation to council in quarter 4 2021/22.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CL.1.4.4	Completion of Work Health and Safety Review and Continuous improvement to Corporate WHS Management System	Organisational Strategy & Communications	Progressing	30	A desktop review has been completed and an action plan developed which will be progressively rolled out in the context of available resourcing.
CL.1.4.5	Develop IT Strategic framework	Finance	Not Progressing	0	Council has refined its structure to include the role of Manager Corporate Services which is inclusive of and has a focus on IT. The Manager is expected to commence early 2022 and the development of an IT Strategy will commence in Quarter 4 2021/22.
CL.1.4.6	Develop a business planning model to identify and align performance objectives to corporate priorities and strategies.	Organisational Strategy & Communications	Progressing	30	The Strategic Planning Framework Project, to inform a broader business planning model, seeks to develop clear guidance on the hierarchy of strategies and plans that guide Council works and programs and ensure that these plans connect to the broader integrated planning framework. Preliminary work was undertaken during the reporting period to scope and map council's existing strategies, plans and policies to better understand the strengths, challenges and gaps that will determine the priorities for Council to consider in developing the framework.

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CL.1.4.7	Organisational Performance – Ongoing Program of Service Reviews	Organisational Strategy & Communications	Progressing	55	<p>During the reporting period Council undertook a review of the structure within the Operations Department to mitigate challenges related to external funding opportunities which have resulted in a significantly increased capital delivery program over and above that proposed in the Long-Term Financial Plan (LTFP). The review undertaken was primarily in response to recent opportunities related to the following:</p> <ul style="list-style-type: none"> <li>• RMCC upgrade projects proposed for Waterfall Way</li> <li>• Successful Fixing Country Bridge funding submission, and</li> <li>• Damage impacts from recent flood events experienced across the Shire.</li> </ul> <p>Council’s Waste Operations were comprehensively reviewed during 2021 and a prioritised implementation plan was developed. The diverse scope of the project included strategic alignment, operational management, environmental protection, infrastructure and staffing. The Report will be used to guide development of the BSC Waste Strategy in 2022.</p> <p>Further, Council undertook a high-level review of Council’s work health and safety (WHS) systems as they relate to the Water and Wastewater section, as well as to determine compliance with Council’s obligations under WHS legislation.</p>
CL.1.4.8	Review and Preparation of Integrated Planning & Reporting Framework and key documents	Organisational Strategy & Communications	Progressing	50	<p>During the reporting period Council began the planning and delivery of the Community Vision review - Reimagine 2035. PlaceScore were engaged to conduct a liveability survey to support the review of the existing vision and to explore community responses regarding how the community values and experiences the townships of the Shire. In accordance with legislation Council delivered its Annual Report 2020/21 which included a Community Summary report highlighting achievements over the reporting year, and adopted the End of Term Report 2017-21 which provides a snapshot of Council's achievements against its Delivery Program for the term of Council. These documents are available on Council's website.</p>

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CL.1.4.10	Enterprise Risk Management	Corporate Services	Progressing	40	Review of Council Risk Management Policy and Risk Register is conducted annually in conjunction with the Audit Risk & Improvement Committee and is programmed to occur in quarter 3 and 4 2021/22.
CL.1.4.11	2021 Council Elections	Corporate Services	Completed	100	Due to complications around the COVID-19 pandemic the Local Government Elections were held on 4 December 2021. Council contracted the NSW Electoral Commission to conduct the elections on behalf of Council. The election result was announced on 23 December 2021 with 5 new Councillors being elected to the governing body including a new Mayor. Council will hold its first meeting following the election on 24 January 2022 followed by an extensive induction process for the newly elected council.
CL.1.4.11	Finalise Implementation of Planning Reporting Software	Planning Services	Completed	100	Council's new Planning Assessment and Reporting Software, known as 'Greenlight' has been successfully implemented over the course of the reporting period. Applicants and community members are now able to communicate and transact with Council online and access applications digitally.
CL.2.2.1	Develop Professional Development Plan for Councillors	Organisational Strategy & Communications	Progressing	40	<p>Professional Development planning is under way for new Councillors in line with the December 2021 elections. As part of the pre election program, and during the reporting period, Council delivered a series of online briefing sessions for prospective councillors to learn about the role of Councillor and what it means to represent our community. Further, Council is coordinating a series of post election induction programs to ensure the new Council is equipped to best deliver its commitment to the Bellingen Shire community.</p> <p>The induction activities will explore local government legislation, regulations and the general administrative processes that Councillors will utilise, as well as outline key Council programs, projects and initiatives and the opportunities and challenges they present. This program will be rolled out over a series of months commencing in January 2022.</p>

## Project Updates

Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CL.3.1.1	Implement the Town Centre Parking Strategy	Infrastructure Services	Progressing	50	Initial projects in relation to identification of timed parking have been implemented. Further initiatives associated with timed parking areas related to the Memorial Hall redevelopment being progressed as part of the transformation project.
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 investigations into a community land trust, biodiversity offsetting and associated carbon accounting, and a waste circular economy project. The MNCJO also undertook a review of its website and has engaged a provider to update the platform to integrate with the partner councils.
CL.3.1.3	Develop Centre Based Masterplans	Planning Services	Progressing	15	There have been no funding opportunities during this reporting period. Council continues to advocate for funding opportunities to support the development of centre based masterplans in consideration of previous masterplan documentation.
CL.3.2.1	Evaluate Efficiency of Community Engagement Tools	Organisational Strategy & Communications	Progressing	50	<p>In progressing the recently endorsed Community Engagement Strategy, Council's Organisational Strategy &amp; Communications team have progressed the internal promotion of the toolkit and associated planning methods to work with business units to better deliver communication from across the organisation. These activities have progressed the implementation and delivery of Council's social media program, coordinating messaging to be distributed daily.</p> <p>Further work is underway to develop measuring and reporting procedures to assist the organisation to monitor and manage its communication activities.</p>
CL.3.2.2	Implement changes associated with Local Government Amendment (Rates) Bill 2021	Finance	Progressing	50	Legislative changes assessed against current practices. No immediate changes necessary. To review the possibility of the use of further rating sub-categories as part of the 2022/23 rate setting process and collate additional information required to be reported under the amended legislation during the preparation of the 2022 annual report.

## Project Updates

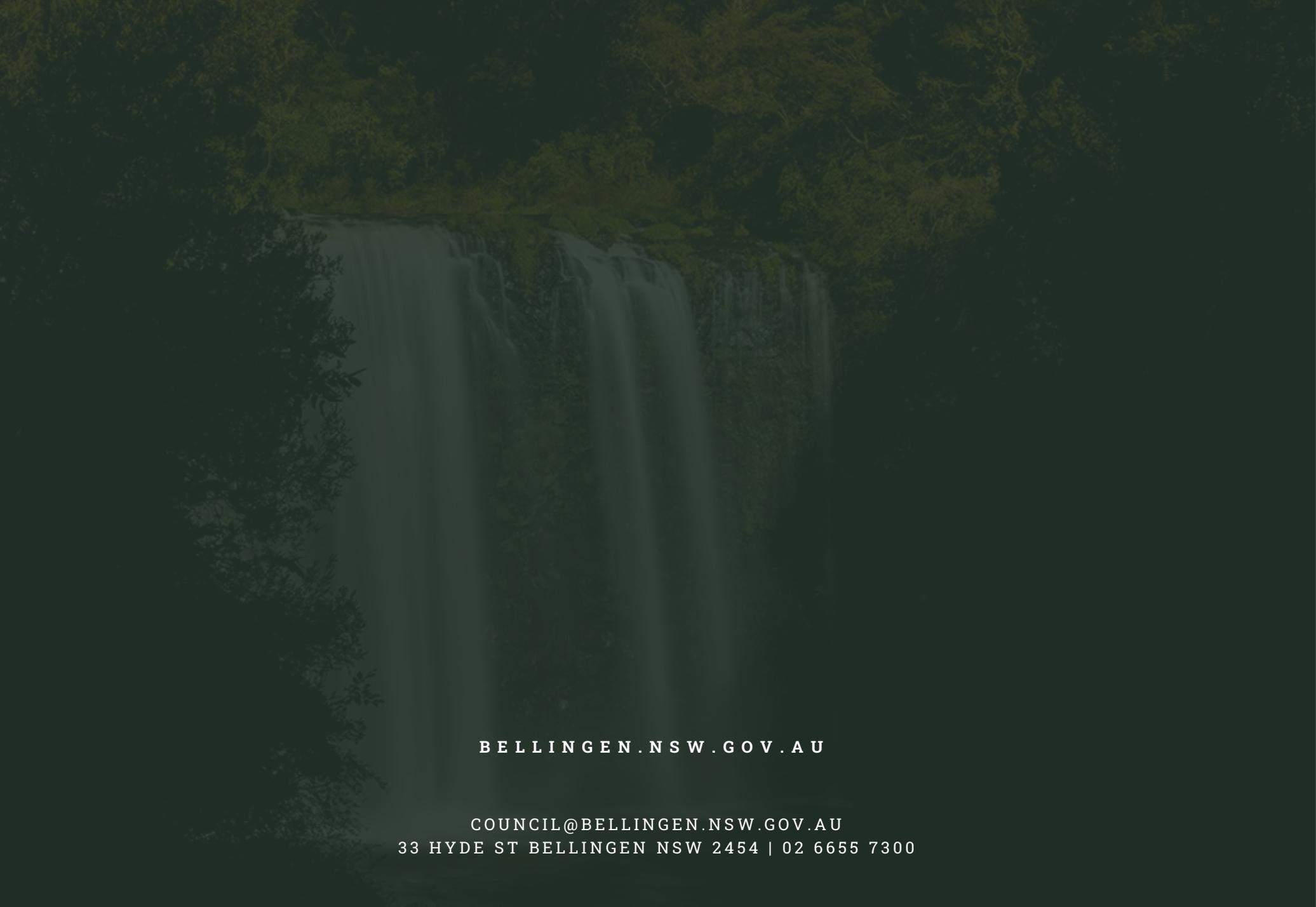
Vision alignment	Project	Responsible Unit	Status	Progress	Comments
CL.3.2.3	Continue Digital Transformation Software Implementations	Finance	Progressing	30	A number of finance modules have continued to be progressed during the year. Altus Contracts Register almost complete. Business Intelligence and Asset modules still to be rolled out.
CL.3.2.4	Continue progress on Financial Sustainability Strategy Actions	Finance	Progressing	20	Sustainability action plan updated and reviewed with Executive leadership team. Further work to be progressed during the following six months.
CL.3.2.6	Cyber Security Plan	Corporate Services	Progressing	20	A number of security safeguards have been put in place including the use of multi-factor authentication and continued engagement with Cyber Security NSW. Plan to be actioned on commencement of Manager Corporate Services anticipated to be quarter 2 2021/22.
CL.3.2.7	Commence Fees & Charges Review	Finance	Progressing	20	Annual Fees and Charges process underway including review of fees and charges. Review expected to be finalised for reporting to Council in April 2022.
CL.3.2.8	Review alternative income streams, including reviewing options for a bed tax and storm water levy	Finance	Progressing	30	Items are included in the current Financial Sustainability Action Plan for progression in the final quarter of 2022.
CL.3.3.1	Develop and Deliver Councillor Induction	Organisational Strategy & Communications	Progressing	50	To assist mayors and councillors to meet their obligations as elected members, Council is planning and will deliver induction and ongoing professional development programs that will help mayors and councillors to acquire and maintain the skills necessary to perform their roles. Mayors and councillors have a reciprocal obligation to participate in these programs. As part of the program Council conducted online briefing sessions in the lead up to the December 2021 elections to provide prospective candidates the opportunity to learn about the roles and functions and expectations of becoming a Councillor. Further Council is developing a series of training programs and workshops that will be delivered throughout the first 3-6 months of 2022.

## Corporate Indicators

Measure	Responsible Unit	Benchmark	Target	Actual	Comments
% councillor attendance at Council meetings	Corporate Services	100%	100%	91%	<p>For the period 1 July to 31 December 2021: Mayor King attended 100% of Council meetings, Cr Klipin attended 100% of Council Meetings, Cr Harrison attended 80% of Council meetings, Cr Jenkins attended 80% of Council meetings, Cr Wright-Turner attended 100% of Council meetings, Cr Fenton attended 100% of Council meetings, Cr Carter attended 80% of Council meeting</p> <p>All absences from Council meetings have had appropriate approvals. No Council meetings were held in December due to the Local Government Election.</p>
# active high risks	Corporate Services	100%	Not increasing trend	100	Council maintains an enterprise Risk Register that contain information and mitigation strategies for all currently known operational risks that are categorised as "High Risk". This register is reviewed annually by Council's Audit Risk & Improvement Committee
% Lost time injury days	Organisational Strategy & Communications	Passive reporting Not increasing trend	Passive reporting Not increasing trend	1.93%	There were nine Lost Time Injuries (LTI's) during this reporting period, which equated to an equivalent of 1.93% days lost to injury for the reporting period.
# complaints received	Corporate Services	Passive reporting Not increasing trend	Passive reporting Not increasing trend	9	A total of 9 complaints received – Quality of service x 3; Employee or Council decision x 3; Employee or Council behaviour x 3.
# compliments received	Corporate Services	Passive reporting	Not decreasing trend	25	A total of 25 compliments received – Quality of service x 20; Employee or Council decision x 5; Employee or Council behaviour x 0

## Corporate Indicators

Measure	Responsible Unit	Benchmark	Target	Actual	Comments
% customer requests resolved on first contact	Corporate Services	≥ 80%	Not decreasing trend	81%	Total contacts recorded for July – December 2021 = 7,886 with 6,361 resolved on first contact, including call back messages, giving a first contact resolution rate of 81% which is commensurate with target
# people informed on Create	Organisational Strategy & Communications	Passive reporting Not decreasing trend	Passive reporting Not decreasing trend	23,520 Impressions	Throughout the reporting period Council commenced its social media program launching a corporate Facebook, Instagram, YouTube and LinkedIn account moving away from the previous create platform. during the period the social media pages made 23,520 impressions. this is calculated by the amount of times the posts were seen.
% staff turnover rate	Organisational Strategy & Communications	< 14.00%	Not increasing trend	6.25%	Council's turnover rate is below the state average at mid-year. Contributing factors to movement in staffing include increased organisational requirements due to successful grant acquisition, internal secondment opportunities and retirements.
# median sick leave days taken	Organisational Strategy & Communications	5.9	Not increasing trend	6	Median sick leave days has increased slightly comparative to this time last year which could be attributed to the requirements for isolation under public health orders.
% Council compliance with regulatory requirements	Corporate Services	100%	Passive reporting	100%	Council has had no reportable breaches or regulatory requirements and continues to maintain a register of any regulatory breaches that occur.



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