

# Operational Plan Progress Report

1 April – 30 June 2023 Q4



## 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



Photo by @lyssphotostories



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 Bellingin Community Vision.

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 April – 30 June 2023, 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 Bellingin Shire.





## The Grand Re-Opening Events – Memorial Hall

Amid high anticipation, the awaited series of performances celebrating the Bellingen Memorial Hall's makeover took place in late May and early June. The hall, now rejuvenated, hosted a dynamic week of diverse art and entertainment. The multi-arts program spanned six nights, featuring theater, film, comedy, classical, and contemporary music.

Highlights included "Minefields & Miniskirts" by Dorrigo Dramatic Club, Screenwave International Film Festival's screenings of "The Velvet Queen" and "The Giants," and an evening of classical music with pianist Andera Lam, Valla Voices, and Coffs Coast String Quartet. Laughter ensued with comedians Mel Buttle and Lizzy Hoo, guided by MC Ben Stevenson. The finale showcased cosmic funk band First Beige with local acts Funkatu and Pablo Blitzer Trio.

The event was organised by Events Delivered through the support of Council and the NSW Government.



## Memorial Hall Official Re-Opening

The highly anticipated official opening of the newly transformed Memorial Hall marked a significant milestone for Bellingen. This cultural hub, symbolising unity and creative expression, was inaugurated in the presence of distinguished guests including Her Excellency Margaret Beazley AC KC, Governor of New South Wales, and local representatives.

The Bellingen Youth Orchestra played a mesmerising performance and earned a standing ovation. Uncle Michael Jarrett performed a smoking ceremony with a Gumbaynggirr Welcome, and Mayor Cr Steve Allan and Her Excellency cut the ribbon, signifying the hall's official inauguration.

Mayor Allan thanked the community for their vital input and the 355 Committee for their dedication.

Funding from both State and Federal grants and contributions from the Bellingen Shire Council contributed to the completion of the renovated Hall.

Bellingen Memorial Hall stands as a testament to community and culture and is a source of inspiration for generations to come.



*Do you know what the deepest point in the ocean, the Mariana Trench, and the highest mountain peak on the planet, Mt Everest, have in common?*

*Despite being among the most remote and inaccessible places on the planet, they both contain plastic from human activities miles away.*



## Zero Waste Tableware Library

Bellingen Shire Council has introduced the Zero Waste Tableware Library, an innovative solution to curb single-use plastic waste. This initiative offers sustainable alternatives for community gatherings, picnics, and meetings, aiming to diminish the impact of disposable plastics within the Shire.

With plastic production projected to double by 2040, this move responds to the urgent need for waste reduction. The global surge in plastic tableware waste has detrimental effects on the environment, clogging landfills, and polluting oceans.

The Zero Waste Tableware packs are available for booking, accommodating local events with up to 40 place settings and a variety of serving items. Interested individuals or groups can reserve packs through the Council's website or in person at the Bellingen Shire Council Administration Office.



## Sustainable Schools

Bellingen Shire Council and MidWaste are proud to be supporting the Bellingen /Nambucca Sustainable Schools Network which is a hub of fabulous ideas, information, resources and networking for teachers of environmental sustainability across our region.



- Replaced the ageing roof on the old Bellingen Reservoir
- Started works on William Street footpath in Bellingen
- Secured an additional \$3.5M in State funding for the Gleniffer Road Upgrade
- Commenced works on the Mylestom boat ramp, fish cleaning table & Pontoon
- Installed new flood Cameras at Wild Cattle Creek Bridge, Coramba Road, Dorrigo Slarkes Culvert– Slarkes Road, Bellingen

- Progressed road works on Coopers Lane, Urunga
- Girders successfully installed at Kalang River Bridge
- Completed road works on Coramba Road, Dorrigo
- Completed McKenzies Creek Bridge, Megan
- Completed Taylors Bridge, Northbank Road
- Completed Smiths Bridge, Bielsdown Hills
- Deck pour complete at Spicketts Creek Bridge
- Started works on Sunny Corner Bridge, Bellingen



## Reconciliation Week and NAIDOC Week



To celebrate reconciliation week local artist Aunty Lisa Kelly & Fi McAulay collaborated to bring us a community artwork that embodies our community's dedication to reconciliation and make some public art for everyone to appreciate. Held at the Stables in Bellingen, the community was invited down to add their unique tile to the artwork to symbolise the community's journey towards reconciliation.

During NAIDOC Week Council hosted a gathering at Maam Gaduying Park, guided by Uncle Micklo and our esteemed Gumbaynggirr leaders. It was a day filled with the beauty of song, dances, art and culture.







## Disability Inclusive Emergency Planning Forum (DIEP)

Council and the University of Sydney's Leave Nobody Behind project jointly organised the inaugural Disability Inclusive Emergency Planning (DIEP) Forum on 26 April in Bellingen. This groundbreaking event addressed the vulnerability of individuals living with disability in the face of climate-related and disaster risks, emphasizing their underrepresentation in emergency preparedness and decision-making.

The forum united emergency services, those with lived disability experiences, and relevant service providers to foster inclusivity and resilience within emergency management. It focused on people-centric strategies, risk factors affecting individuals living with disability, community resources for safety, and resilience-building tactics. Associate Professor Michelle Villeneuve highlighted people-centered disaster management as vital and stressed the importance of involving those living with disability in planning. The DIEP Forum serves as a catalyst for comprehensive emergency planning, promoting inclusivity, and awareness within communities, organisations, and service providers.





## Community Resilience & Disaster Preparedness

**Local Disaster Plans:** Council continues to support local communities like Kalang, Megan, Darkwood and Gleniffer to create unique disaster plans, uniting residents, groups, and services for readiness and recovery.

**Capacity Building:** Council facilitated free first aid training in Urunga, Bellinghen and Dorrigo for isolated areas. 34 certificates were awarded for First Aid and CPR.

**Creating Networks:** The Community Resilience Network (CRN) has been created. The CRN is a collaborative of Council, emergency services, community organisations and community members, working on ways to ensure the resilience of Bellinghen Shire residents.

**Community Consultation:** Council is reviewing its disaster communication by Gathering feedback through pop up stalls and surveys in Bellinghen, Mylestom, Urunga, and Dorrigo. This information will be used to strengthen Council's ongoing disaster communication program.





## Social Media Snapshot

The social reporting document is to report monthly on the reach, engagement and audience growth as well as highlight top performing post across Facebook and Instagram and any insights on performance or platforms.





# Bellinghen Shire

1.4K followers • 15 following

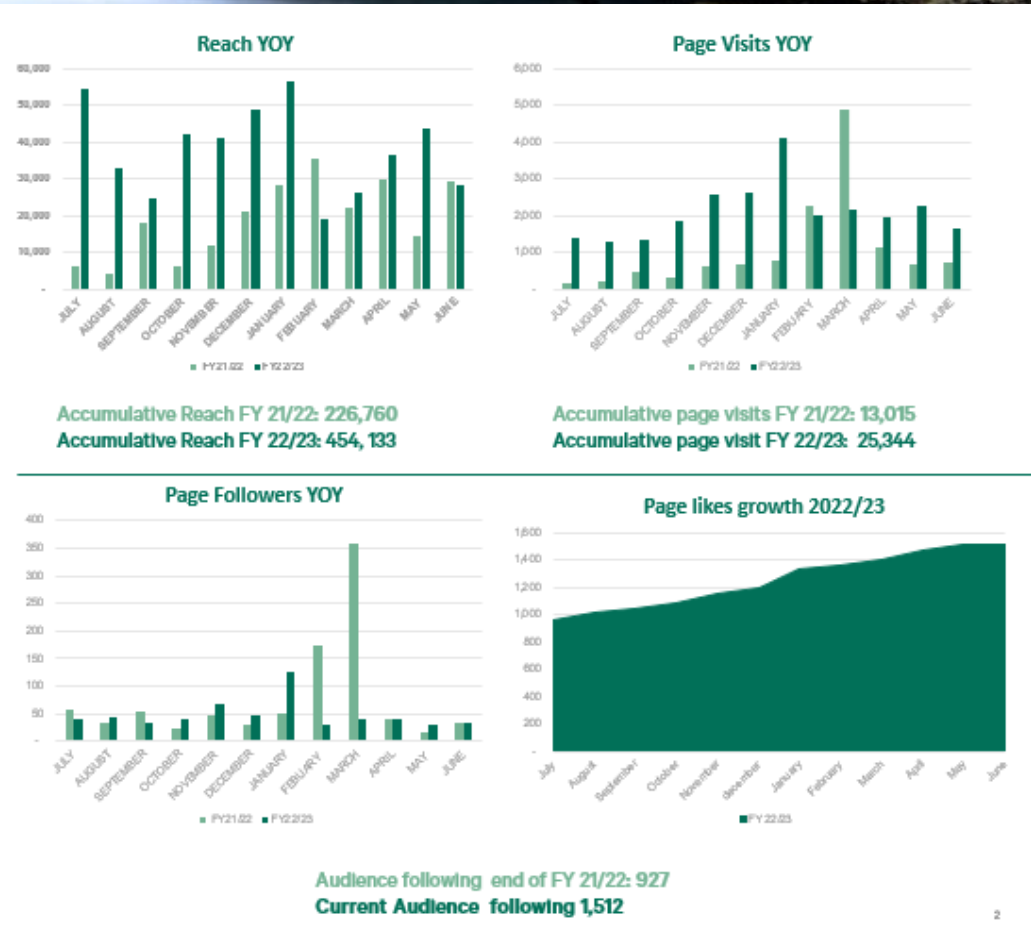


## Facebook

This report is an overview comparison of Reach, Page Visits, Page audiences and accumulative growth of our Facebook Audience FY 21/22 & FY 22/23

Year on year we have seen an increase in reach across 11 of the months for FY 22/23 and increases in page visitors across 10 of the months of FY 22/23

We have grown our audience by 585 from the end of FY 21/22 to FY 22/23 which represents a bit more than a third of our total following





bellingshirecouncil

Follow

Message

968 posts

772 followers

101 following

Bellingen Shire Council

[www.bellingen.nsw.gov.au/Home](http://www.bellingen.nsw.gov.au/Home)



# Instagram

This report is an overview comparison of Reach, Page Visits, Page audiences and accumulative growth of our Instagram audience. Please note page follower data from FY 21/22 is not currently available through FACEBOOK Meta Business.

We can see a steady YOY reach for Instagram page with October 21 (both FY21/22) being an outlier. We have seen a good growth on social in FY22/23 with an increase of 388 followers which means that we almost doubled our audience in fy22/23.



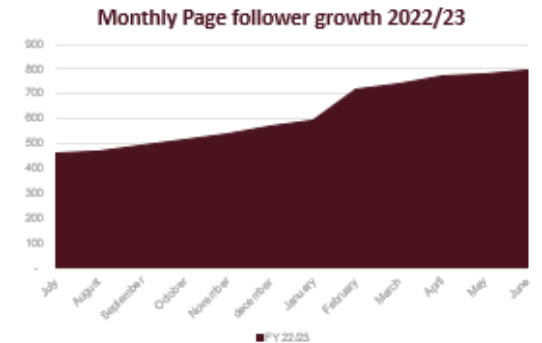
Accumulative Reach FY 21/22 45,418  
Accumulative Reach FY 22/23: 65,938



Accumulative page visits FY 21/22: 1,366  
Accumulative page visit FY 22/23: 2,084

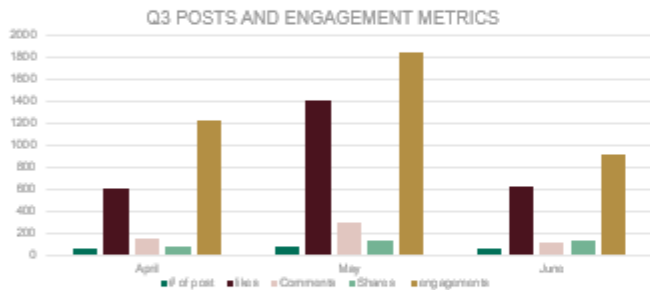
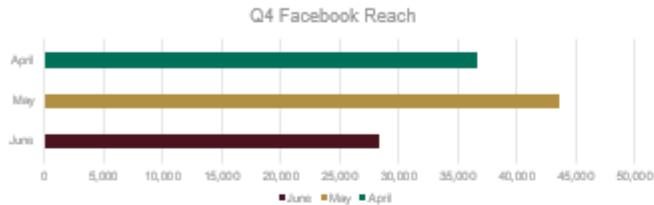


Audience following end of FY 21/22: 461  
Current Audience following 794



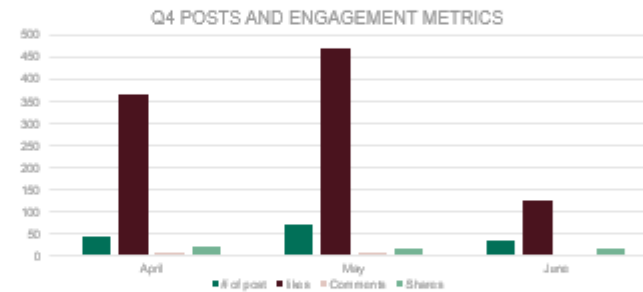
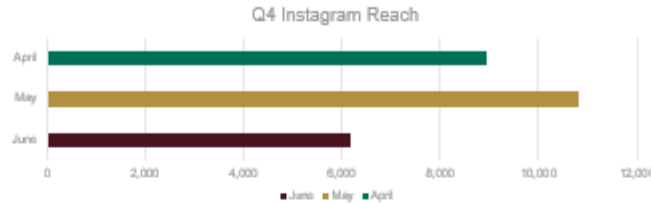
# Comparative Data

## FACEBOOK Q4 COMPARISON



	April	May	June
# of post	57	88	61
Likes	612	1,402	630
Comments	161	291	113
Shares	79	143	143
Reach	36,659	43,688	28,388

## INSTAGRAM Q4 COMPARISON



	April	May	June
# of post	46	72	37
Likes	366	470	129
Comments	10	10	3
Shares	23	16	15
Reach	8,945	10,828	6,180

In Q4, May stood out as the strongest month in all metrics, mainly due to the high number of scheduled posts. The Bellinghen Show and Volunteer week contributed significantly to this content volume. Additionally, during Q4, there was an increase in video content and the utilization of the story feature for real-time event updates.

Regarding platform performance, Instagram proved to be an effective platform for sharing images, with a notable ratio of 42 likes to 1 comment. However, its overall reach and audience were lower compared to Facebook, which remained the primary platform for audience engagement.

### TOTAL COMBINED SOCIAL

	POSTS Q4	POSTS Q3
# of post	361	285
Likes	3,786	4,517
Comments	598	1,080
Shares	360	672
Reach	133,924	159,942

# What are people talking about?

In May, the community rallied behind the volunteering videos, showing appreciation to the volunteers and actively sharing the content. These videos not only generated positive engagement but also highlighted the strong sense of community in the Shire. Among the top-performing posts in Q4 were the interviews with Pete Bufo and Jeff Tosio.



## What are people Talking about?



Likes	403
Video Views	1,506
Comments	104
Shares	14
Reach	2,161



Likes	185
Video Views	1,671
Comments	25
Shares	14
Reach	2,405



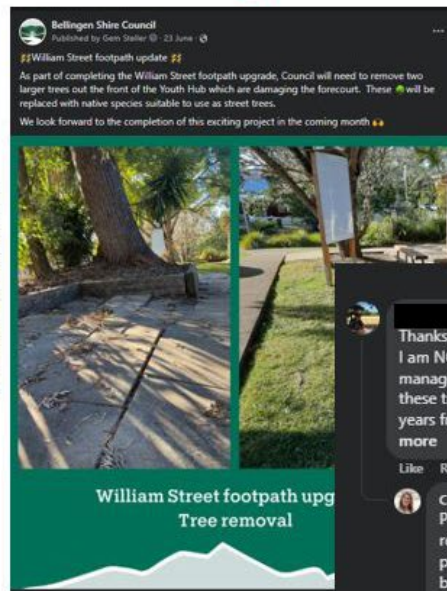
# What are people talking about?

One particularly attention-grabbing post that sparked a lot of community interest was related to the footpath on William St. Two posts were made, one announcing the commencement of the path, and the other concerning tree removal. These posts generated a lively discussion on Facebook, with opinions divided between excitement for the new path and disappointment with the process.



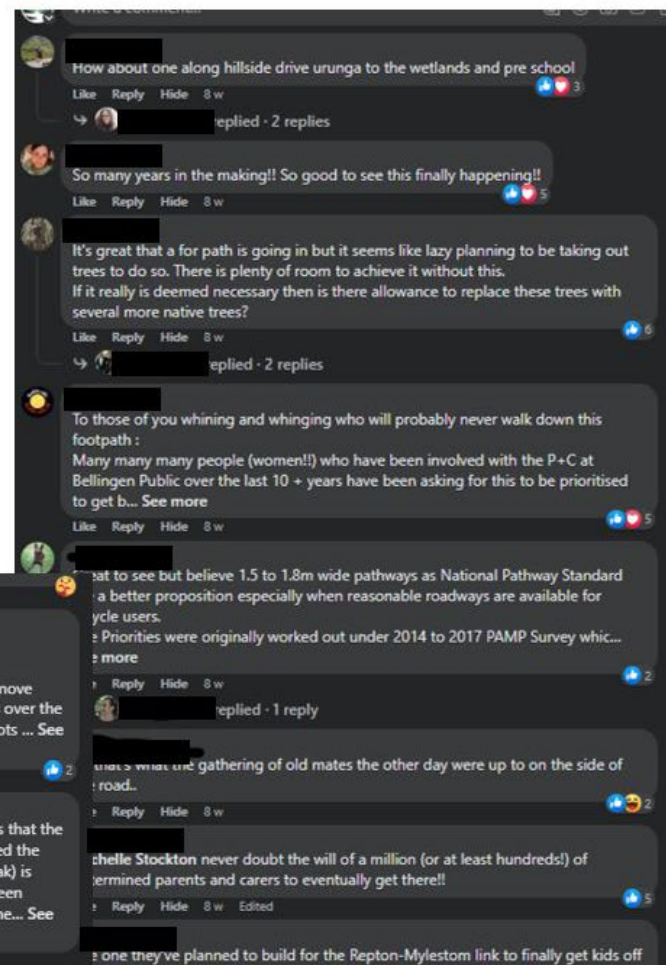
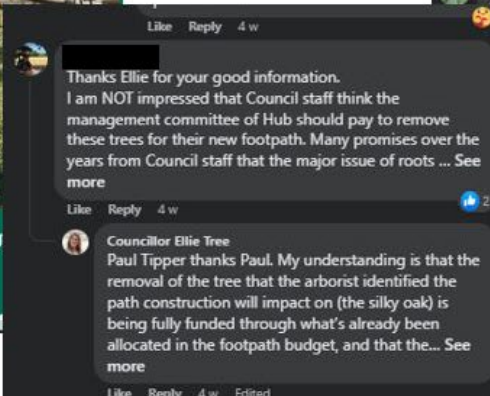
Likes	48
Comments	78
Shares	4
Reach	2044

## What are people Talking about?



William Street footpath upg  
Tree removal

Likes	31
Comments	40
Shares	3
Reach	2110



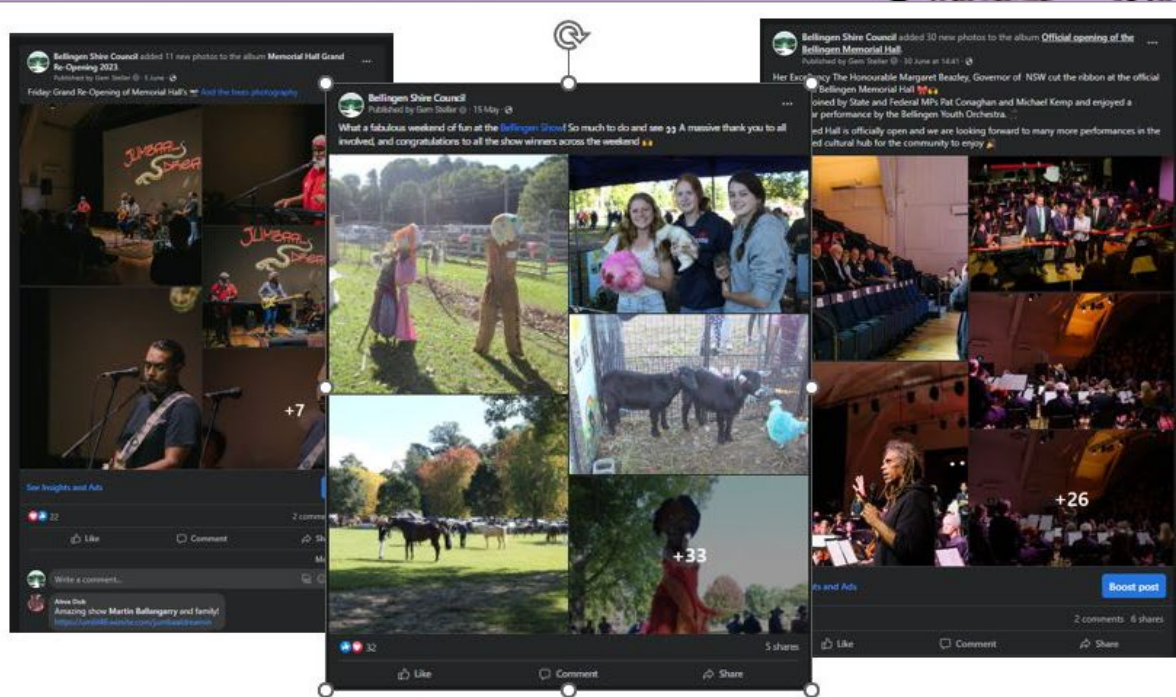


# CONTENT: ALBUMS

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In Q4, the council actively shared 9 community events on our Facebook page, and these posts received great engagement. They provided the community with valuable insights into the happenings within the shire, allowing individuals to discover and share pictures of themselves or their friends. The events' coverage not only fostered a sense of community but also enabled people to cherish and preserve their memorable experiences.

- Citizenship Awards – April
- Disability Inclusive Emergency Planning Forum 2023
- Bellingen Show 2023
- 355 Volunteer Thank you Morning tea
- Memorial Hall Grand Re-Opening
- Reconciliation Week –Community Mural Project
- Governor’s Visit to the Urunga Wetlands
- NAIDOC Week Celebrations Maam Gaduying Park
- Official Opening of Memorial hall



### Memorial Hall Grand Re-Opening

Likes	151
Comments	8
Shares	10
Reach	3,764

### Bellingen Show 2023

Likes	87
Comments	4
Shares	5
Reach	1925

### Memorial Hall Official Opening

Likes	74
Comments	4
Shares	6
Reach	1,318

# CONTENT: Reels and Videos

## CONTENT: Reels and Videos

The Council created 24 bespoke videos that were boosted and cross-promoted across Instagram and Facebook in Q4

### FACEBOOK Q4 Video

# of post	12	Comments	145
Likes	730	Shares	14
Video Views	5,590	Reach	8,053

### INSTAGRAM Q4 video

# of post	12	Comments	6
Likes	165	Shares	7
Video Views	1,454	Reach	2,657



### Bellingden Show Reels (Insta only)

Likes	50
Reach	332
Video views	549



Reconciliation week  
- Mayoral Message

Likes	17
Reach	581
Video views	221



General Manager  
- Mayoral Message

Likes	30
Reach	477
Video views	286



Memorial Hall  
- Opening of SWIFF

Likes	66
Reach	1209
Video views	718



NAIDOC Week -  
Mayoral Message

Likes	9
Reach	395
Video views	230



Volunteer Week video series  
(8 x videos)

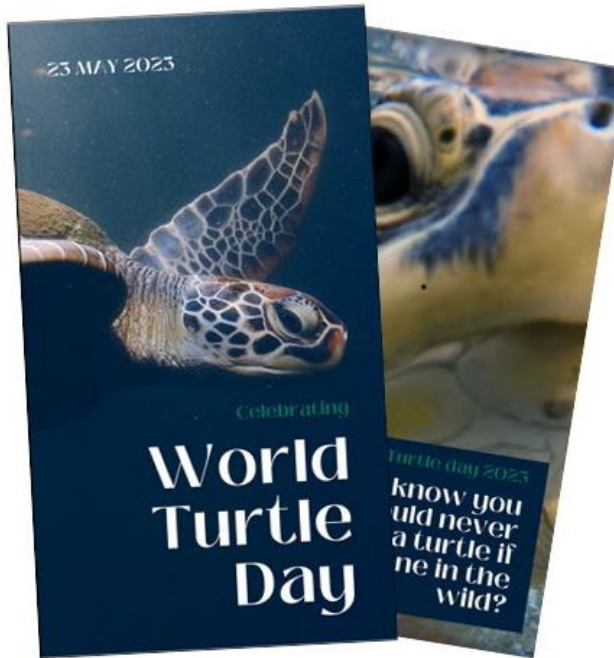
Likes	712
Reach	7,499
Video views	5,257

# CONTENT: Insta Stories

Throughout Q4, the council effectively utilised Instagram Stories to promote time-sensitive information and provide real-time updates on events. In total, 27 posts were shared directly to Insta stories, which remained visible for 24 hours before being archived. This approach allowed the Council to keep the community informed and engaged with the latest happenings promptly and efficiently.

- Bellingen show (13 Stories)
- World Turtle day (5 Stories)
- Memorial Hall Grand Opening – opening night (2 Stories)
- NAIDOC mural project promotion (5 Stories)
- SWIFF 1 x Story

Total Amount	27
Total Reach	3259
Total Shares	5



Amount	5
Reach	305



Amount	13
Reach	2016

# Operational Plan Action Updates



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.

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 April – 30 June 2023, in delivering the actions outlined in Council's annual Operational Plan.

The following pages provide an itemized update on each action adopted in Council's annual Operational Plan. The key is used to identify the progress as at 30 June 2023. Previous reports can be found on Council's website [here](#).

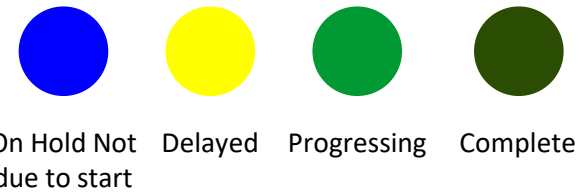


On Hold Not  
due to start

Delayed





Progressing

Complete



## Resilient Economy

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




Project	Responsible unit	Status	Comments
Finalise the Economic Development and Tourism Plan and commence implementation of high priority action items.	Economic & Business Development		The Economic Development and Tourism Plan has been adopted (November Ordinary Council Meeting 2022) with some key actions commenced. It should be noted that this is a 4 year plan and actions will be rolled out according to priority and budget allocation over the period.
Consult with key business and tourism stakeholders to inform the development of future destination marketing plans for the Shire that aligns to visitor and community ideals and the new Economic Development and Tourism Plan.	Economic & Business Development		This has not yet progressed. The Economic Development and Tourism Plan was adopted at the November 2022 Council meeting. It is anticipated that a review of all tourism related documentation will be commenced to inform the strategy for this project once recruitment to the Community Partnerships team has been conducted.
"Develop designs for new gateway and town entrance signage. *Project subject to funding.	Economic & Business Development		Funding is currently pending. Once confirmed, project will commence.
Commence rollout of the Branding Strategy to businesses, including targeted communication and promotion to businesses, workshops with councillors and business community and the development of a mechanism to manage Branding Guide, logos and other design elements for broader access.	Economic & Business Development		The Branding rollout continues to progress slowly with additional requests for the branding assets being received. Collaboration with the Chambers and some businesses will see the Branding used in promotional and event activities later in the year.

## Resilient Economy

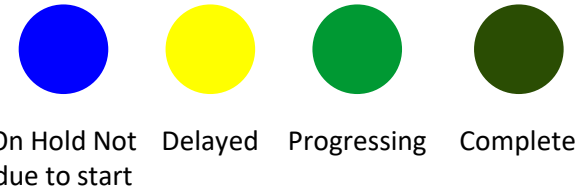
### *We have balanced sustainable Tourism*



On Hold Not due to start    Delayed    Progressing    Complete

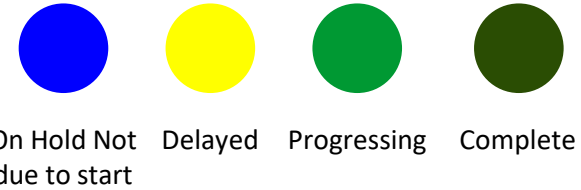
Project	Responsible unit	Status	Comments
Progress priority actions from the Inclusive Tourism Strategy including developing a day trip itinerary and update the Inclusive Visitor Guide to reflect current inclusive tourism products.	Economic & Business Development		Work has commenced to review and update the Inclusive Visitor Guide based on infrastructure improvements across the Shire to support inclusive activities. Activity has also commenced on producing inclusive itineraries and this is a work in progress. Work will continue on updating these documents as an ongoing program of work.
Progress recommendations of the Visitor Information Centre (VIC) services review to include strengthening partner relationships and investigate options to enhance digital information provision and immersive customer experiences at physical locations.	Economic & Business Development		The Waterfall Way Visitor Information Centre has had a major refresh with new ceiling, painting and furniture. Staff are also looking at its product offerings with a focus on local products. A refresh of the various information brochures is also underway. The Public Arts brochure has now been updated in conjunction with the Bellingen Community Arts Council.
Undertake engagement activities with stakeholders to improve and/or develop sustainable management practices to progress the Eco Tourism Destination Certification Program.	Economic & Business Development		Council has completed its Eco Certification submission with the audit to be undertaken in the week of 14 July. Part of the process considers our engagement with stakeholders and the move to improve and/or develop sustainable practices. This is something that will be ongoing as part of our Eco Certification and generally ongoing as we work to become a sustainable destination.

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



Project	Responsible unit	Status	Comments
Enable community facilities for groups to operate growers' markets, livestock sales and other localised initiatives.	Community Wellbeing		<p>Committees and community groups have been supported in the following ways to implement a range of initiatives:</p> <ul style="list-style-type: none"> <li>• Asset valuations of buildings managed by committees.</li> <li>• Financials – correspondence and returning committee financials</li> <li>• Fees and charges – gathering and inputting recommended fees and charges for 2023/24.</li> <li>• Terms of Reference for committees including procedures and documentation.</li> <li>• Outreach at the Dorriggo Library for committees.</li> <li>• Attending committee meetings and answering and responding to queries as required.</li> <li>• Via the Disability Inclusion Action Plan - Organising accessibility audit of key council buildings including those run by S355 committees.</li> </ul>
Collaborate with our community for the development of a Shire wide vision and 10 year plan for community participation in food resilience.	Community Resilience		<p>Project completed and funding expended. Food Resilience Vision and Plan can be found here: <a href="https://www.ozgreen.org/food-resilience-vision">https://www.ozgreen.org/food-resilience-vision</a></p>

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



Project	Responsible unit	Status	Comments
Commence a review of Council's Growth Management Strategy to address management of Rural Lands into the future including the release of a Discussion Paper with the community.	Development & Compliance		This action is rolled forward into the 2023-24 Operational Plan and will be progressed around available internal resourcing to support the preparation of a Rural Lands Strategy to investigate the long term strategic direction of rural areas.

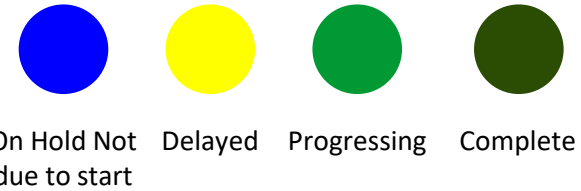
**Community Wellbeing**





***Everyone in our community is valued, involved and supported***

Project	Responsible unit	Status	Comments
Facilitate range of community awareness and education events at Libraries including after school and school holiday activities, vintage film club, the Readers and Writers Festival, author talks and national events such as Book week.	Community & Wellbeing		Aleesah Darlison's captivating show, 'League of Llamas,' was fully booked out with 42 attendees as part of Readers & Writers. The library has been actively collaborating with local schools, with 104 children from Bellingen Pre-school, Orama and St. Mary's visiting in June, benefiting from engaging games promoting social and literacy skills. Our Libraries received two \$1500 grants, one supporting a DJ event for youth during July school holidays and the other utilising the Backyard Cricket Grant for a live performance. Additionally, during NAIDOC Week, the Council unveiled the Reconciliation Week Community Mural, a mosaic mural designed and facilitated by Aunty Lisa Kelly & local artist Fi McAulay, now proudly installed outside the Bellingen Library.



**Everyone in our community is valued, involved and supported**



Project	Responsible unit	Status	Comments
Commence the preparation of the Bellingen Shire Youth Strategy. *Project subject to grant funding.	Community Wellbeing		Grant funding has not been obtained for the preparation of the Bellingen Youth Strategy.
Develop a draft Indigenous Engagement Policy	Community Wellbeing		A draft Indigenous Engagement Policy is currently being prepared in partnership with Dorrigo Aboriginal Land Council and is anticipated that a draft will be ready for public consultation toward the end of 2023.
Progress an Aboriginal Cultural Heritage Strategy for the Shire through progression of round table discussions with local aboriginal land councils.	Development & Compliance		Council resolved at its meeting of 23 November 2022 that upon completion of the "Indigenous Engagement Plan and Truth telling project" Council would review its outcomes and future potential opportunities to advance the completion of an overall Aboriginal Cultural Heritage Study for the Shire.
Undertake cultural awareness training with Council staff	Office of General Manager		Meetings have been held between Dorrigo Aboriginal Land Council, Council staff and Third Space to progress this project. a pilot program is being developed to provide cultural awareness training to key council staff. it is anticipated that this program will be delivered by the end of 2023.

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



On Hold Not due to start    Delayed    Progressing    Complete

Project	Responsible unit	Status	Comments
Support capital projects initiated by s355 community committees for which funding has been gained to improve accessibility and inclusion, refurbishment works and maintenance of nominated halls and reserves.	Community Wellbeing		There has been no funding received for projects initiated by S355 Committees in this reporting period.
Enable our community to develop resilience through community education, community gardens, indigenous engagement and truth telling, working with groups and progressing projects focusing on food and water resilience.	Community Resilience		34 additional community members were trained across the LGA in First Aid and CPR. Feedback was very positive of Council providing this opportunity to community and how valuable the skills are to learn. Will strengthen resilience in areas isolated by disaster in the future. Resilience Team are considering conducting more First Aid training through various funding sources. Library purchase of Resilient Clarence books has been completed. Indigenous Truth-telling and Engagement and Indigenous Community Garden projects have experienced a number of setbacks involving both project management and community engagement. Projects are being reviewed for deliverables and timeframes to support the Dorrigo Plateau Aboriginal Land Council to successful completion.
Invest Environmental Levy funds to support grant applications on local sustainability initiatives.	Sustainable Environment & Waste		Finalising acquittals for 2022/23 Environment Levy Community Fund grant projects and support for next round applicants.
Invest annually in local projects through the Community Grants Program.	Economic & Business Development		Council has now rolled out its 2 rounds of the Community Grant Programs with funded projects to be completed by the end of the 2022-2023 financial year.

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



On Hold Not due to start    Delayed    Progressing    Complete

Project	Responsible unit	Status	Comments
Improve mitigation and preparation for disaster risk by updating the Local Emergency Management Committee Risk Assessment, upgrading 2 Triple B studio, adapting/forming a network for community resilience and renovating/upgrading buildings in Dorriggo, Bellingen and Urunga as recovery centres to invest in community capacity.	Community Resilience		The joint Local Emergency Management Committee (LEMC) Risk Assessment with Coffs Harbour City Council was completed by consultant WSP and presented for adoption of the LEMC on 15/6/2023. 2BBB upgrade continues with an additional \$15,000 awarded to complete the auditorium after increased cost to supply and labour. The auditorium is the final phase of the 2BBB upgrade and is scheduled for completion in Sept 23 (weather and contractual delays permitting). The Community Resilience Network meets quarterly. Last meeting (May 8) included guest speakers: Bellingen Shire LEMO, Red Cross, and Disaster Relief Australia. Guest speakers build member understanding of disaster management. Memorial Hall and Urunga House recovery hub renovations are complete, with tender going out for Dorriggo Community Hall works in September.
Maintain official Asset Protection Zones (APZ) and fire trail access on council tenured land in accordance with approvals through the Bush Fire Management Committee (BFMC) dependent on vegetation type and fuel load.	Infrastructure Services		APZ's completed with funding available for 22/23FY. Mount St, Fernmount and Cross St, Fernmount both completed.
Support effective response and recovery from disasters by developing a Bellingen Shire recovery plan, developing kits for mobile recovery, and upgrading the Emergency Operations Centre in Raleigh Depot.	Community Resilience		Bellingen Shire Recovery planning is underway with consultant group Yellow Company supporting the formulation of a joint Coffs Harbour and Bellingen Shire LEMC Recovery Plan. Community workshops and key stakeholder workshops have been held to inform the Plan, and a Recovery exercise and community profiles will take place during August. Recovery Plan is due for completion in December 2023 Mobile storage containers have been purchased and fitting out has begun. Remaining funding will be used on equipment and fit out. Emergency Operations Centre has progressed with appointment of architect for internal fit-out work.
Establish a staffing structure to facilitate Emergency Management and Response	Operations		Draft structure under review following changes to internal resourcing.

## Places for People

*We have a diversity of beautiful spaces and the facilities and services needed to foster community happiness and wellbeing*



On Hold Not  
due to start



Delayed



Progressing



Complete

Project	Responsible unit	Status	Comments
Maintain Urban and open spaces including Parks / Reserves / Sporting Grounds / Amenities / Beach Access Points / Playgrounds / Shared Paths and Footpaths	Infrastructure Services		Urban maintenance completed for 22/23 FY. Defects and service requests being addressed as appropriate.
Complete and commence implementation of the Plan of Management for Connell Park and Community Land.	Community Wellbeing		The Draft Plan of Management has been placed on public exhibition to finalise the consultation process ahead of a report to Council for its final adoption.
Continue to progress funding applications for the community facility improvement program including Dorrigo Community Centre upgrade and extension to proposed works at Bellingen Memorial Hall. Projects will be implemented based on funding received.	Community Wellbeing		The Bellingen Memorial Hall is to be officially opened with a grand ceremony held in July and attended by Her Excellency the Honourable Margaret Beazley AC KC, Governor of New South Wales, as well as Pat Conahan, Member for Cowper, and Michael Kemp, Member for Oxley.  Tender documentation for the Dorrigo Community Hall extension is now finalised and tender process underway.
Invest in provision of our local heritage through the annual heritage assistance grants program.	Development & Compliance		Grant funding was provided to 5 projects as part of the 2022-2023 grant program and these projects are nearing completion. Council has successfully obtained funding for the continuance of the local grants program for the next two FY's.
Complete the Bellingen Memorial Hall to Hub redevelopment project to accommodate major events and provide flexible performance spaces for the community.	Technical Services		Construction on the Bellingen Memorial Hall has reached completion sufficient to allow for staged occupation as minor works are concluded to address incomplete works. New Facility Manager appointed by Council.

## Places for People

*We have a diversity of beautiful spaces and the facilities and services needed to foster community happiness and wellbeing*



On Hold Not  
due to start



Delayed



Progressing



Complete

Project	Responsible unit	Status	Comments
Invest in active recreation projects including Connell Park Netball Courts Upgrade and Bellingen Skate Park Shade Sails.	Infrastructure Services		Bellingen Skate Park shade sails completed. Netball Courts Upgrade to be progressed with wider Connell Park upgrades from 23/24FY onwards.
Preparation of 9 Orara Street, Urunga (ex Forestry/RFS building) to provide flexible spaces for the community as well as providing a safe space during emergencies.	Community Resilience		Project was provided additional \$4,000 for the installation of blinds for security and privacy. Governance team are overseeing the potential rental of property to community, not-for-profit groups.
Progress the Dorrigo library extension project. *Project subject to grant funding.	Community Wellbeing		Tender documentation now finalised and tender process is underway. Budget on track as per BLERF funding. It is anticipated that tenders will open in 2023/24
Progress Dorrigo Community Centre Hall Refurbishment project to provide flexible spaces for the community as well as providing a safe space during emergencies.	Community Wellbeing		Tender documentation now finalised and tender process is underway. Budget on track as per BLERF funding. It is anticipated that tenders will open in 2023/24
Invest in maintenance improvements for the Bellingen and Dorrigo Swim Centres and Mylestom Tidal Pool.	Economic & Business Development		Bellingen has received a new chemical shower to ensure compliance and the appropriate level of safety for staff and patrons. A new chemical dosing probe was also installed in the Dorrigo pool to also improve the safety of staff when using chemicals at the pool. Other proposed works commenced in the later of the financial year and will be completed in the new financial year.

## Places for People

*We have a diversity of beautiful spaces and the facilities and services needed to foster community happiness and wellbeing*



On Hold Not  
due to start





Delayed



Progressing



Complete

Project	Responsible unit	Status	Comments
Undertake design and implementation of the walking track and car parking at Arthur Keogh's Reserve as a key priority in the Gleniffer Reserves Masterplan. *Project subject to grant funding.	Economic & Business Development		This project is no longer progressing. A review of the Gleniffer Master Plan, Plan of Management and Biodiversity Strategy is underway to understand the needs of the Gleniffer area and what can practically be undertaken. A cultural and heritage assessment is also being undertaken to understand and document any items of significance and what the recommendations are to ensure the values are protected and/or sustained over the long-term.
Prepare an implementation plan for enhancement of public amenities.	Technical Services		Council has been successful in securing grant funding to develop Town Centre Masterplans for Urunga, Dorrigo and Bellingen. This will review the amenities in the area and how best to activate our town spaces. Council has also undertaken a review of public amenities to better understand our assets and to benchmark against other Council areas. This study is to ensure Council is providing the best level of service for the community. This review has been taken to Council for consideration and we are resourcing to progress liaising with the Section 355 Committees prior to going out for public consultation.

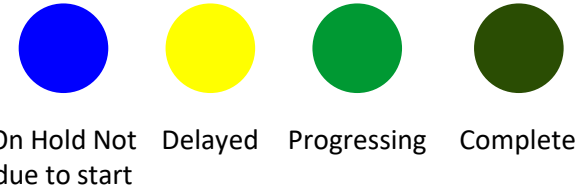
***We have a mixture of affordable sustainable housing options for all in our community***



On Hold Not due to start    Delayed    Progressing    Complete

Project	Responsible unit	Status	Comments
Progress Local Housing Strategy Actions including Infill Infrastructure Investigations, nominated Planning Proposals, Community Land Trust and Eco-village project investigations.	Development & Compliance		A range of projects have been undertaken including the completion of a Feasibility Study by the Joint Organisation into the establishment of a Community Land Trust in the Shire, the completion of a Feasibility Study into the potential planning framework for the establishment of an Eco-village, and the completion of an investigation into potential options for extension of infrastructure to support infill development.  This action is rolled forward into the 2023/24 Operational Plan and subject to resourcing of the Development and Compliance Team, additional actions will be actioned.
Work with the Mid North Coast Joint Organisation (MNCJO) to progress investigation of the Community Land Trust Model.	Operations		Staff continue to engage with the Mid North Coast Joint Organisation (MNCJO) to progress investigation of the Community Land Trust Model. Waiting on appointment of new MNCJO Executive Officer to assess current prioritisation for member Councils.
Work collaboratively with local housing groups and through state agencies where possible, to advocate around the ongoing housing crisis.	Office of the General Manager		Council continues to work with local groups and to advocate to State Government on this extremely urgent item. Further the Governor also visited Bellingen Shire during the reporting period and met directly with the local Housing Matters Action Group.
Undertake procurement, servicing and replacement of Council fleet and heavy plant items in accordance with the Fleet Management Plan.	Technical Services		Procurement, servicing and replacement of Council fleet and heavy plant items in accordance with the Fleet Management Plan is ongoing. The majority of the Light and Heavy Plant replacement has already been undertaken for the year. Ongoing replacement requests being reviewed to ensure these can be achieved against financial constraints.
Conduct annual review of suitability and utilisation of light and heavy fleet.	Technical Services		The current plant fleet has been reviewed and is deemed suitable. Reviews of utilisation levels are undertaken monthly to ensure plant is being used and that the appropriate cost recovery is in place to support the plant capital replacement program. This process will further inform upcoming replacement requests.

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



Project	Responsible unit	Status	Comments
<p>Utilise the asset management system to identify the optimal roads to be prioritised during the year to get the best outcome from the funds available.</p> <p>Implement gravel resheeting and formation works at:</p> <ul style="list-style-type: none"> <li>• Bowraville Road</li> <li>• Coramba Road</li> <li>• Darkwood Road</li> <li>• Deer Vale</li> <li>• Kalang Road</li> <li>• Martells Road</li> <li>• Muldiva Road</li> <li>• Roses Road</li> <li>• Summervilles Road</li> <li>• Valery Road</li> <li>• Whisky Creek Road</li> <li>• Various other roads as priorities by MMS (Maintenance Management System)</li> </ul>	Infrastructure Services		All roads identified for Heavy Formation Grading program complete and remaining funding re-allocated in the Q2 budget review.
Investigate funding opportunities for public electric vehicle charging stations.	Sustainable Environment & Waste		Site preparation has ceased until detailed plans are received from NRMA. State grants for businesses have been promoted through our Economic Development channels.



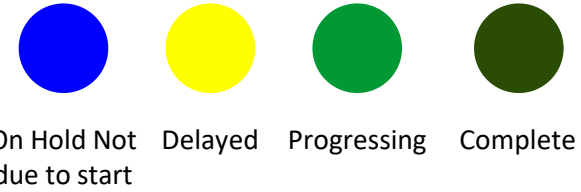
***We are connected and able to move around in a safe, accessible, affordable, healthy and environmentally friendly way***



On Hold Not due to start    Delayed    Progressing    Complete

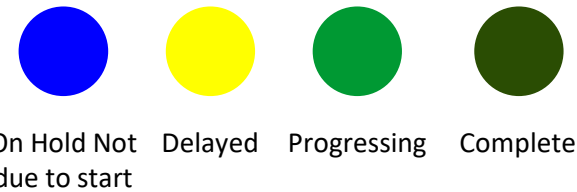
Project	Responsible unit	Status	Comments
Implement road heavy patching and resealing works at: <ul style="list-style-type: none"> <li>• Old Pacific Highway, Raleigh - 0.2km</li> <li>• Crown Street, Bellinghen - 0.2km</li> <li>• Wheatley Street, Bellinghen - 0.9km</li> <li>• Church Street, Bellinghen - 0.1km</li> <li>• Darkwood Road, Thora - 1.6km</li> <li>• Summervilles Road, Gleniffer - 1.2km</li> <li>• Vine Street, Dorrigo - 0.16km</li> <li>• Hammond Street, Bellinghen - 0.1km</li> <li>• Whisky Creek Road, Dorrigo - 0.5km</li> <li>• Martells Road, Brierfield - 2.1km</li> <li>• South Arm Road, Urunga - 2.2km</li> <li>• Perrys Road, Repton - 1.0km</li> <li>• Billings Road, Dorrigo - 1.9km</li> </ul>	Infrastructure Services		Annual re-seal program completed
Implement road renewal works at: <ul style="list-style-type: none"> <li>• Gleniffer Road, Gleniffer - Rehabilitation</li> <li>• Lower Bielsdown Road, Tallowwood Ridge Road - Re-surfacing</li> <li>• South Street, Urunga - Rehabilitation</li> <li>• Coopers Lane, Urunga - Rehabilitation</li> <li>• Martells Road, Urunga - Resurfacing</li> <li>• South Street East, Bellinghen - Rehabilitation</li> </ul>	Infrastructure Services		Gleniffer Road Rehabilitation, construction completed on original scope of works. Additional funding of \$3M through Fixing Local Roads Round 4 increasing scope by over 100% received and construction now over 50% complete. On track for completion in Q2 of 23/24FY. Lower Bielsdown Road has been deferred to start in Q2 of the 23/24FY as an additional \$1M of funding was sourced for additional drainage works to provide an improved project outcome. South Street, Urunga and South Street East, Bellinghen both deferred to 2023/24 FY as per QBR1. Coopers Lane, Urunga, construction completed. Martells Road, Urunga, additional funding announced, construction following completion of Coopers Lane, now planned to commence in early July, Q1 of the 23/24FY (on track).
Maintain Councils Road Network - Sealed and unsealed roadways including maintenance grading, pavement patching, vegetation control, roadside furniture, and signage maintenance.	Infrastructure Services		Road maintenance on track for 22/23 FY. Defects and service requests are being addressed as appropriate.

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Project	Responsible unit	Status	Comments
Perform maintenance and renewal works on Waterfall Way Works through the Road Maintenance Council Contract (RMCC).	Infrastructure Services		RMAP - Road Maintenance Annual Plan is 80% complete. Ordered Works progressing on schedule.
Progress the Essential Public Asset restoration projects in response to the impacts of the February 2020 Storms and Floods, December 2020 Floods, March 2021 Floods, and Feb, March 2022 disaster declarations.  Major repairs being undertaken in response to these disasters include numerous significant landslips both upslope and downslope throughout the local road network.	Infrastructure Services		AGRN 898 / 960 Projects are underway: Keevers Drive rehabilitation completed Q3.  Work Package 02 - Stormwater Replacements Design complete April '23, Construct only tender underway.  Work Packages 03 & 04 - Slip Sites 36 sites in design development, design to be completed June 2023. 3 x Construct only tenders to be issued for the above for Rockfill & Regrading, Soldier Pile Walls and Soil Nails respectively.  D&C Tender for 10 Soil Nail wall sites - RFT to be issued in Q4.  Work Package 05 - Road Formation Bellinghen Shire Council to self-perform in the 2023/24 FY.  Work Package 07 - Rock Armor Soil-con progressing design for completion in Q4.  Work Package 08 - South Arm Road Re-alignment LGES progressing design for completion Q4.
Deliver replacement of damaged stormwater infrastructure including kerb and gutter in accordance with adopted budget.	Infrastructure Services		Replacements progressing as planned in response to priorities determined by Assets team.

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Project	Responsible unit	Status	Comments
Perform maintenance and renewal works on Regional Roads utilising Block Grant funding through TfNSW.	Infrastructure Services		Regional Road maintenance completed for 22/23 FY. Defects and service requests being addressed as appropriate.
Progress construction activities for new bridge structures funded through programs including the Fixing Country Bridges and Bridges Renewal Program including: Cahills Bridge, Nobles Lane Freshwater Creek, Old Coast Road Pine Creek No.1 Richardsons Bridge, Darkwood Justins Bridge, Darkwood Kalang River Bridge, Bowraville Road Spicketts Creek Bridge, Bowraville Road Sunny Corner Bridge, Sunny Corner Road Smiths Bridge, Smiths Lane Johnsens Bridge, Johnsens Road Taylors Bridge, North Bank Road Tysons Bridge, Kalang Road	Infrastructure Services		Cahills Bridge - Open to traffic and complete. Richardsons Bridge - Open to traffic and complete. Taylors Bridge - Open to traffic and complete. Tysons Bridge - Open to traffic and complete. Freshwater Creek Bridge - Open to traffic and complete. Sunny Corner Bridge - Bridge completed, roads approaches and finishing works progressing, completion May 2023. Kalang River Bridge - Construction of bridge completed, roadworks and approaches underway, on track for completion Q2 - 2023/24FY. Spicketts Creek Bridge - Construction of bridge completed, roadworks and approaches underway, on track for completion Q2 - 2023/24FY. McKenzies Creek, Harness Cask Road - Open to traffic and completed. Pine Creek No.1 - Re-sequenced to 2023/24FY, with McKenzies Creek brought forward in the program for operational efficiencies. Smiths Bridge - Open to traffic and complete. Crossmaglen Bridge - Construction underway, completion August 2023. Johnsens Bridge - Re-sequenced to 2023/24FY, with Crossmaglen brought forward in the program for operational efficiencies. Justins Bridge - Deferred to 2023/24 FY.  Additional bridges funded through Fixing Country Bridges Round 2.  Hobarts Bridge - Contract awarded, detailed design and approvals progressing. Joyces Bridge - Contract awarded, detailed design and approvals progressing. Harness Cask Bridge - Procurement underway, detailed design and approvals progressing.

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



On Hold Not due to start    Delayed    Progressing    Complete

Project	Responsible unit	Status	Comments
Ensure active transportation infrastructure meets community needs and service levels	Technical Services		Maintenance of service levels has been met for Active Transport Infrastructure for the year. Construction of a new pathway between the Bellingin Primary School and Bellingin Youth Hub is underway. The pathway between Bellingin Golf Club to Butter Factory is also currently being designed.
Advocate to State and Federal Agencies around support for delivery of public transport improvements.	Technical Services		While the grant for a new bus was not successful, Dorrigo social support centre is continuing to use their current bus to promote and support community transport services to the local community. The current bus is used on a weekly basis with current tours at capacity - 17 Clients with Driver and Support Worker. Tours range from Coffs Harbour to surrounds or further afield for trips like Lightning Ridge, Toowoomba, Blue Mountains, and Port Macquarie. The bus is also hired out to the Community for events, sports training, and local schools at other times.
Promote and support community transport services delivered to our community.	Community Wellbeing		Site preparation has ceased until detailed plans are received from NRMA. State grants for businesses have been promoted through our Economic Development channels.
Partner with Nambucca Valley Council and TfNSW to investigate opportunity for continued employment of a road safety officer to focus on driving road safety messaging throughout our community.  The Program includes the Road Safety Pilot Program targeting various types of road users and driver and pedestrian behaviour to drive road incidents 'towards zero'.	Technical Services		LGRSP Funding Deed for the Road Safety Officer has now been signed by BSC, NSC and TfNSW.  Recruitment activities are finalised, and new staff commenced with Council in Q4 of 2023.

## Our Living Environment

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



On Hold Not  
due to start

Delayed

Progressing

Complete

Project	Responsible unit	Status	Comments
Finalise Integrated Water Cycle Management Plan (IWCM) including mapping of the Shire's aquifer to ensure we are a resilient community that is prepared for the future challenges our ever-changing environment presents us.	Water & Wastewater		IWCM strategy scenarios are complete. There will be a meeting in July to discuss capital works required by the IWCM.
Complete consultation process and development of state mandated 10 year Coastal Management Plan to support local coastal, estuary and river health.	Sustainable Environment & Waste		Consultation with a range of indigenous stakeholders is currently being undertaken prior to the Coastal Management Plan being put on public exhibition for adoption in 2023/24.
Continue to advocate for additional funding to progress delivery of the Sewering Coastal Villages Scheme.	Water & Wastewater		Grant application for \$9 million submitted to the NSW Growing Regional Economies funding stream submitted in May 2023.
Commence renewal of water mains along Yellow Rock Road to replace 4.2km of water mains over a 4 year period.	Water & Wastewater		Approximately 30% complete. This mains renewal is on track to meet the 4 year deadline.
Increase Capacity of Urunga Sewer Treatment Plant to include an effluent reuse scheme to deliver recycled water to South Urunga developments.	Water & Wastewater		The upgrade of the Urunga STP is out to tender and closes on 6 July.

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



On Hold Not due to start    Delayed    Progressing    Complete

Project	Responsible unit	Status	Comments
Deliver duplicate mains from Marx Hill reservoirs to a connection point on Short Cut Road to increase capacity of the mains and allow for the eventual decommissioning of the existing main. This project will deliver 7.5kms of duplicate mains over a five year period	Water & Wastewater		On review of projected asset condition and alternate project commitments, this project has been deferred until 2026/27.

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

Project	Responsible unit	Status	Comments
Deliver water conservation program to local businesses and provide community education initiatives.	Sustainable Environment & Waste		Waterwise Schools program is ongoing and Water Conservancy partnership led to the development of shire specific water conservation resources expanded for the website and businesses and households, including a home audit toolkit.
Finalise the Beach Access Policy which includes considering environmental protection ahead of broader community engagement processes.	Development & Compliance		Workshop proposed to be progressed in Q2 of 2023/24 to review further community commentary around vehicular access to historic recreational areas which may conflict in seeking to introduce improved separation from dog off-leash areas.
Provide Professional and financial support for community led projects that align with Council strategies including Biodiversity Strategy and Coastal Management Plan.	Sustainable Environment & Waste		Managed the ongoing development of Council's Coastal Management Plan and provided regular professional development opportunities and advice to community groups including LandCare and Riverwatch. Engaged a steering committee of stakeholders to oversee Flying Fox projects funded by Transport for NSW and Local Government NSW. Past project maintenance continued at Alma Doepel Reserve, Urunga Lake, Johnston Street Mylestom, Connell Park, Market Park, Bellingen Island, The Point, Ringwood Reserve and Jarrett Park.

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



On Hold Not due to start    Delayed    Progressing    Complete

Project	Responsible unit	Status	Comments
Progress development of the Bellingen Shire Waste Strategy to build service resilience and align with the findings of the recent Regional Options Review, Operational Review, Coffs Coast Waste Strategy, NSW Waste and Sustainable Materials Strategy, and the Mid North Coast Joint Organisation Circular Economy Project.	Sustainable Environment & Waste		Development of a Bellingen Shire Waste Strategy is currently on hold.
Progress implementation of EPA funded behaviour change and infrastructure projects to target the Key Result Areas of the NSW Waste and Resource Avoidance Strategy including the construction of a community re-use and upcycling workshop space at Raleigh Waste Centre and a pilot program for composting food waste from local businesses.	Sustainable Environment & Waste		Let's Get Composting project completed. Final waste composition audits completed. 6000 kitchen caddies handed out to residents in BSC. 19 Pop-up stalls at a range of locations including markets, general stores and cafes. 9031 people directly engaged (face-face) with the program across the 3 Coffs Coast Waste Services member councils and construction works for the Community Workshop shed are due to commence August 2023.
Undertake site and process improvements at Dorrigo Waste Management Centre to support transition to a Circular Economy.	Sustainable Environment & Waste		Site classification for civil construction designs completed. Agricultural fertiliser and feed bags collection commenced under the Big Bag Recovery product stewardship scheme. Community Recycling Centre service process improvements made to ensure safe transportation of hazardous materials to Raleigh.
Implement priority actions from 2021/22 Waste Operations Review to improve waste management practices, efficiencies and sustainability.	Sustainable Environment & Waste		Raleigh landfill expansion design is underway and landfill lids have been received and are in use. Surveying for road easement closure and combination of neighbouring lots has been completed for long term optimisation of site. Excavator and forklift purchases have been approved and procurement is progressing. Renewal of agreement with Nambucca Valley Council for ongoing mixed waste disposal until March 2027 is progressing.

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



On Hold Not due to start    Delayed    Progressing    Complete

Project	Responsible unit	Status	Comments
Progress implementation of the Corporate Carbon Plan with the aim to reach 100% renewables by 2030. Achieved by investing in Green Power and savings accrued through previous energy efficiency upgrades for continued investment in emissions reduction at corporate and community facilities. This program includes lighting upgrades and incorporation of Environmentally Sustainable Design features in capital works projects.	Sustainable Environment & Waste		Air conditioning upgrades were completed for community facilities, including the Neighbourhood Centre and Visitor Information Centre. An upgrade of the library system commenced, with completion due early 2023/24.

***We work together to protect and enhance our biodiversity and natural environment***

Project	Responsible unit	Status	Comments
Deliver the Weeds Action Plan to ensure council meets its Biosecurity obligations by addressing the objectives of the NSW Invasive Species Plan through inspections, eradication and education.	Sustainable Environment & Waste		Comprehensive inspection of the Bellinger River covering upper catchment to ocean, including helicopter and canoe inspections. Upper section of the Kalang River, as well as the coastal strip and nearby farmlands, also inspected by helicopter. Re-inspection program of historical Tropical Soda Apple sites to ensure land manager compliance.
Progress priority actions in the Biodiversity Strategy including engaging with Local Aboriginal Land Councils and Indigenous communities for the development of Plans of Management for local reserves.	Sustainable Environment & Waste		Conversations with Indigenous representatives regarding contribution to vegetation management plans currently being developed. Coffs Harbour and Districts Aboriginal Land Council engaged to undertake Cultural Heritage Assessment of Never-Never at Gleniffer prior to Plan of Management review in 2023/24.



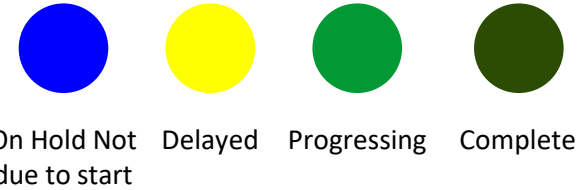
***We work together to protect and enhance our biodiversity and natural environment***



On Hold Not due to start    Delayed    Progressing    Complete

Project	Responsible unit	Status	Comments
Provide support for the delivery of community led Climate Action Plan projects including emissions reduction and adaptation, food resilience and community education.	Sustainable Environment & Waste		Partnered with Bellingen Shire Electricity Alliance to support a bid for inclusion in a community battery project with the Australian Renewable Energy Agency. Continued support of Malaami Project with the Centre for Ecological Learning to develop a resilient shire through an understanding of Gumbaynggirr culture and Country.
Provide professional and financial support for community partnership projects and maintenance of past project sites.	Sustainable Environment & Waste		The community partnership with Riverwatch received professional support and development opportunities during this period. LandCare played a crucial role in assisting with the review and/or development of site plans for various locations, including Alma Doepel Reserve, Station Creek, Urunga Lake, and Johnston Street Mylestom. To ensure effective management, a steering group consisting of stakeholders was established to oversee Flying-Fox and habitat conservation projects funded by Transport for NSW and Local Government NSW.
Finalise the Coastal Management Plan and commence implementation of priority actions.	Sustainable Environment & Waste		Final Draft CMP is awaiting state government approval for a grant variation to allow further consultation with local indigenous communities.
Update signage at all beach access points with information regarding allowed and excluded uses, restrictions, and location emergency details.	Development & Compliance		Matter is deferred to the 2023/24 Operational Plan in response to resourcing capabilities and priorities within the Development & Compliance Team.
Finalise the Environmental Health Management Plan and commence priority actions.	Development & Compliance		Timeline to progress Environmental Health Management Plan impacted by fluctuations in resourcing. Investigations into alternate delivery methodologies underway along with operational benefit to Council in development of the same.
Complete the detailed mapping of Council and private land with high biodiversity value to guide conservation projects and prioritise protection in case of fire.	Sustainable Environment & Waste		Completed.

***We work together to protect and enhance our biodiversity and natural environment***



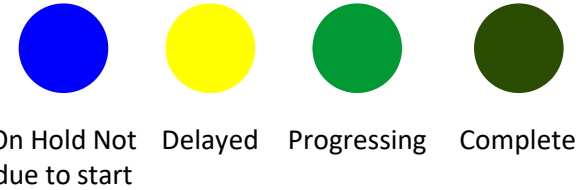
Project	Responsible unit	Status	Comments
Progress priority actions contained within the adopted Koala Plan of Management including ongoing collaboration with the Local Land Services regarding education of responsible dog ownership in high-risk areas and continue to notify private landowners on the established register of opportunities that emerge to undertake habitat restoration.	Development & Compliance		Council continues to work with Local Land Services to identify and support habitat restoration work on key koala habitat within the Shire. This collaboration has resulted in a total of 130 hectares under Local Land Services 5 year management agreements across 11 landholders in the Bellinghen Shire.

**Civic Leadership**

***Council is well governed, future focused and responsible in its service delivery.***

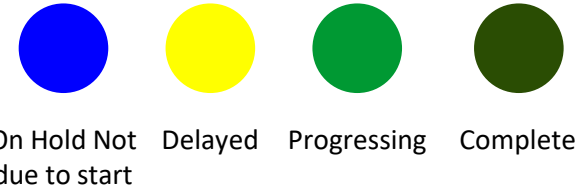
Project	Responsible unit	Status	Comments
Commence implementation of an integrated corporate asset management system allowing more accurate and effective tracking of the costs of maintaining and renewing Council assets.	Technical Services		Council is in the process of updating the Strategic Asset Management Plan and asset specific plans to align with current processes and has now filled position vacancies in the Asset Management area. Council is currently updating its asset registers as part of this work and also updating our levels of service agreements and budget for maintenance works. Council is reviewing Reflect as our current asset maintenance software in line with other software available to provide the best asset management software platform for management of Councils assets and for use on RMCC Contract. As part of this work Council is engaging with market regarding the replacement software and preparing business case to ensure Council asset management and financial objectives are met.
Implement changes associated with Local Government Amendment (Rates) Bill 2021.	Finance		Local Government Amendment (Rates) Bill 2021 assented on Monday 24 May 2021. There were no relevant changes adopted in the Bill impacting Council. No further action required.

***Council is well governed, future focused and responsible in its service delivery.***



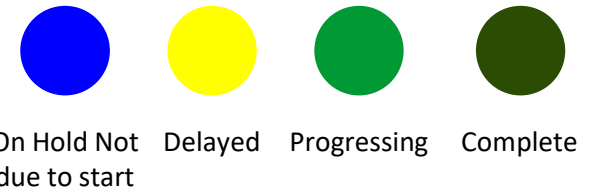
Project	Responsible unit	Status	Comments
Implement new financial assets register and business intelligence reporting systems.	Finance		<p>On 25 July 2022, Councils core corporate IT system provider IT Vision P/L has been acquired by publicly listed company Readytech P/L. As a result of this acquisition, IT Vision's suite of software is likely to change significantly in the near future, along with their proposed product development roadmap. The risk to Council is that implementation effort is wasted on a system with a finite life. Given this, the most pragmatic approach is to wait until further information is available regarding the best way forward for the implementation of the financial asset register.</p> <p>For the Business Intelligence reporting system (BI), a number of datasets have been connected and working in a live environment. Training was provided in late 2022 to key staff within the organisation. It is hoped that this new tool will allow better information for future decision making.</p>
Progress priority actions contained within the Financial sustainability Strategy including the need for Special Rate Variation.	Finance		<p>Councils Executive Management Team met frequently during the year to progress actions contained within the Financial Sustainability Action Plan.</p> <p>A key action within the strategy is to review the need for a future special rate variations (SRV). As part of this, Council undertook a number of workshops and an extensive community engagement program, and subsequently resolved to make application to IPART. IPART received a total of 4 submissions during its own community engagement and released their final decision in June 2023, approving Councils SRV in full.</p> <p>Council staff will continue to work through the actions within the strategy and communicate outcomes to Council.</p>
Investigate the potential to develop further timed parking at existing facilities within Bellingen and Urunga townships.	Technical Services		<p>Implementing of actions from the Town Centre Parking Strategy is ongoing by Council. A review has been undertaken recently of the Urunga Bonville Street carpark and taken to the Local Traffic Committee with the intention to implement 2H and 4H parking zones in this carpark as part of the 2023-24 Operational Plan.</p> <p>It is also planned to review and potentially update the Town Centre Parking Strategy as part of the Town Centre Masterplans due to be developed for Urunga, Dorrigo and Bellingen.</p>

**Council is well governed, future focused and responsible in its service delivery.**



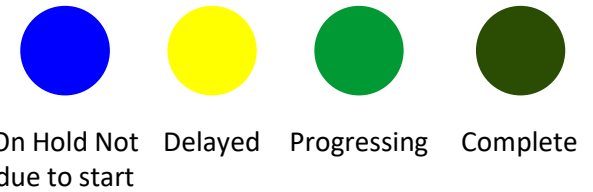
Project	Responsible unit	Status	Comments
Review On-Site Sewage Management System (OSMS) Strategy to inform future development and inspection program.	Development & Compliance		Timeline for review On-Site Sewage Management System (OSMS) Strategy impacted by fluctuations in resourcing. Investigations into alternate management methodologies have been progressed and will undergo further review around upcoming staffing appointments.
Regional partnerships used to maximise impact of behaviour change projects that support Circular Economy principles including reducing organics to landfill.	Sustainable Environment & Waste		Let's Get Composting - 319 households have had equipment delivered and an estimated 2348 people are engaged with home composting through the program. Compost Revolution estimates this equates to 42,474kg of organics diverted and 67,827kg CO2e saved across Bellingen, Coffs and Nambucca Valley shires. 19 community events were attended by educators and media activity reached 4,357,102 impressions across TV, radio and internet.
Advocate for funding for investment in the alternate route identified from Dorrigo through to Coramba via Cascade together with improvements to Summervilles Road, Gordonvilles Road and Timboon Road to add resilience to the road network associated with closure to Waterfall Way.	Office of the General Manager		Advocacy work continues on this item with regular contact with the relevant State Government Minister.
Participate in Mid North Coast Joint Organisation initiatives to progress priority actions as identified in its Statement of Regional Priorities.	Office of the General Manager		Council is a strong participant in the Joint Organisation.
Develop a Cyber Security Plan which defines the current and future state of Council's cyber security landscape and manages cyber security risks to protect customer, employee and corporate information.	Customer & Business Services		A series of cyber security policies are currently being finalised as part of Council's broader IT Strategy. Further cyber security penetration testing and assessment processes are also planned throughout 2023-24 to continue to improve Council's ability to prevent and manage cyber threats.
Delivery Corporate Carbon Plan high and medium priority actions to reduce emissions from corporate operations and assets.	Sustainable Environment & Waste		Energy efficient air-conditioning upgrades for community facilities including the Neighbourhood Centre and Visitor Information Centre were delivered.

***Council is well governed, future focused and responsible in its service delivery.***



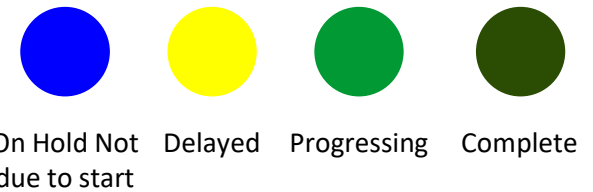
Project	Responsible unit	Status	Comments
Conduct a review of Council's Enterprise Risk Management System (ERMS) including currency of risks and mitigation strategies.	Customer & Business Services		Due to resourcing challenges, this task has not progressed. The ERMS still remains a priority.
Undertake internal audits based on a review of the risks that Council is exposed to and in line with the highest risk areas of its business and available resources.	Customer & Business Services		Internal Audit on Water and Sewer compliance finalised during this period.
Review management options and arrangements for the transformed Bellingen Memorial Hall.	Community & Wellbeing		This project is now complete with a new Venue Coordinator hired in July to manage the facility ongoing. Operational budgets were adopted as part of the long term financial plan at Council's June Ordinary Meeting and a program of events is underway.
Develop and Implement Vault Work Health and Safety (WHS) software system to automate incident notification & WHS Inspections processes for detailed record keeping and better business practice.	People & Culture		Implementation is now complete, and Vault is now being utilised as our Corporate Safety and Incident Reporting system.
Continue to identify and align performance objectives and operational outputs to corporate priorities and strategies to inform an organisational strategic framework.	Office of the General Manager		Service level templates have been prepared and a project implementation schedule is currently underway to inform Council's strategic framework and assist in identifying service gaps.
Complete remaining high and medium priority actions that have been identified within the Companion Animals Plan.	Development & Compliance		Several outstanding actions are to be reviewed as part of the Beach Access Policy development. This action is rolled forward into the 2023-24 Operational Plan.
Undertake a service review of Dorrigo Support Centre operations in consideration of the home support funding model.	Community & Wellbeing		Project Plan has been established to map current situation (clients, funding, service hours, staffing) to understand current financial viability of services. This mapping information will act as a point of comparison and assist with the preparation for the changes to pricing & funding model with the new aged care reforms due to be implemented from July 2024.
Progress a fees and charges review, including reviewing S.355 committee fee setting process and undertaking a benchmarking exercise with neighbouring councils.	Office of the General Manager		A project plan has been developed which outlines the key requirements and resource needs to effectively review Council's S355 Committee structure. The annual Schedule of Fees and Charges was adopted as part of the IP&R process at the June Ordinary Council Meeting.

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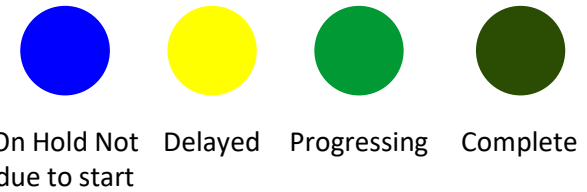
Project	Responsible unit	Status	Comments
Review Council's Compliance and Enforcement Policy to meet best practice and legislative requirements.	Development & Compliance		Variability in available resourcing within Council has necessitated this project being placed on hold. Compliance and enforcement activities continue to be delivered and opportunity to progress policy to be reviewed once key compliance actions items progressed.
Investigate funding opportunities to support the development of centre-based masterplans consistent with Council's adopted Local Strategic Planning Statement.	Development & Compliance		Council has been successful in securing grant funding under the Stronger Country Communities Fund and Business Case and Strategy Development Fund to commence scoping the development of concept town centre masterplans.
Develop and progress implementation of an Information Technology strategy to set a clear direction for Council's continued digital transformation and promote a strong alignment between business and technology.	Customer & Business Services		The IT Strategy has been workshopped with Council's Executive Team and a risk profile and project table have been prepared which directs Council's IT roadmap moving forward. It is anticipated that the draft strategy will be finalised by November 2023.
Review and update policies and procedures related to IT Strategy roll out and customer service	Customer & Business Services		A policy system has been created and a series of policies are currently being reviewed in line with the development of Council's IT Strategy and Cyber Security program. It is anticipated that the draft policies will be finalised for Executive review by November.
Conduct a review of Council's land and property portfolio	Governance & Risk Services		Reviews on specific property under Council control has been occurring.
Deliver upgrade works to existing Emergency Operation Centre (EOC) situated at Raleigh to facilitate standalone operational activities.	Technical Services		Project scoping and analysis of back-up power generation requirements established with tender documentation being finalised. Project delivery expected in 2023-24 FY consistent with grant funding requirements.
Embed communication principles into key project planning and develop communication plans with business units.	Office of the General Manager		A working group is currently being established which has a communication focus for delivering on major projects like Sewering Coastal Villages. This is a key step in embedding communication principles into the broader business. By establishing this group Council can more effectively manage larger scale projects and ensure messaging and communication are timely and appropriately managed.
Review register of premises requiring annual fire certification.	Development & Compliance		No register in place presently. Staff continue to collate information to compile register. Progress delayed due to changes to departmental resourcing & competing demands.

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



Project	Responsible unit	Status	Comments
Continue to coordinate Local Traffic Committee throughout year via quarterly meetings.	Technical Services		The Local Traffic Committee met in April with attendees from Council, TfNSW and NSW Police.
Continue to improve Council's Have Your Say engagement portal to increase community awareness and participation	Office of the General Manager		Templates are now being utilised to ensure reporting metrics on engagements activities are uniform and advertisements in newspapers and via social media platforms, align with Council brand guidelines. Further work is underway to explore making the Have Your Say section on Council's website more prominent ensuring the community can easily navigate and access engagement activities and information.
Conduct a community water forum inclusive of subject matter experts to analyse town water supplies and understand water resilience recommendations for priority future investment, flood risks to supply, and water saving at home.	Community Resilience		Water Forum was held in May 2022. Final report can be found on Council's website here: <a href="https://www.bellingen.nsw.gov.au/files/content/public/community/community-resilience/thrive/uon-bsc-water-resilience-report-dec-22.pdf">https://www.bellingen.nsw.gov.au/files/content/public/community/community-resilience/thrive/uon-bsc-water-resilience-report-dec-22.pdf</a>
Explore options for the development of a mobile office to support a resilient community.	Office of the General Manager		Project was subject to funding allocation which did not proceed.
Develop and deliver a social media strategy	Office of the General Manager		The draft Social Media Strategy and associated policy has been completed and will be workshopped with Councillors prior to its adoption. The Strategy provides a roadmap for Council's social media program over the next 12-24 months to ensure Council continues to enhance its communication tools and channels.
Implement marketing and promotional activities to increase community awareness and social media reach.	Office of the General Manager		Council's website and social media program continue to be developed and improved to ensure information is provided in a timely and consistent manner. The further use of video messaging is becoming a useful tool to present key projects being delivered across the Shire. Council continues to produce print material including a quarterly newsletter to ratepayers to ensure information is reaching the wider community.
Continue to improve Council's website and Councillor Portal to deliver a personalised experience for our customers.	Office of the General Manager		Detailed work has been completed focusing on the Development and compliance section of Council's website to ensure community members can readily access information relating to planning matters. Digital forms have also been established for ratepayers to easily update contact information via the Council website.

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



Project	Responsible unit	Status	Comments
Promote engagement and relationship building with local Aboriginal Communities and Land Councils	Office of the General Manager		<p>Council continues to engage Gumbaynggirr community on a number of collaborative projects, as well as reaching out for further collaboration and engagement on new initiatives. Recent meetings have been held with the Yurruungga group to ensure strategic planning is aligned with the Community Vision and commitments to value, honour and actively acknowledge our Gumbaynggirr culture and heritage.</p> <p>Further discussions have progressed to develop a Cultural Awareness Training pilot to be delivered to Council staff to strengthen staff awareness and understanding of cultural sensitivities.</p>
Attend Local Emergency Management Committee (LEMC) meetings as required throughout year to inform planning & response to disaster events.	Operations		<p>LEMC meetings attended for the reporting period.</p> <p>Council staff facilitate each alternate meeting through preparation of the agenda and minutes in collaboration with Coffs Harbour City Council.</p>
Undertake Advocacy around issues of key importance to Council and local government including financial sustainability, Fire and Emergency Services Levy, mixed waste organic output, Health & Wellbeing, Hospitals, Sport and Recreation Services and Facilities, Affordable and Diverse Housing, Public Transport, funding for local government joint organisations and adequate funding for disaster management & recovery and resilience.	Office of the General Manager		<p>Advocacy work continues on this item with regular contact with the relevant State Government Ministers and is in receipt of some significant grant funding for future upgrades.</p> <p>Council has continued to work with the Housing Matter Action group to progress affordable and social housing matters. Further the Governor also visited Bellingen Shire during the reporting period and met directly with the local Housing Matters Action Group.</p> <p>Council continues to advocate with Transport for NSW through the Local Traffic Committee (NSW Transport, NSW Police) to advocate for additional funding and changes to public transport locations to make safer. e.g. The Newry Island bus stop location.</p> <p>Council also continues to advocate to NSW Transport through the Waterfall Way RMCC Contract for VMS boards, traffic safety improvements and speed zone reviews that contribute to safety for public transport users.</p>



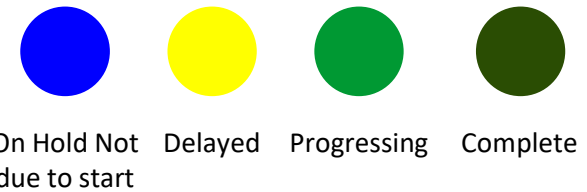
**Council is proactive in representing the needs of our community**

● On Hold Not due to start  
 ● Delayed  
 ● Progressing  
 ● Complete

Project	Responsible unit	Status	Comments
Council, as part of a regional initiative of the Joint Organisation will continue to seek partnerships and report on opportunities.	Office of the General Manager	●	Work with the Joint Organisation continues with the successful receipt of several grant funded programs to be delivered over the next 12 months.
Maintain the Disaster Dashboard to inform community response regarding emergency warning and network infrastructure.	Infrastructure Services	●	OneRoad platform be operated by staff to inform disaster dashboard in future events. Staff continue to liaise with Transport for NSW around use and improvements to the platform. Council staff continue to liaise with MHL (Manly Hydraulics Laboratory) to maintain flood gauges that inform the disaster dashboard.



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



Project	Responsible unit	Status	Comments
Implement an updated intranet solution to support collaboration, information sharing and service delivery	Office of the General Manager		Council's Intranet system is now operational and continues to be updated to provide the organisation with information to assist with the delivery of its operations as well as information and services to support staff in the workplace.
Further investigate options to implement a customer request management module to increase community experience with council services.	Customer & Business Services		The implementation of this project has temporarily been placed on hold whilst the finalisation of Council's IT Strategy is completed. The Strategy will provide oversight of Council's corporate systems and integration plan which will support decision making to implement new systems.
Prepare and commence delivery of a Health & Wellbeing Strategy.	People & Culture		A Wellbeing Strategy has been developed and endorsed. This document supports Council's ongoing activities and events directed at the health and wellbeing of our staff.
Implement training and development programs to support Councillors to effectively deliver their elected duties.	People & Culture		Council is committed to supporting its Councillors by providing regular ongoing training and development opportunities, including monthly briefings and a regular workshop program.
Implement priority actions as outlined in the Workforce Strategy.	People & Culture		Council's online e-recruitment system has recently undergone several changes and improvements resulting in better and clearer processes. A survey tool is also being used to track candidate experience with positive results. Work is currently being finalised on Council's Employee Value Proposition (EPV). The Learning Management System is being relaunched to include training, document management, online forms, performance management and access to an employee benefits platform. Council is currently investigating an Indigenous school based trainee program and continues to build relationships with NDIS agencies. A review of our recruitment practices has recently been completed by JobAccess (awaiting final report). Council is now capturing equity data for new employees. Some Managers are receiving coaching support as part of their leadership development. Disability Awareness training is scheduled for later this year.
Deliver Council's Integrated Planning & Reporting (IP&R) requirements including six monthly progress reports, 2022-23 Annual Report and the preparation of the 2023-24 Operational Plan.	Office of the General Manager		The Operational Plan is now being reported against quarterly to ensure timely information and progress updates are provided to the community. The Q3 report is now available on Council's website and the Annual Report will be prepared and tabled at Council's November Ordinary Meeting.  Council's revised 2022-26 Delivery Program and 2023-24 Operational Plan was adopted at the June Ordinary Council meeting and is also available on Council's website.



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