



# Operational Plan Progress Report

1 January – 31 March 2023 Q3





## 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



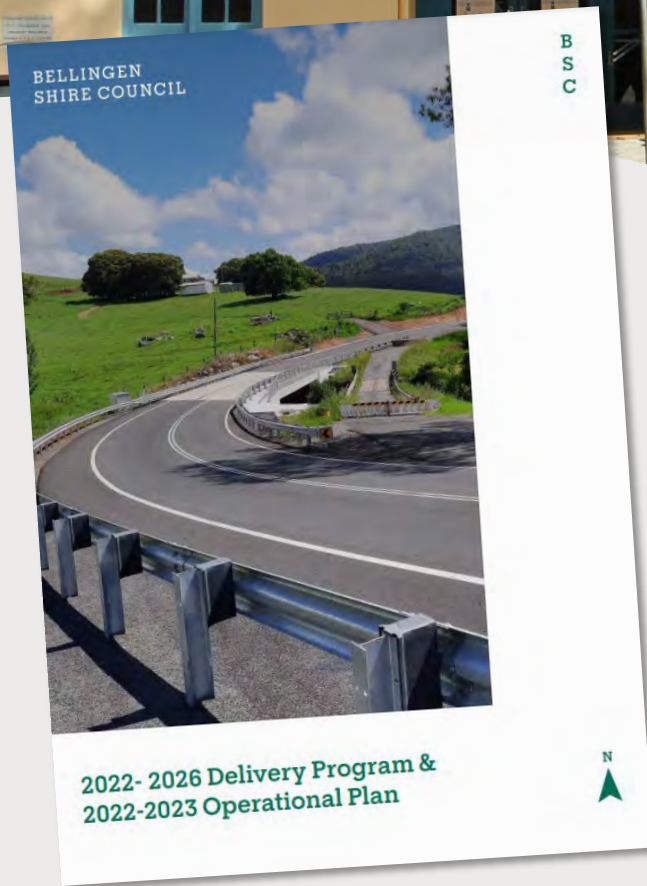
Teamwork



Integrity



Communication



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.

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 January – 31 March 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 Bellinghen Shire.





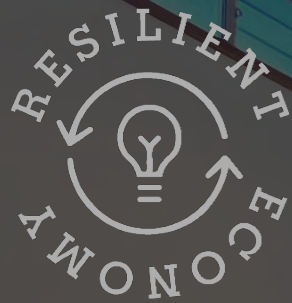
## Eco Think Destination Forum

The second Eco Think Forum facilitated by Ecotourism Australia took place in beautiful Bundaberg from 28 to 30 March.

With an increase on last year's numbers, the Forum saw approximately 80 attendees participate in the 3 days which saw presentations from other destinations, DNSW, Australian Tourism Data Warehouse, Accor Hotels, Parks and more. A visioning workshop provided a lot of conversations around the needs and aspirations of certified and soon to be certified destinations and how EA could better support them.

We were privileged and fortunate to participate in a number of activities that included a dinner and panel session at the Macadamia Centre, a presentation with rangers at Mon Repos, well known as a turtle nesting place, and where we actually got to see a new hatchling, smoking and Welcome to Country ceremonies, an indigenous cultural tour and a tour through the Bundaberg Rum distillery who are doing amazing things around recycling. The tour showcased how every part of the cycle is reused or redistributed back into the process.





## Creative Corner

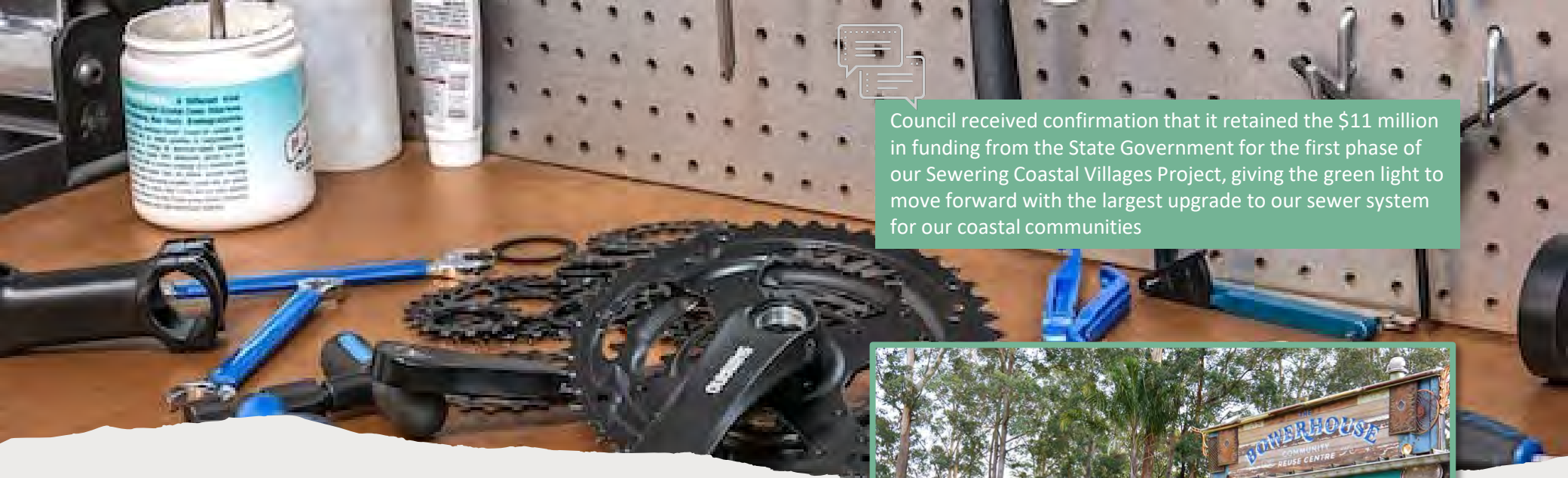
Creative Corner finished up in early February due to not receiving enough confirmed commitment from some of the retailers. While disappointing, many have continued to provide stock in the Waterfall Way Visitor Information Centre. While Creative Corner didn't continue, those who were involved were very appreciative of the opportunity and felt it was beneficial in many ways. Ziggy Wholefoods has continued to expand their offering and reach since the program.

## ECO Destination Certification

Council is now progressing the Eco Destination Certification through Ecotourism Australia with the hope to have the audit undertaken in mid-June. We have been fortunate to have Lyn Delgado assist in working through and addressing the criteria in conjunction with the Manager Economic and Business Development. Lyn has been working with various parts of Council and community with a catch up meeting each fortnight to go through the progression of the certification. All goes well, we hope to confirm the destination audit in mid-June.







Council received confirmation that it retained the \$11 million in funding from the State Government for the first phase of our Sewering Coastal Villages Project, giving the green light to move forward with the largest upgrade to our sewer system for our coastal communities

## Fix it' bike and clothing repair workshops at The Bowerhouse Community Reuse Centre



Council, in partnership with MIDWASTE, hosted practical 'fix it' workshops at The Bowerhouse during autumn to teach people basic bike repairs and maintenance skills and simple clothing repairs and upcycling ideas.

The workshops give the community an opportunity to learn easy repair and maintenance skills enabling them to reduce their resource use by giving items a second life and reducing the need for newly produced resources. Reducing our waste not only keeps valuable materials out of landfill it also benefits the environment by reducing greenhouse gas emissions.







Hospital Hill in Bellingen - resurfacing  
Freshwater Creek bridge Repton – complete  
Hill Street, Bellingen – Resurfacing and new drainage  
Sunny Corner Bridge Bellingen – Progress  
Orara Street Urunga – Resurfaced and new gutters  
Council’s Bridge Team - Highly Commended - Projects  
between \$500,000 and \$5 million IPWEA awards.





## Australia Day Awards 2023



The winners of our Shire's 2023 Australia Day Awards were announced at this year's Australia day Awards which was held at the Bellingen Park.

The Lion's Club volunteers cooked up a BBQ breakfast and served light refreshments. Gumbaynggirr Elder Michael 'Micklo' Jarrett shared a Welcome to Country and smoking ceremony reflecting on the richness and historical significance of our First Nation's culture as the Mayor welcomed our newest Australia citizens and awarded our unsung heroes, many of whom work tirelessly behind the scenes to ensure the Shire can remain a connected, sustainable, and creative community.





## Seniors Week



20

Council promoted and held over 20 activities for Seniors Week throughout the month of February.



350

Over 350 people attended various events and activities that were on offer during that period.





## SRV Consultation



4

4 drop-in sessions held to provide community with information on Council's application to IPART for a Special Rate Variation



86

The survey gathered 86 responses. The survey was actively promoted through social media and was available to complete online and in physical form.





## 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.







**Bellingen Shire**  
 1.4K followers • 15 following

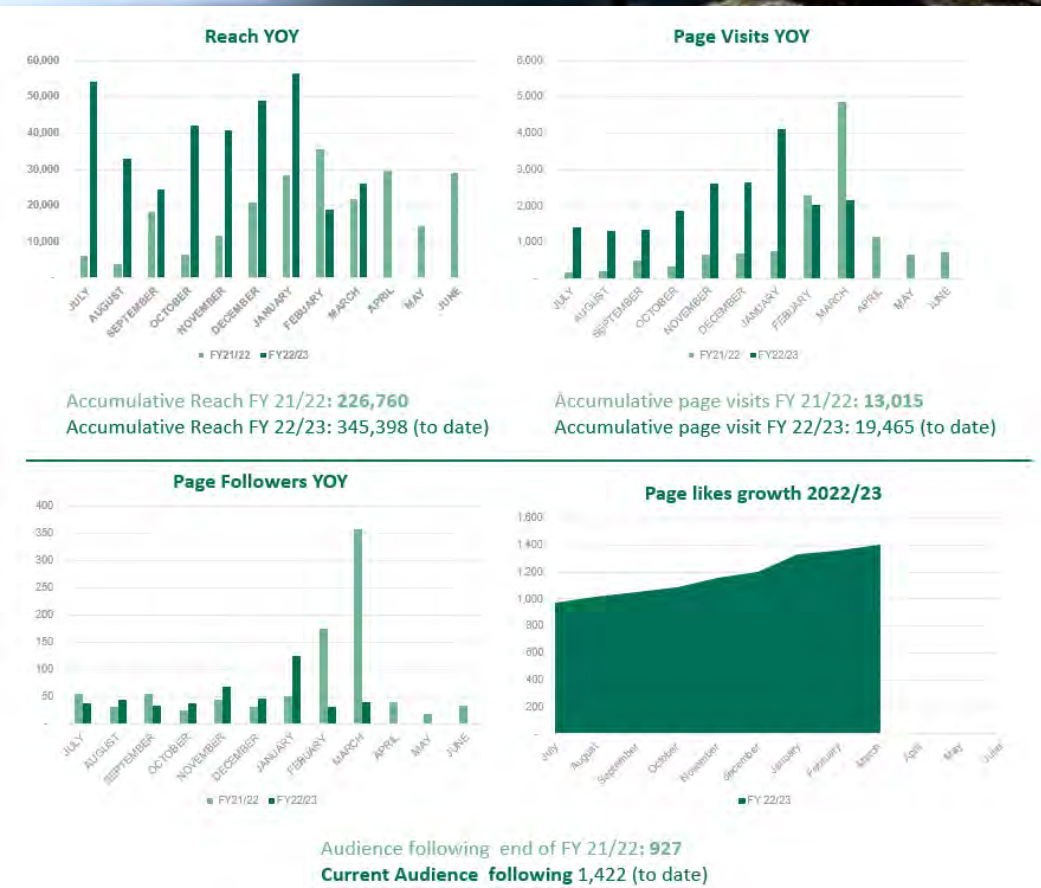


# Facebook

This report is an overview comparison of Reach, Page Visits, Page audiences and accumulative growth of our Facebook Audience.

July 2022 and January 2023 (both FY22/23) have been our best performing months for reach; however we received the most attention to the page and new followers in March 22 (FY21/22)

Audience Accumulative growth has been growing steadily in FY22/23 with January delivering 126 new followers in a month. The highest growth in audience was in March 22 (FY21/22) with a new following of 359 for that month.







bellingshirecouncil

Follow

Message

968 posts

772 followers

101 following

Bellingen Shire Council

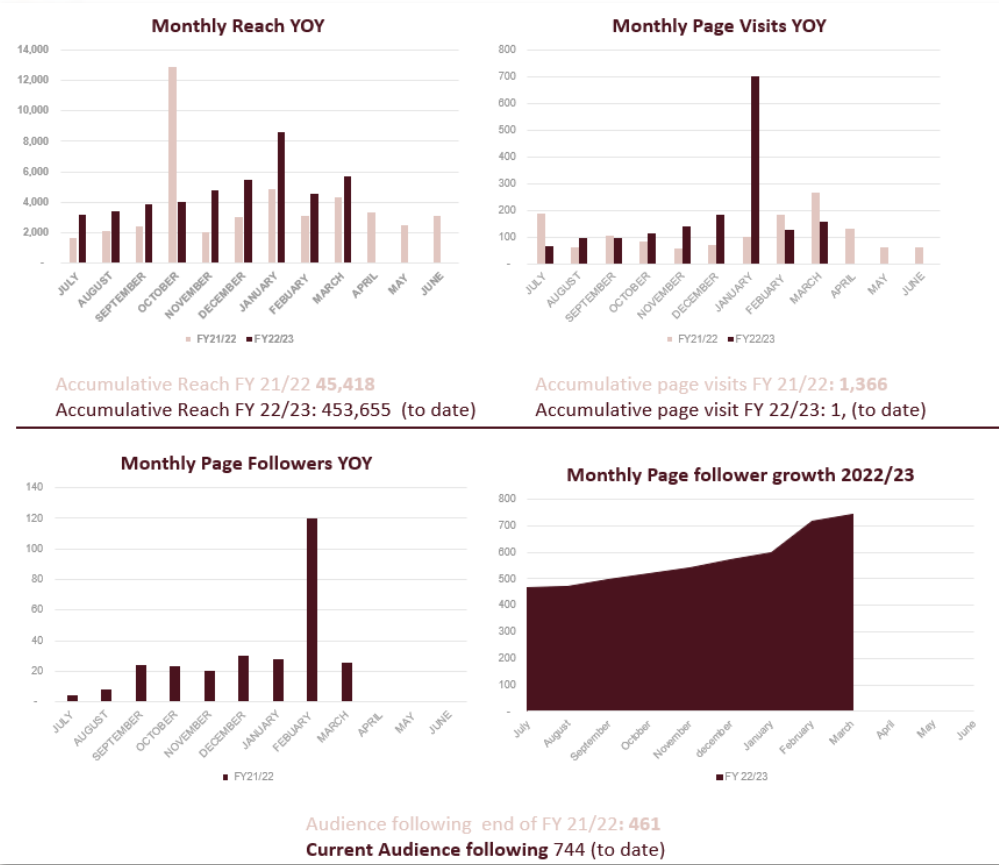
[www.bellingen.nsw.gov.au/Home](http://www.bellingen.nsw.gov.au/Home)



# 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.

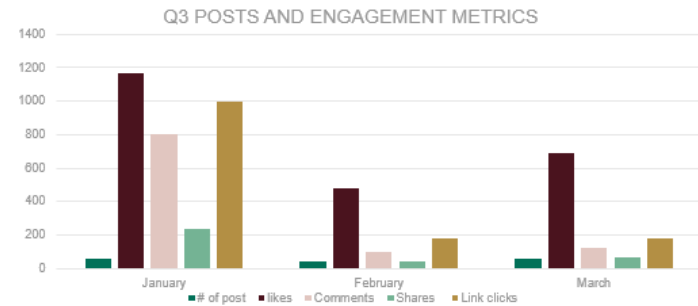
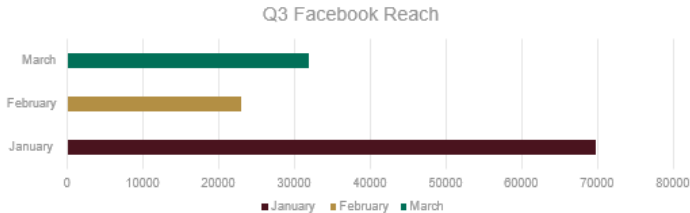
We can see a steady YOY reach for Instagram page with October 21 (both FY21/22) being an outlier. We have seen a good growth of followers to this page during 2023, especially in January 23.





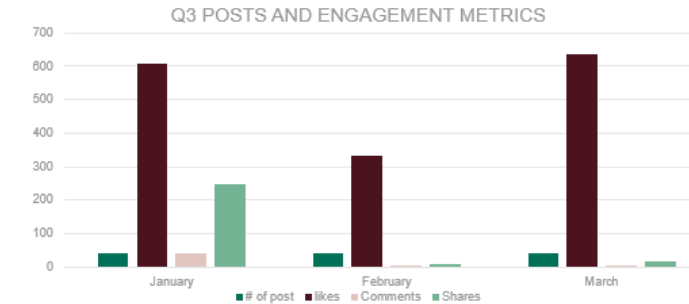
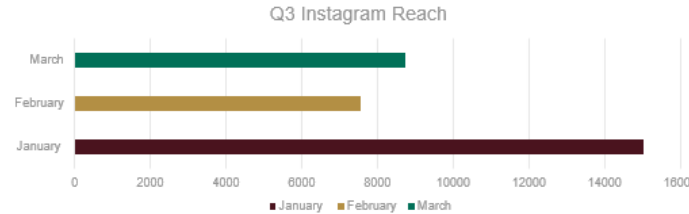
# Comparative Data

## FACEBOOK Q3 COMPARISON



	January	February	March
# of post	61	41	56
Likes	1770	477	691
Comments	807	97	123
Shares	239	46	68
Reach	69,751	23,050	35,833

## INSTAGRAM Q3 COMPARISON



	January	February	March
# of post	42	42	43
Likes	608	334	637
Comments	41	6	6
Shares	246	10	18
Reach	15,023	7,543	8,742

At a glance, January 2023 was a strong month. Comparing it to the YOY data it appears to be one of the strongest months in the Council page history.

We had a lot of engagement as “shares” and “comments” on a particular post about water quality at Never Never which could be the reason for the higher engagement in January. Typically Share data, second to comment data is favoured by the algorithm as people are talking about your page, so it is served to more people. This is only one observation and as we continue to monitor and report the hope is these insights will become more sophisticated with time.

### TOTAL COMBINED SOCIAL POSTS Q3

# of post	285
Likes	4,517
Comments	1080
Shares	672
Reach	15,9942



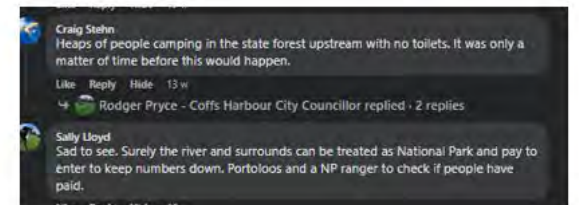
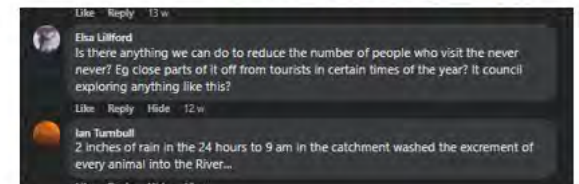
# What are people talking about?

The beach watch program got the most attention Q2 with the most comments and shares on the top 3 of the Facebook and Instagram post. The comments ranged from showed concern to outrage and we changed the post to direct people to the website for results rather than giving the results in the post, and this changed the response during February and March.



avjmann Are you planning on putting up signs so the 'tourists' know this? And if the ranger is actually on holiday .... This is a TOTAL outrage!!! STOP making 'super highways' to the swimming holes. Get your act together, and start caring about the beautiful environment we are lucky enough to call home. Is there still a moratorium on advertising our town and our rivers..... if not, please reinstate ASAP. This whole situation is devastating to the people who actually live here, and pay rates. 😡😡😡😡😡

bakermillerdesign Bellingen council need to put ranger on patrol on never never, immediately stop tourists shitting in the river literally, pathetic mismanagement for years, pull your finger out council and stop thousands of people cruising out and spoiling this once pristine area



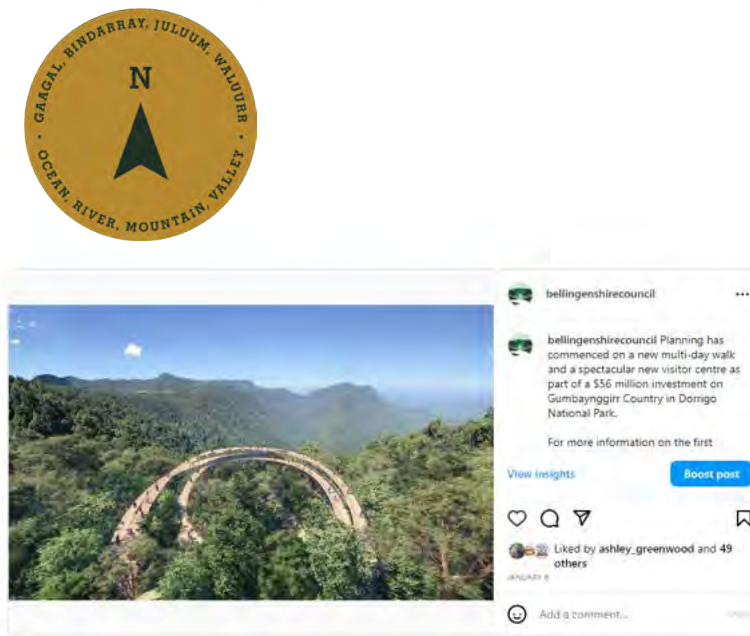
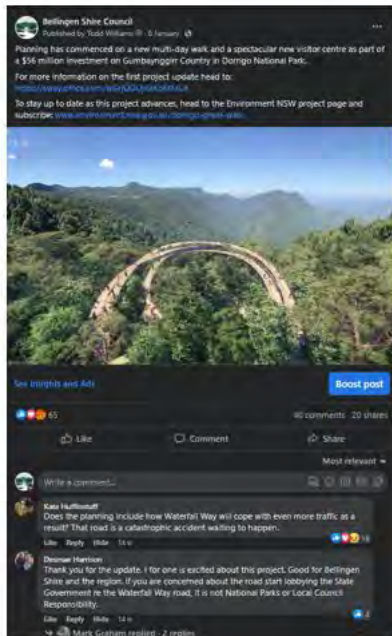
Comments 120  
 Shares 56  
 Reach 6,527

Comments 807  
 Shares 190  
 Reach 2875



# What are people talking about?

Another post that garnered a lot of community attention was the post regarding the Dorrigo National Park planned skywalk. Mixed reviews in the comments ranging from annoyed to excited by the plans



Comments 40  
 Shares 20  
 Reach 9,233

Comments 2  
 Shares 3  
 Reach 500





# What's New

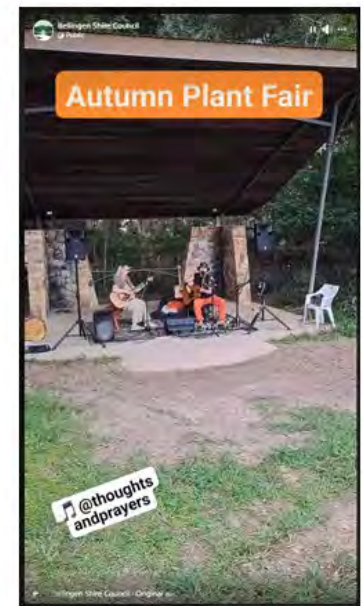
**Albums:** We started creating albums so that we can share the photos taken with the community. So far this has come with lovely likes comments and shares.





# What's New

**Reels:** BSC posted 5 reels across the month on Facebook and Instagram to mixed results as seen below the festival versions had the best success and these were posted the same day as the event. More planning and testing will go into this style, as there is definite potential in this style of video. These have the advantage of broader reach, so would want to keep the topics light hearted and celebratory. Potential for tourism or showing of the community of the Shire.



Likes	6	14	37	9	53
Shares	0	0	2	0	11
Video views	1,000	484	1,770	316	2,841



# What's New

**Stories:** We tested out our first story narrative that was hosted on Harmony Day it did not receive very good results for the effort that went into it, but will continue to test content on this feature of the social medias as these post disappear after 24hours, so are useful to promote single days or time sensitive information.



Reach 89

89

Video views

92



74

76



63

64



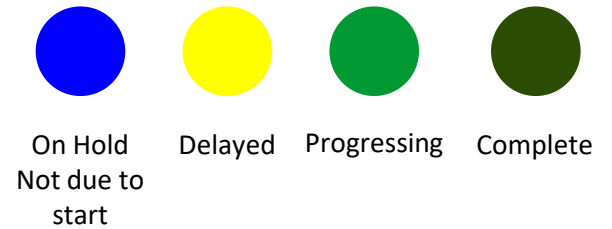
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21



51

51



## 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 new Economic Development and Tourism Plan has now 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 over the 4 year 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 new Economic Development and Tourism Plan was adopted at the November Council meeting. It is intended that a review of all tourism related documents will be done to help inform the strategy for this project once resource and capacity allows.
"Develop designs for new gateway and town entrance signage. *Project subject to funding.	Economic & Business Development		This project has not yet progressed. While the project was proposed as part of the flood funding, changes to the guidelines and reporting requirements have seen a delay in approval of a number of projects of which this is one. Concept signs have been developed for smaller signs to ascertain how these will be received with a smaller sign installed on Giinagay Way, Urunga.
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		Council has commenced the use of the Branding elements in its advertising and promotional items where appropriate. This has included ads in various print magazines and most recently as part of the SWIFF Festival as well as new signage installed on Giinagay Way outside the Visitor Information building. There is a mechanism in place for external businesses to access the branding elements and the tourism library of photos. This can be done through Council's website via a request form.





## Resilient Economy

### *We have balanced sustainable Tourism*


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		The Inclusive Visitor Guide has been updated which supports and promotes inclusive activities across the Shire
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 VIC has just had a major refresh with new ceiling, painting and furniture. Remaining artisans from the Creative Corner project have transitioned stock to the space and promotion on local craftspeople will continue.
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 continues to progress Eco Certification with a proposed audit date of week commencing 11 June 2023. Part of the process considers our engagement with stakeholders throughout this process and the move to improve and/or develop sustainable practices.

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

Project	Responsible unit	Status	Comments
<p>Enable community facilities for groups to operate growers' markets, livestock sales and other localised initiatives.</p>	<p>Community Wellbeing</p>		<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>• ToRs 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>• Organising signage for Bunya trees at Bellingen Park.</li> <li>• Via the Disability Inclusion Action Plan - Organising accessibility audit of key council buildings including those run by S355 committees.</li> <li>• Organising and planning for Disability Inclusive Emergency planning forum on 28 April 2023</li> </ul> <p>Organised events and activities with over 350 people in attendance. Activities included:</p> <ul style="list-style-type: none"> <li>• Seniors Festival February 1-23 –</li> <li>• Harmony day – socials</li> <li>• International Women's Day – socials</li> <li>• POM Connell park and amendments.</li> <li>• Chairing and organising bi-monthly Interagency meetings. New Terms of Reference developed with capacity building incorporated.</li> <li>• Responding to and organising requests from community groups for banner flag changes</li> </ul>
<p>Collaborate with our community for the development of a Shire wide vision and 10 year plan for community participation in food resilience.</p>	<p>Community Resilience</p>		<p>Vision completed. Work has now begun on establishing a Resilience Steering Committee.</p>




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



<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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		Work has commenced on the development of a Discussion Paper. The release of new Census Results in 2022 and the recent commencement of a range of state reforms to agritourism planning policy have provided additional context for the scope of this review.

## **Community Wellbeing**

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




<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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		<p>Our libraries are becoming busier as people are returning to pre-Covid times and rediscovering our services and events.</p> <p>Young people and home schooling groups are using the library in larger numbers and on a more frequent basis</p> <p>Library visits totaled 21,629 across the 3 libraries for the quarter. This is a 10% increase from the previous quarter and a 13% increase from same time previous year.</p> <p>Library loans totaled 32,380 for the quarter, which is a 6.2% increase from the previous quarter and 1.3% increase from same time previous year.</p> <p>There were 122 events with 828 attendees during the quarter (such as vintage film nights, international women's day and 'get loud' drumming event)</p>

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
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<p>Commence the preparation of the Bellinghen Shire Youth Strategy. *Project subject to grant funding.</p>	<p>Community Wellbeing</p>		<p>Grant funding has not been obtained for the preparation of the Bellinghen Youth Strategy.</p>







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

Project	Responsible unit	Status	Comments
Develop a draft Indigenous Engagement Policy	Office of General Manager		Stakeholder engagement underway to prepare a draft policy that provides guidelines on cultural protocols and sensitivities for engaging with our Gumbaynggirr communities
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		Options are currently being investigated for training delivery. No clear timelines have been established as yet.

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




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.

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

<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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		<p>First Aid Training has been secured for the 3 townships to allow community members to learn valuable skills. Priority will be given to community members living in places isolated by flood/fire so they can assist in an emergency and render aid. Additional education activities continue, including the purchase of books and games for the Libraries, and developing an Emergency Hub on the BSC Website.</p> <p>Progress on Indigenous Truth-telling continues despite changes in the organisation managing the funding. Engagement Policy and Cultural training due by Sept 23. Community gardens continue as planned, and other community group projects are beginning to show outputs, such as the Housing Matters Action Group's various factsheets and the successful housing of 3 people under the Community Hosting Program. Water resilience project was completed in Dec 2022 and Resilience Team is now starting the formation of the Food Resilience Steering Committee to monitor and maintain outcomes from that project ongoing.</p>
Invest Environmental Levy funds to support grant applications on local sustainability initiatives.	Sustainable Environment & Waste		Environment Levy funds used as co-contribution for Plateau Koala Project in partnership with Dandarrga Landcare and for LGNSW Bellingen Island Flying Fox project.
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.
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 Dorrigo, Bellingen and Urunga as recovery centres to invest in community capacity.	Community Resilience		A community survey for the LEMC Risk Assessment was conducted in February with 82 respondents and workshops held as well. The Consultant is now completing a draft risk assessment. The upgrade of 2BBB technology and training is finalised, with auditorium completion expected Sept 2023. 2BBB is preparing to stand up and be a go-to communicator during disasters for council and community. The next Community Resilience Network meeting will take place in May. The Urunga House recovery centre project is complete, Bellingen Memorial Hall has opened (though not entirely finished) and the Dorrigo Community Hall will have architect drawings provided by 1st of May 23.








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

Project	Responsible unit	Status	Comments
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		Selection of a consultant to undertake the joint Coffs and Bellingen Recovery plan has completed with sign off imminent. Mobile storage containers have been placed on site and identification and procurement of equipment commenced. The Emergency Operations Centre project is expected to provide a detailed design by end of April.
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*

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 on track for 22/23 FY. Defects and service requests are 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 was finalised following consultation & feedback from s355 Committee and key stakeholders. It is to be provided to Council for formal approval at its April Ordinary Meeting.
Continue to progress funding applications for the community facility improvement program including Dorriggo Community Centre upgrade and extension to proposed works at Bellingen Memorial Hall. Projects will be implemented based on funding received.	Community Wellbeing		Tender documentation is currently being prepared. It is anticipated that these tenders will be ready in Q4
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.
Advocate to State and Federal Agencies around support for our schools, hospitals and sport and recreation services and facilities.	Office of the General Manager		Advocacy work continues on this item with regular contact with the relevant State Government Minister.





## Places for People

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



Project	Responsible unit	Status	Comments
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. Use by major events has commenced including SWIFF 2023.
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		This project is completed in terms of the building. the Governance team are now working on identifying suitable community organisations to rent the space with the understanding it is a Council Recovery Centre and will be stood up in a disaster.
Progress the Dorrigo library extension project. *Project subject to grant funding.	Community Wellbeing		Architect design and drawings completed. Other design consultants working with Project Manager to finalise their drawings. Design drawings on track to deliver to BSC procurement team by 1 May 2023.
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		Architect design and drawings completed. Other design and drawings marked up and on track to deliver to BSC procurement team by 1 May 2023. Meeting to be held in early May 2023 with S355 Committee to run through the tender documents prior to call for Tenders. Budget on track as per BLERF funding.
Invest in maintenance improvements for the Bellingen and Dorrigo Swim Centres and Mylestom Tidal Pool.	Economic & Business Development		There are a number of projects and improvements taking place including the replacement of a chemical shower at the Dorrigo pool. LED lighting is also planned to be replaced at the Dorrigo pool before the end of the financial year with an RFQ now finalised and preferred contractor engaged. It is also proposed that tiling will be undertaken in the amenities. Quotes are pending. Quotes are also being finalised for the relining of the Bellingen pool and some other maintenance works.

## Places for People

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





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		<p>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.</p> <p>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.</p>

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



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.
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.



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



<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
Advocate to State and Federal Agencies around support for affordable and diverse housing options.	Office of the General Manager		Council has continued to work with the Housing Matter Action group to progress affordable and social housing matters.
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.
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</p> <ul style="list-style-type: none"> <li>• formation works at:</li> <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> </ul> <p>Various other roads as priorities by MMS (Maintenance Management System)</p>	<p>Infrastructure Services</p>		<p>All roads identified for Heavy Formation Grading program complete and remaining funding re-allocated in the Q2 budget review.</p>
<p>Investigate funding opportunities for public electric vehicle charging stations.</p>	<p>Sustainable Environment &amp; Waste</p>		<p>Bellingen Shire Council is partnering with the NRMA to install two Electric Vehicle fast-charging stations for public use at Coronation Park in Dorrigo. The work is due for completion by end of 2022/23. Partner with state government to assess feasibility of public charging in the shire.</p>



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




Project	Responsible unit	Status	Comments
<p>Implement road heavy patching and resealing works at:</p> <p>Old Pacific Highway, Raleigh - 0.2km                      Crown Street, Bellingen - 0.2km                      Wheatley Street, Bellingen - 0.9km                      Church Street, Bellingen - 0.1km                      Darkwood Road, Thora - 1.6km                      Summervilles Road, Gleniffer - 1.2km                      Vine Street, Dorrigo - 0.16km                      Hammond Street, Bellingen - 0.1km                      Whisky Creek Road, Dorrigo - 0.5km                      Martells Road, Brierfield - 2.1km                      South Arm Road, Urunga - 2.2km                      Perrys Road, Repton - 1.0km                      Billings Road, Dorrigo - 1.9km</p>	<p>Infrastructure Services</p>		<p>Re-seals completed to date on 17.5km of roads including: -</p> <p>Wheatley Street, Bellingen                      Promised Land Loop Road, Gleniffer                      Gordonville Road, Gleniffer                      Crown Street, Bellingen                      Perrys Road, Repton                      North Bank Road, Bellingen                      Valery Road, Raleigh                      Gordon Road, Raleigh                      Braithwaite Avenue, Bellingen                      Atherton Drive, Urunga                      Wenonah Close, Valla                      Roses Road, Gleniffer                      Tyringham Road, Dorrigo                      Darkwood Road, Thora                      Church St, Bellingen                      Hammond St, Bellingen                      Vine Street, Dorrigo</p>
<p>Implement road renewal works at:</p> <p>Gleniffer Road, Gleniffer - Rehabilitation                      Lower Bielsdown Road, Tallowood Ridge Road - Re-surfacing                      South Street, Urunga - Rehabilitation                      Coopers Lane, Urunga - Rehabilitation                      Martells Road, Urunga - Resurfacing                      South Street East, Bellingen - Rehabilitation</p>	<p>Infrastructure Services</p>		<p>Gleniffer Road Rehabilitation, construction nearing completion on original scope of works. Additional funding of \$3M through Fixing Local Roads Round 4 increasing scope by over 100% received and construction now underway.                      Lower Bielsdown Road on track to commence in Q4 as planned.                      South Street, Urunga and South Street East, Bellingen both deferred to 2023/23 FY as per QBR1.                      Cooper Lane, Urunga, design due for completion Q4 and construction now planned late Q4.                      Martells Road, Urunga, additional funding announced, construction following completion of Coopers Lane, now planned to commence in early July, Q1 of the 23/24FY.</p>

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Project	Responsible unit	Status	Comments
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.
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.
<p>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.</p> <p>Major repairs being undertaken in response to these disasters include numerous significant landslips both upslope and downslope throughout the local road network.</p>	Infrastructure Services		<p>AGRN 898 / 960 Projects are underway: Keever Drive rehabilitation completed Q3.</p> <p>Work Package 02 - Stormwater Replacements Design complete April '23, Construct only tender underway.</p> <p>Work Packages 03 &amp; 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 &amp; Regrading, Soldier Pile Walls and Soil Nails respectively.</p> <p>D&amp;C Tender for 10 Soil Nail wall sites - RFT to be issued in Q4.</p> <p>Work Package 05 - Road Formation Bellingin Shire Council to self-perform in the 2023/24 FY.</p> <p>Work Package 07 - Rock Armor Soil-con progressing design for completion in Q4.</p> <p>Work Package 08 - South Arm Road Re-alignment LGES progressing design for completion Q4.</p>



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<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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.
Perform maintenance and renewal works on Regional Roads utilising Block Grant funding through TfNSW.	Infrastructure Services		Regional Road maintenance on track for 22/23 FY. Defects and service requests are 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 underway, on track for completion Q2 - 2023/24FY. Spicketts Creek Bridge - Construction underway, on track for completion Q2 - 2023/24FY. McKenzies Creek, Harness Cask Road - Construction nearing completion, open May 2023, completed June 2023. 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 June 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.

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

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 Q3. Procurement is being finalised to construct new pathways between the Bellingen High School to Youth Hub and the Bellingen Golf Club to Butter Factory. Additional funding has been applied for through the Active Transport grants program to undertake designs for key pathways in Urunga, Bellingen and Dorrigo.
Advocate to State and Federal Agencies around support for delivery of public transport improvements.	Technical Services		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. 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.
Promote and support community transport services delivered to our community.	Community Wellbeing		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.
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 being finalised with new staff expected to commence with Council in Q4 of 2023.


## Our Living Environment

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




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 discussion paper finished. IWCM Strategy commenced with draft expected in November 2023.
Complete consultation process and development of state mandated 10 year Coastal Management Plan to support local coastal, estuary and river health.	Sustainable Environment & Waste		Feedback from stakeholder agencies and Council incorporated into First Draft of CMP and redistributed for comment prior to being put on public display.
Continue to advocate for additional funding to progress delivery of the Sewering Coastal Villages Scheme.	Water & Wastewater		Grant submission to Growing Regional Economies is due for submission in May. We are seeking 100% funding for Raleigh Industrial Estate and Repton. Submission preparation has commenced. Stage 1 expressions of interest.
Commence renewal of water mains along Yellow Rock Road to replace 4.2km of water mains over a 4 year period.	Water & Wastewater		Approximately 900m of mains renewal completed in March. Work halted due to wet weather. The remainder of this years program is expected to be completed in May.
Increase Capacity of Urunga Sewer Treatment Plant to include an effluent reuse scheme to deliver recycled water to South Urunga developments.	Water & Wastewater		Infrastructure NSW has agreed to the change in project scope in response to costs escalations. Tender for Urunga STP being progressed as a priority with planned commencement of construction towards the end of Q3 of 2023.







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

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		New water education resources provided on Council's website include information about our local water supply, the introduction of smart meters and how to conduct water audits.
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.



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

<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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. There is a growing acceptance of the economic importance of working regionally to afford innovative environmentally sound technologies and adequate throughput of materials. Implementation from other strategic reports, including a Waste Options Report and Operational Review are guiding current resource investment.
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		Community workshops have included a bicycle repair session and textile upcycling. A regional Disaster Waste Management Plan was also delivered.
Undertake site and process improvements at Dorrigo Waste Management Centre to support transition to a Circular Economy.	Sustainable Environment & Waste		Geotechnical surveys have been undertaken and designs developed for construction of storage bays for a range of materials. Lack of specific project staff and contractors continues to be a challenge.
Implement priority actions from 2021/22 Waste Operations Review to improve waste management practices, efficiencies and sustainability.	Sustainable Environment & Waste		Landfill lids purchased to reduce the amount of daily capping required and purchase of a new sprinkler system to improve leachate control. Quotes sought for design of landfill expansion at Raleigh Waste Facility.

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







<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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		Council's total emissions for Q3 were 379 tonnes CO2-e, which is 19% lower than for Q3 last year and 35.9% lower than the baseline year of 2010. Air conditioning systems updated at the Bellingen Visitor Information Centre and Neighbourhood Centre. Continued investment in GreenPower with 20% of consumption for our largest sites now coming from renewables. A Power Purchase Agreement that commenced 1 January 2023 for 63 small sites includes 100% GreenPower.

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


<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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		Individual property and high risk pathway (road and river) inspections are exceeding targets. Early Needs Weeds grant project Officer appointed to target flood borne weeds and high priority weeds has commenced inspections.
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		Education resources provided through electronic channels including a series of 'Bello Bio Notes'. Continued work with LandCare groups on a range of projects to regenerate riparian and bushland habitat.



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



<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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		Council provided support for two 'Malaami' events which were projects identified in the Community Climate Action Plan: the launch event led by the Gumbayngirr Elders and leaders, and the Futures Visioning workshop led by the Centre for Ecological Learning. A series of 'Sustainability Snapshots' continue to be published in local media to showcase leadership.
Provide professional and financial support for community partnership projects and maintenance of past project sites.	Sustainable Environment & Waste		LandCare supported with the review and/or development of site plans for Alma Doepel Reserve, Station Creek, Urunga Lake and Johnston Street Mylestom. Engagement of a steering group of stakeholders to oversee Flying-Fox and habitat conservation projects funded by Transport for NSW and Local Government NSW. Past Project maintenance work continued at Jarrett Park, Hammond Street Road Reserve, Earl Preston Reserve, Connell Park, Market Park and Bellingen Island & Ringwood Reserve.
Finalise the Coastal Management Plan and commence implementation of priority actions.	Sustainable Environment & Waste		Feedback from stakeholder agencies and Council incorporated into First Draft of CMP and redistributed for comment prior to being put on public display.
Update signage at all beach access points with information regarding allowed and excluded uses, restrictions, and location emergency details.	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.
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.
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 LLS 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 LLS 5 year management agreements across 11 landholders in the Bellingen 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 continues to progress recruitment to existing vacancies in this 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 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 the 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 have now completed their community engagement, receiving a total of 4 submissions. IPART is expected to release their decision in Mid-June 2023.</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 Parking of Urunga Bonville Street car parking 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		As a member of MidWaste Regional Waste Forum and Coffs Coast Waste Services, a range of projects have been delivered including a bike repair workshop and a textiles upcycling session. Staff also delivered waste education at a number of community events including the Bellingen Shire Thrive festival.
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		Development of a Cybersecurity Plan is progressing, with a number of identified cybersecurity issues completed. Council is also working closely with Cybersecurity NSW to improve security practices. Cybersecurity NSW have a range of tools to assist Council in creating a robust Cybersecurity framework, this includes penetration testing, policies and threat notification and monitoring. The Cybersecurity Plan has strong linking to the IT Strategic Plan and IT Policy Framework that are also in progress.
Delivery Corporate Carbon Plan high and medium priority actions to reduce emissions from corporate operations and assets.	Sustainable Environment & Waste		Upgrading of 663 streetlights across Bellingen Shire to LED is underway. Air conditioning systems have been updated at the Bellingen Visitor Information Centre and Neighbourhood Centre. Council continued to invest in GreenPower with 20% of consumption for our largest sites now coming from renewables and 100% for 63 smaller sites. A Power Purchase Agreement for the small sites from 1 January 2023 includes a 20% discount on the cost of electricity.

***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		The Audit, Risk & Improvement Committee develops an annual Internal Audit Plan. Council has undertaken audits in accordance with the approved plan.
Review management options and arrangements for the transformed Bellingin Memorial Hall.	Community & Wellbeing		An operational review was conducted, and options provided with a recommendation to progress with a venue coordinator structure to be established within the Council FTE. A baseline budget has been established, a position description created, and it is anticipated that this will be advertised in Q2.
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		The Vault system went live on 1 July 2022 and is now being utilised for incident reporting, pre-starts checks, monthly checks (e.g., first aid kits), inspections, licences and injury management.
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		Review of systems underway to investigate options to streamline existing reporting and develop dashboard solutions for better decision making
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.
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 is currently being prepared to be tabled as part of the IP&R process which will go to the April Ordinary Council Meeting.

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






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		Action ongoing to confirm project scope following identification of funding opportunities.
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		Considerable progress has been made with producing a draft IT Strategy Plan.
Review and update policies and procedures related to IT Strategy roll out and customer service	Customer & Business Services		IT policy system has been purchased and updated to the latest version and to reflect latest best practice standards. The next step, is approval by ELT of relevant policies.
Conduct a review of Council's land and property portfolio	Governance & Risk Services		Proposed to be undertaken in Q4 2022/23.
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 finalised with tender documentation being finalised.
Embed communication principles into key project planning and develop communication plans with business units.	Office of the General Manager		With new communication staff now operational, social media policies and processes are being updated to enhance how the organisation manages content. A working group of cross departmental representatives is being established to strengthen communication channels and further enhance how we think about communication.
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 being developed to provide a concise manner in which consultation material is reported. This will ensure reports continue to reflect consultation practices as defined within Council's Engagement Strategy and associated communication plans.
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		Project completed and final report presented to council 7/12/2022
Explore options for the development of a mobile office to support a resilient community.	Office of the General Manager		This project was subject to funding allocation which did not proceed.
Develop and deliver a social media strategy	Office of the General Manager		Work is underway to scope Council's social media platforms and channels. A desktop review is being conducted of Council policies and procedures to inform the preparation of a Social Media Strategy and Content Plan for Council. It is anticipated the Strategy will be delivered in Q4.
Implement marketing and promotional activities to increase community awareness and social media reach.	Office of the General Manager		During the reporting period Council expanded the utilisation of video messaging to enhance social media reach, including short reels promoting local events. Google analytics and Meta are used to track and monitor social activity and performance and a snapshot is included on Social metrics within this report. Council continues to promote its services through print and digital newsletters circulated with rates notices and public notice boards and information published in local papers.
Continue to improve Council's website and Councillor Portal to deliver a personalised experience for our customers.	Office of the General Manager		Policy registers and automated forms continue to be updated to ensure access to relevant information and search functionality is enhanced

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

<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
Promote engagement and relationship building with local Aboriginal Communities and Land Councils	Office of the General Manager		liaison meetings being conducted with a range of Council staff and Land Council's regarding planning, environmental and educational projects. During February a round table discussion was had with key Council staff and Department of Regional NSW to review the 3-year Aboriginal Outcomes Strategy (OAS) that forms the basis and frameworks principles of self-determination and co-design when working with Aboriginal communities. Regional NSW suggested that Council review this document in terms of projects and programs moving forward and in supporting future decision making processes.
Attend Local Emergency Management Committee (LEMC) meetings as required throughout year to inform planning & response to disaster events.	Operations		LEMC meetings attended for the reporting period.  Council staff facilitate each alternate meeting through preparation of the agenda and minutes in collaboration with Coffs Harbour City Council.
Undertake Advocacy around issues of key importance to Council and local government including financial sustainability, Fire and Emergency Services Levy, mixed waste organic output, funding for local government joint organisations and adequate funding for disaster management & recovery and resilience.	Office of the General Manager		Advocacy work continues on this item with regular contact with the relevant State Government Ministers.
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. Team 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***

<b>Project</b>	<b>Responsible unit</b>	<b>Status</b>	<b>Comments</b>
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		Considerable progress has been made with suitable software found and approved by ELT for purchase and implementation.
Prepare and commence delivery of a Health & Wellbeing Strategy.	People & Culture		Financial Wellbeing 101 was launched in March to help employees deal with financial stress. It provides employees with access to a comprehensive range of financial topics. Topics range from dealing with debt, investment options, getting married, buying a home, teaching kids about money and everything in between. An updated Wellbeing Strategy document is currently being drafted.
Implement training and development programs to support Councillors to effectively deliver their elected duties.	People & Culture		Training in Verbal Judo was delivered in February with ongoing councillor workshops held on a regular basis.
Implement priority actions as outlined in the Workforce Strategy.	People & Culture		Further enhancements continue to be made to our online recruitment system and our employee value proposition (EVP). Our EVP will focus on flexible work practices, professional development, and employee wellbeing. People and Culture are working through the various stages of the employment life cycle with a focus around continual improvement. Coaching sessions for Managers to assist with their development as well as leadership development training options are being explored. Drug and Alcohol Awareness training was delivered in February as part of Council's Random Drug and Alcohol testing regime. 30 of our outdoor work force attended a 6-week Digital Literacy program (one ½ day a week) during March.
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 H1 Report against progress of the Operational Plan was presented to Council's March Ordinary Meeting and is available on Council's website. The Draft Revised 2022-26 Delivery Program and 2023-24 Operational Plan is currently being prepared and will be tabled at Council's April Ordinary Meeting for public exhibition. A separate report on Council's Long Term Financial Plan and Revenue Policy Fees and Charges will be presented at the same meeting.





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