



Raise awareness of the local Aboriginal community and an appreciation of their long traditions and culture.

Target: Improved understanding and appreciation of the importance of the Aboriginal Community and their traditions and culture

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
10.2	Raise awareness of the local Aboriginal community and an appreciation of their long traditions and culture.	10.2.1 Work with the Aboriginal community to improve access to cultural and educational activities.	Progressing	80%	Consultation, by 2 Rivers Ltd Pty with key Aboriginal Community Members, continues in order to develop the concept of a Treaty Document and a final discussion paper will be provided to Council in the coming months.	
		10.2.2 Meet with the Aboriginal Community to identify programs and projects that support native tree plantings on Aboriginal Land	Completed	100%	Meetings have been previously held with Warrurah Local Aboriginal Land Council and Muswellbrook Shire Council to identify potential projects. The Land Council were successful in attracting EAP funding to clean up and tackle illegal dumping on Aboriginal Land, Muswellbrook Shire Council supported their funding application.	

Environmental Sustainability


Environmental Sustainability to focus on the regeneration of mined land and urban riparian areas, increase our use of renewable energy and to monitor and manage our use of natural resources.

Higher quality final landforms with shallower voids and more emphasis on progressive rehabilitation with local workforce participation.

Work in partnership with industry and other levels of government to achieve improved rehabilitation outcomes for disused mining lands and ongoing employment for the local workforce.

Target: Improvements in final landforms and void depths





DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
11.1	Work in partnership with industry and other levels of government to achieve improved rehabilitation outcomes for disused mining lands and ongoing employment for the local workforce.	11.1.1 Develop a Mining and Extraction (Quarries) Policy to inform the calculation of environmental bonds, modifications and extensions and other relevant matters within the Shire	Progressing	50%	Liaison with the Natural Resources Regulator regarding mines in the Shire has continued this quarter.	
		11.1.2 Review new State Significant Development and requests for modification of State Significant Development (where the approval authority is the Department of Planning, Industry & Environment) to provide input and submissions consistent with Council's policy position	Completed	100%	Council has provided input provided to projects being undertaken by Mt Pleasant, Mt Arthur, Maxwell and Muswellbrook Coal.	


DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		11.1.3 Attend Community Consultative Committees operated by the mines within the Shire	Completed	100%	Council staff regularly attend meetings of the Muswellbrook Coal, Maxwell, Mt Pleasant, Liddell, Bengalla and Dartbrook Mine Community Consultative Committees (CCC). Councillors attend the Mangoola and Maxwell CCC meetings.	

Enhance native vegetation connectivity across the Upper Hunter.

Target: Enhanced native vegetation connectivity across the Upper Hunter

Support Landcare initiatives and programs to enhance native vegetation connectivity across the Upper Hunter.


DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
12.1	Support Landcare initiatives and programs to enhance native vegetation connectivity across the Upper Hunter.	12.1.1 Support Landcare activities in the Shire	Completed	100%	Council supports the role of the Upper Hunter Landcare officer. Updates are provided in a monthly report to Council.	
		12.1.2 Maintain rehabilitation works along Muscle Creek, Karoola Wetlands and Denman Wetlands to improve habitat quality and vegetation connectivity across the Upper Hunter	Completed	100%	Maintenance works are being carried out to improve habitat quality and vegetation connectivity at Muscle Creek and Denman Wetlands.	
		12.1.3 Maintain areas that have undergone rehabilitation activities to avoid degradation	Completed	100%	Rehabilitation works are being maintained at Muscle Creek and National Tree Day sites.	
		12.1.4 Continue Council's efforts running multiple National Tree Day planting events in Muswellbrook and Denman.	Completed	100%	No further tree planting activities this quarter.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		12.1.5 Obtain easements over Possum Gully in order to facilitate the carrying out of vegetation rehabilitation works	Progressing	75%	Obtaining access or ownership over Possum Gully for vegetation rehabilitation works is progressing.	

Our local rivers and creeks are enhanced, utilised and valued.

Adopt an Urban Riparian Masterplan and implement actions.




Target: Healthier waterways and greater recreational use by the community




DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
13.1	Adopt an Urban Riparian Masterplan and implement actions.	13.1.1 Plan a staged program of works for the implementation of the Council Muswellbrook Urban Riparian Landcare Master Plan (MURLMP)	Completed	100%	EPA approved funding for the Hunter Beach and Muscle Creek pathway extension projects in June 2021.	





Support initiatives which reduce the community's impact on the environment.

Carry out actions under the Sustainability Action Plan

Target: Actions carried out

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
14.1	Carry out actions under the Sustainability Action Plan	14.1.1 Develop a work program to prepare a Muswellbrook Urban Catchment Management Plan which prioritises areas for remediation and activities that reduce and slow urban stormwater runoff	Progressing	50%	Agreement reached by Officers across Council work teams to focus on developing a catchment management plan for the Musclee Creek catchment as the highest priority to enable prioritisation of creek stabilisation projects.	
		14.1.2 Continue to monitor air quality for the Shire and advocate for improved quality, regulation and compliance	Completed	100%	Air Quality newsletters are emailed to Councillors as they become available. Australian Nuclear Science and Technology Organisation (ANSTO) supported air quality monitoring continues at the Muswellbrook Water Treatment site.	
		14.1.3 Deliver the funded components of the Muswellbrook Shire Renewable Energy Action Plan	Completed	100%	The Muswellbrook Aquatic Centre will be the next site for expanded solar panel installation.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		14.1.4 Investigate opportunities for joint ventures with renewable energy innovators and power suppliers	Completed	100%	The responsibility to investigate opportunities for joint ventures with renewable energy innovators and power suppliers is now included in the strategic plan for the Upper Hunter Economic Development Corporation (UHEDC) - Council will review progress towards these goals annually and report via the Council's Annual Report.	
		14.1.5 Conduct a minimum of two community education programs to reduce the volume of food waste going to the Waste Management Facility	Completed	100%	The Healthy Towns program has been delivered with YouTube stories, virtual seminars and Facebook posts. Seminars on establishing gardens, establishing household composting and encouraging children to garden have been completed. Outcomes on these projects have been provided to Councillors in an information report.	
		14.1.6 Assist Council staff in implementing affordable procurement that minimises waste and improves sustainability outcomes	Completed	100%	Procurement policy and procedure have been adopted and made available to staff. Environmental staff provide technical advice and assistance when establishing projects to minimise waste.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		14.1.7 Conduct a minimum of two education programs or events to engage businesses and the broader community to minimise waste minimisation and encourage re-use.	Completed	100%	War on Waste Grants provided to community groups and businesses this quarter.	
		14.1.8 Encourage establishment, participation and maintenance of a minimum of one community garden	Completed	100%	A community garden operates at Olympic Park. Reports on activities are provided as part of the Planning, Environment and Regulatory Services information report each month.	
		14.1.9 Continue surveillance and regulation of illegal dumping based on reports from the community and staff	Completed	100%	Rangers have been following up on the source of dumped material and abandoned vehicles. Seven waste deposits have been cleared.	
		14.1.10 Implement the Flying Fox Management Plan and the funded management actions	Completed	100%	Assistance is being provided to residents who live near flying fox camps or feed trees. The weed feed tree removal program has finished for this year. Funding is being sought to undertake plantings to create a new "camp" site outside the town boundaries.	

Require all development proposals to avoid and mitigate against potential environmental impacts and facilitate improved environmental outcomes where possible.

Target: Development application process includes review of potential environmental impacts and mitigation requirements included in conditions

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
14.2	Require all development proposals to avoid and mitigate against potential environmental impacts and facilitate improved environmental outcomes where possible.	14.2.1 Investigate offsetting options for Council under the NSW Biodiversity Offset Scheme and prepare recommendations for Council's consideration	Completed	100%	A report has been submitted to Council providing possible Biodiversity offset options.	


Cultural Vitality

Increase the local variety, availability and access to the arts and cultural experiences.

Conserve the heritage and history of the Shire.

New investment in heritage conservation and restoration made.

Target: Funding allocation for heritage conservation and restoration is available

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
16.3	New investment in heritage conservation and restoration made.	16.3.1 Allocate funding for heritage conservation and restoration of heritage items through the Local Heritage Grants Fund	Completed	100%	Two grant funded projects completed and results reported to the Heritage Office.	

Facilitate options to improve cultural activities in the Shire.

Construct a *Regional Entertainment and Conference Centre* (subject to a *Special Variation*).



Target: Construction completed

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
17.1	Construct a Regional Entertainment and Conference Centre (subject to a Special Variation).	17.1.1 Develop planning of the Regional Entertainment and Conference Centre (RECC) towards Development Application approval	Completed	100%	Development Application is currently being assessed by the Regional Planning Panel.	

Facilitate cultural activities and events which engage the community and visitors, and which create a 'sense of place' and identity.

Increase funding to the Blue Heeler Film Festival and the Noisy Heeler Festival with a view to engaging more locals and visitors.





Target: Increased attendance and participation at a variety of festivals and events

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
18.1	Increase funding to the Blue Heeler Film Festival and the Noisy Heeler Festival with a view to engaging more locals and visitors.	18.1.1 Develop an Events and Festival Strategy with Action Plan for the period 2020 to 2024.	Progressing	30%	A draft Events and Festival Strategy has been developed, the need for an Events and Festival Strategy will be reviewed in line with Muswellbrook Shire Councils Strategic direction regarding tourism and the incorporation of the Upper Hunter Economic Development Corporation.	
		18.1.2 Deliver the funded actions of the approved Events and Festival Strategy 2020-2024 during 2020/21 financial year.	Progressing	50%	The Events and Festival Strategy will be reviewed in line with Muswellbrook Shire Councils Strategic Direction of tourism and events and the incorporation of the Upper Hunter Economic Development Corporation.	

Continue the provision of arts appreciated through the Muswellbrook Regional Arts Centre

Target: A minimum of five exhibitions each year and the artist in residency completed

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
18.2	Continue the provision of arts appreciated through the Muswellbrook Regional Arts Centre	18.2.1 Muswellbrook Regional Arts Centre to host a minimum of five exhibitions each year	Completed	100%	<p>2 exhibitions have been held during this reporting period:</p> <ul style="list-style-type: none"> • The School Quadrangle: Garrie Collins • Ignite 2021: Muswellbrook High School • In Our Own Words: An Oral History Project • A dog is a Dog: From the Collections • Max Watters: Paintings and Drawings Exhibitions 8 March to 1 May 2021 • Muswellbrook Art Prize 2021 • Art Tracks IV: Myths, Folklore and Wisdom • A dog is a Dog: From the Collections • In Our Own Words: Oral History Project • Max Watters: Paintings and Drawings Exhibition 8 May 2021 • Mountain Songs: Rebecca Rath • Coast - The Edge a joint exhibition of Ian Skinner, Sally Burnside and Roger Skinner • Max Watters: Twofold 	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		18.2.2 Work with sponsors to investigate the annual delivery of the Muswellbrook Art Prize	Completed	100%	Muswellbrook Art Prize has been held and sponsorship has been provided accordingly.	
		18.2.3 Partner with local education providers to enhance the Muswellbrook Regional Arts Centre's exhibitions	Completed	100%	The Muswellbrook Art Gallery Team are working with Muswellbrook High School photography students to collate an exhibition for June/July 2021	
		18.2.4 Muswellbrook Regional Arts Centre to host an Artist in Residence Program	Progressing	90%	'The Wollemi Project' is a partnership project with Muswellbrook Shire Council, National Parks & Wildlife Services and Singleton Council. The selected Artist, Mark Dober, Marie Mansfield and Rebecca Rath have completed their site visit to the Wollemi National Parks.	
		18.2.5 Develop a strategy to attract major exhibitions to the Shire and associated budget and report to Council	Progressing	50%	The Muswellbrook Art Gallery Business Plan is being reviewed internally and will be presented to MANEX for notation.	

Continue the Public Art Program in the localities identified by Council

Target: One piece of public art is placed each financial year for five years (commencing 16/17)

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
18.3	Continue the Public Art Program in the localities identified by Council	18.3.1 Memorial for Max Watters	Progressing	80%	The third installment has been provided to Artist Linda Klarfeld to complete the three dimensional sculpture of Max Watters. An internal meeting has been held to prepare for the siting of the statue prior to its delivery mid August 2021.	


Support Arts Upper Hunter as the peak organisation of Artist endeavour.

Target: Financial support is provided each year

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
18.4	Support Arts Upper Hunter as the peak organisation of Artist endeavour.	18.4.1 Maintain financial and management support to Arts Upper Hunter	Completed	100%	The Manager of Community Services is now a member of the Arts Upper Hunter Board.	
		18.4.2 Encourage local artist projects and grant applications through Arts Upper Hunter	Completed	100%	3 of the 8 funded applications under the Country Art Support Program come from Muswellbrook LGA	

Investigate increasing the participation in the Upper Hunter Eisteddfod in partnership with Upper

Target: Participation in the Upper Hunter Eisteddfod is increased

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
18.5	Investigate increasing the participation in the Upper Hunter Eisteddfod in partnership with Upper	18.5.1 Provide administration support to the Committee of the Upper Hunter Muswellbrook Eisteddfod	Completed	100%	Upper Hunter Muswellbrook Eisteddfod unfortunately was cancelled in 2020 due to COVID 19.	




Community Infrastructure



Expand on the infrastructure required for Muswellbrook to realise Regional Centre status, improve community facilities and improve accessibility to community facilities.

Our community's infrastructure is planned well, is safe and reliable and provides required levels of service.

Improve and maintain civic precincts.

Target: Civic precincts and traffic safety devices and networks are well maintained and safe

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
19.1	Improve and maintain civic precincts.	19.1.1 Deliver the approved capital program substantially on time, on budget and in accordance with relevant design and construction standards	Completed	100%	The 2020-21 approved capital program has been delivered substantially on time, on budget and in accordance with relevant design and construction standards.	
		19.1.2 Implement and monitor effectiveness of the street and footpath sweeping program under contract	Completed	100%	Programme carried out within budget and performance monitored.	
		19.1.3 Carry out the management and removal of graffiti with compliance to Council's Graffiti Management Policy.	Completed	100%	Graffiti removal works are carried out in accordance with policy and budget.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		19.1.4 Carry out annual audit of Council's Best Practice Management of water supply and sewerage services	Completed	100%	An audit of Council's Best Practice Management of water supply and sewerage services has been carried out by an independent auditor. The final audit report will be submitted to Council's Senior Management Team in the first quarter of 2021-22.	
		19.1.5 Identify suitable location for new Muswellbrook cemetery and progress planning for future transition to new site	Completed	100%	A report identifying a potential site was submitted for Council's consideration.	

Maintain and continually improve asset management.






Target: Implement Councils asset management strategy

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
19.2	Maintain and continually improve asset management.	19.2.1 Co-ordinate and facilitate implementation of the Asset Management Improvement Strategy	Completed	100%	An Asset Management Steering Committee meeting was conducted in the fourth quarter of 2020-21.	
		19.2.2 Monitor service levels achieved compared to Level of Service targets in asset management plans and Precinct Specifications Manual	Completed	100%	Road Asset Management Plan final draft complete, including all relevant customer satisfaction surveys, existing asset conditions, current renewal and maintenance strategies and expenditures, future renewal strategies and budget analysis. Water/Sewer Valuation assessment strategy underway for 2021-22. A Dial before You Dig contract has been awarded, and is being linked to MapInfo to protect services. Land Improvement Valuation completed and submitted for Audit.	
		19.2.3 Progressively reduce passive mowing areas through the staged establishment of pockets of native vegetation	Completed	100%	Incremental reductions in passive mowing areas are being progressed as a component of Council's Precinct Specification Maintenance Manual.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		19.2.4 Implement the funded components of the bus stop shelter upgrade and renewal program for Muswellbrook Shire	Completed	100%	Implementation of the program during the quarter has involved reporting to the May meeting of Council on Options for low, medium and high cost designs which deliver added climate cooling and customised aesthetic benefits. The Council endorsed option will be implemented when funds allow.	
		19.2.5 Progress the potential for Olympic Park and Highbrook Park to be irrigated by high quality recycled water	Completed	100%	This action is to be progressed as part of field improvements for the staged upgrade of the Olympic Park Precinct.	

Facilitate investment in high quality community infrastructure necessary to a regional centre.





Target: High quality infrastructure is provided to support Muswellbrook as a Regional Centre



DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
19.3	Facilitate investment in high quality community infrastructure necessary to a regional centre.	19.3.1 Construct the funded stages of the new animal care facility	Progressing	75%	Construction of the Muswellbrook Animal Care Facility has commenced.	
		19.3.2 Provide to Council a list of works proposed for design	Completed	100%	The 2020-21 Capital Works Program was reported and endorsed by Council at the July 2020 meeting.	
		19.3.3 Provide to Council designs and associated estimates for the forward financial year	Completed	100%	Designs and estimates have been submitted to Council throughout 2020-21 on a discrete project basis.	
		19.3.4 Investigate and recommend appropriate management treatments for road safety and traffic management	Completed	100%	A report has been submitted to Council providing design and safety information in relation to the Sandy Creek Road safety upgrade works. Works on site commenced during the fourth quarter of 2020-21 and will continue in the first quarter of 2021/22.	
		19.3.5 Deliver the Capital Program substantially on time, on budget and in accordance with relevant design and construction standards	Completed	100%	Major Capital Project Status reports are provided to Council on a monthly basis.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		19.3.6 Deliver professional engineering assessment of proposed development	Completed	100%	Development Assessments on track with requirements for assessment with Council's requirements and to meet best practice and ensure outcomes from projects meet Council and community expectations. 2020-21 has seen a significant number of developments reviewed, including several subdivisions for both Development Assessment and Construction Certificate.	
		19.3.7 Conduct regular meetings of the Muswellbrook Bypass Advisory Committee	Completed	100%	The Muswellbrook Bypass Advisory Committee is a Section 355 Committee under the Local Government Act. This committee continues to meet regularly, minutes are recorded for all meetings, the committee is Chaired by the President of the Muswellbrook Chamber of Commerce and includes representation from the State Government and Transport for NSW.	

Maintain and continually improve community infrastructure across the Shire.

Target: Roads, footpath and cycleway networks, stormwater devices and kerb and guttering are well maintained, safe and meet relevant standards and the community's service expectations

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
19.4	Maintain and continually improve community infrastructure across the Shire.	19.4.1 Implement funded projects arising from the Floodplain Risk Management Plan	Progressing	50%	A report was submitted to the 27 July 2021 Ordinary Council Meeting, advising that no conforming tenders had been received for the Hunter Beach project. Negotiations will be undertaken in order to satisfactorily progress the project.	
		19.4.2 Inspect Muswellbrook and Denman Levee Systems	Completed	100%	Periodic inspections are undertaken of the Muswellbrook and Denman levees.	
		19.4.3 Continue development of plans of management for Crown Lands.	Completed	100%	Draft Plans of Management have been prepared for Olympic Park and Denman Recreation Area together with a template to be tailored for other Crown lands.	
		19.4.4 Carry out a prioritised programme of asset condition inspections	Completed	100%	A condition assessment for roads, kerb and gutter and footpaths has been completed. Land Improvements condition assessment and valuation completed.	





DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		19.4.5 Effectively manage customer requests	Completed	100%	A survey of community satisfaction with Council Customer Service was completed in the first half of 2021. Results were satisfactory with improvements required to Council's website and use of social media. Council is actioning improvements to Digital Media and completion of the Customer Relationship Management system.	
		19.4.6 Implement construction avoidance resource recovery strategy	Completed	100%	Waste avoidance and resource recovery strategies are included in capital and operational projects, and are a required item to be addressed in reports to Council.	
		19.4.7 Progress formalisation of Bengalla Link Road-Wybung Road route as an alternative over mass over size vehicle route	Completed	100%	Council participated in a National Heavy Vehicle Regulator pilot programme to assess the condition of all major bridge and culvert structures on Bengalla Link Road and Wybung Road, and Bengalla Link Road-Wybung Road has been nominated by Council to be considered by Transport for NSW for reclassification as a State Road. These actions have been taken in order to progress the formalisation of Bengalla Link Road-Wybung Road as an alternative over size over mass vehicle route	




Utility services are operated as distinct business units within Council.

A safe, secure and reliable water supply and sewerage services are provided to all residents that will ensure public health.

Provide safe, secure, efficient and effective water, sewerage and waste services in compliance with regulatory requirements.

Target: Council re-news, upgrades and maintains Councils water and waste utilities and facilities to agreed standards and within regulatory requirements

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
20.1	Provide safe, secure, efficient and effective water, sewerage and waste services in compliance with regulatory requirements.	20.1.1 Operate in accordance with the New South Wales Protection Agency (EPA) Licences	Completed	100%	The annual licence return for Muswellbrook Sewer was submitted in April 2021. An exercise testing the Denman Sewer Pollution Incident Response Management Plan was undertaken on 26 May 2021.	
		20.1.2 Ensure substantial achievement of Best Practice Water Supply and Sewerage Guidelines	Completed	100%	Reports providing information relating to Water and Wastewater Levels of Service have been submitted to Council on a quarterly basis during 2020-21.	
		20.1.3 Test and monitor water supply and sewerage system, including re-use systems, to ensure legislative compliance with health guideline and licence parameters	Completed	100%	Reports providing information in relation to water and sewer levels of service have been submitted to Council on a quarterly basis during 2020-21. Annual Drinking Water Quality Reports have been prepared by NSW Health.	
		20.1.4 Monitor higher risk zones and treatment works	Completed	100%	All Liquid trade waste (LTW) discharges have approvals and	




DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		within the sewer system exposed to businesses with liquid trade waste discharges			agreements in place which are monitored and under ongoing review. In 2020-21 LTW inspection fees and review of approvals generated 25% above the revenue target	
		20.1.5 Undertake inspections and approvals of liquid trade waste premises and agreements.	Completed	100%	Inspections and approvals of liquid trade waste premises and agreements have progressed satisfactorily in 2020-21, with an annual report to be submitted to the August 2021 Ordinary Council Meeting.	
		20.1.6 Implement and monitor effluent reuse arrangements with relevant stakeholders to ensure secure and cost effective effluent disposal	Completed	100%	Effluent reuse arrangements with relevant stakeholders have been implemented and monitored to ensure secure and cost effective effluent reuse during 2020-21. The quality of effluent has at all times complied with contractual and recycled water quality standards.	
		20.1.7 Carry out construction of second water main servicing south Muswellbrook	Progressing	10%	Design works for stage 1 have been completed. Purchase of privately owned land is required for construction of the stage 1 works once these have been approved by Council. Liaison with the relevant land owner is being progressed.	



DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		20.1.8 Provide a report to Council listing priorities for construction	Completed	100%	A list of priority projects was endorsed by Council at the 29 September 2020 Ordinary Council meeting.	
		20.1.9 Implement appropriate studies and planning approvals for Food Organics and Garden Organics management	Completed	100%	Food Organics Garden Organics community education and engagement working group has prepared an Implementation Plan, which included collaboration with Upper Hunter Shire Council. Development Application No. 2021/58 for a Food Organics Garden Organics Recycling Facility was lodged 4 June 2021. A report was submitted to the 27 July 2021 Ordinary Council meeting regarding the engagement of a contract to supply a Mobile Aerated Floor System for the processing of organics at the Muswellbrook Waste and Recycling Centre.	

The road, footpath and cycleway networks are integrated and allow for the safe movement of residents around the Shire.

Maintain and continually improve the Shire's footpath and cycleway networks to improve connectivity.

Target: The Shires footpaths, cycleways and carparks are well planned, maintained, safe, assist community connectivity and meet the community's service expectations

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
21.1	Maintain and continually improve the Shire's footpath and cycleway networks to improve connectivity.	21.1.1 Provide a report to Council listing priorities for construction	Completed	100%	The 2020-21 Capital Works Programme was reported to, and endorsed by Council, at the July 2020 Ordinary Council Meeting. The report provided to Council prioritised lists for construction works.	
		21.1.2 Deliver the Capital Program substantially on time, on budget and in accordance with relevant design and construction standards	Completed	100%	The status of major projects is reported to Council on a monthly basis. Throughout 2020-21, the capital works programme has been delivered substantially on time, within budget and in accordance with relevant design and construction standards.	
		21.1.3 Develop concept design for transport route from Muswellbrook bypass linkage to Muswellbrook town centre	Progressing	50%	A suitably qualified and experienced consultant has been engaged to provide a concept design for a transport route from the Muswellbrook bypass linkage to the Muswellbrook town centre. Work on the concept design is in progress. A concept design will be reported for Council's consideration in 2021-22.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		21.1.4 Carry out progressive linemarking of Bylong Valley Way	Completed	100%	During the reporting period Bylong Valley Way has been linemarked for its entire length within Muswellbrook Shire.	
		21.1.5 Manage over mass over size vehicle permits to minimise impact on Council road network efficiency	Completed	100%	Throughout 2020-21, over size over mass vehicle permits have been managed to minimise the impact on Council's road network efficiency.	



Community Leadership




To improve the community's participation in decision making and implement business improvement initiatives to improve service delivery.





Collaborative and responsive community leadership that meets the expectations and anticipates the needs of the community.

Enhanced collaboration with Council's community and stakeholders to ensure Council and its elected arm is best placed to make decisions in the best interest of the community.

Target: Heightened levels of community satisfaction with Councils decision making processes and the maintenance of high standards of transparency and accountability

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
22.1	Enhanced collaboration with Council's community and stakeholders to ensure Council and its elected arm is best placed to make decisions in the best interest of the community.	22.1.1 Carry out a desk based exercise to test preparedness for a severe weather event.	Completed	100%	A desk based exercise was carried out during 2020-21, whereby Council's new emergency operations centre, located at the Muswellbrook Library, was activated to ensure the effectiveness of the centre. A report was submitted to the Local Emergency Management Committee in relation to the exercise.	
		22.1.2 Ensure currency of Bush Fire Risk Management Plan.	Completed	100%	A review of the bush fire prone land map was adopted by Council at the 27 April 2021 Ordinary Council Meeting. This was reported to the Local Emergency Management Committee.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		22.1.3 Ensure meetings of the Local Emergency Management Committee are held regularly	Completed	100%	A quarterly meeting of the Local Emergency Management Committee was conducted at the Muswellbrook Library on 3 June 2021.	
		22.1.4 Undertake strategic advocacy with government and industry leaders to further the interests and aspirations of the Shire's communities	Completed	100%	Council was very active during the recent Upper Hunter By-Election to advocate for a Coal Road interchange to be included in the designs for the Muswellbrook By Pass and for additional funding to complete stage three of the Muswellbrook Hospital Upgrade. Council is working closely with NSW Department of Resources and Department of Industry, Water and the Growing Local Economies funded Denman to Sandy Hollow Pipeline Project. Council continues to meet with the Member for Upper Hunter and participate in the Hunter Joint Organisation of Councils.	
		22.1.5 Monitor effectiveness of Council's Emergency Management Plan (EMPLAN)	Completed	100%	A review of Council's Emergency Management Plan (EMPLAN) has been carried out and will be reported to the September 2021 meeting of the Muswellbrook Shire Local Emergency Management Committee.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		22.1.6 Attend Regional Emergency Management Committee meetings	Completed	100%	Meetings of the Regional Emergency Management Committee have been attended by Council's Local Emergency Management Officer during 2020-21.	
		22.1.7 Attend Combined Muswellbrook-Singleton Bush Fire Risk Management Committee meetings	Completed	100%	Meetings of the Combined Muswellbrook-Singleton Bush Fire Risk Management Committee have been attended by Council's Local Emergency Management Officer during 2020-21.	
		22.1.8 Develop Climate Change Resilience Policy	Progressing	75%	Staff attended a briefing on Climate Resilience Policy development organised by the Department of Planning, Industry and Environment. A Climate Change Resilience Policy for Muswellbrook Shire is currently being developed.	
		22.1.9 Ensure infrastructure projects consider emergency management in the design process	Completed	100%	The planning of infrastructure projects includes consideration of emergency risk management.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		22.1.10 Council will support the Shire's communities with a flexible and scaleable response to the impacts of the Novel Coronavirus (COVID-19) to reduce the social and economic impacts	Completed	100%	Council is in regular contact with the Local and Regional Area Emergency Management Operational Control Centres to ensure that the LGA is working in unison to comply with current state Health Orders and support the community and the authorities with COVID Lockdowns as they occur.	

Genuine and well informed community participation in decision making.

Utilise best practice models of community engagement to ensure decision making is meeting the expectations of the community.

Target: Increased participation of residents and other key stakeholders in consultation and decision making processes

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
23.1	Utilise best practice models of community engagement to ensure decision making is meeting the expectations of the community.	23.1.1 Undertake a community consultation program as per the Community Participation Plan in preparation for the new suite of Integrated Planning and Reporting documents	Completed	100%	Council undertook a Community Satisfaction Survey in June 2021 as part of planning toward the new Community Strategic Plan. 400 Muswellbrook Shire residents and ratepayers participated in the telephone survey conducted by Jetty Consulting. A report detailing the outcomes of the survey has been presented to Council with a special briefing for Councillors held in July 2021.	

Enhance Council's consultation and communication with the community to build awareness and understanding of Council's activities and community needs.

Target: Greater awareness in the community of Council's activities

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
23.2	Enhance Council's consultation and communication with the community to build awareness and understanding of Council's activities and community needs.	23.2.1 Promote Council and the Muswellbrook Shire and share information through a range of communications media	Completed	100%	Council will develop a new digital media strategy to improve communications media. An outcome from the 2021 Community Satisfaction survey is that Council needs to be more active in using digital media to communicate with the local community. A new Digital Media Officer will be appointed in September 2021 and a new Digital Media Strategy will be developed by the Communications and Media Office.	

A Council that is well managed, efficient and properly resourced and that is responsive to its communities and stakeholders.

Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.




Target: Strong financial discipline maintained. Delivering approved programs complying with statutory obligations


DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
24.1	Maintain a strong focus on financial discipline to enable Council to properly respond to the needs of the communities it serves.	24.1.1 Manage Council's Future Fund.	Completed	100%	The Future Fund Committee is a Section 355 committee and membership of this committee has been reviewed as a consequence of a revision to the Future Fund Policy. Nominations for a new Chair and additional members of the committee will go before the August 2021 Ordinary Meeting of Council.	




Implement a comprehensive and targeted business improvement program.




Target: Improve information systems and business processes to provide responsive and customer focused service delivery




DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
24.2	Implement a comprehensive and targeted business improvement program.	24.2.1 Identify and implement business improvement measures to achieve efficiencies and better service delivery outcomes	Completed	100%	Council has endorsed a new Fraud and Corruption Policy. Staff training is to be scheduled in line with the new Policy. The Fraud and Corruption Policy will be tabled at the next meeting for the Audit Risk and Improvement Committee (ARIC). Targeted Business Improvements continue to be reported to the ARIC committee as identified from Service Reviews and the Internal Audit Program.	
		24.2.2 Ensure compliance with Council's statutory reporting obligations.	Completed	100%	The Governance function of council has been reviewed and restructured to provide a more focused delivery of statutory reporting obligations.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		24.2.3 Provide efficient and effective Development Application, Complying Development Certificate, Construction Certificate and Occupational Certificate assessment services by ensuring more than 50% of applications are assessed within regulated time frames	Completed	100%	Processing time target achieved for the final quarter of 2020-21 with regard to dwellings, sheds, carports and minor additions.	
		24.2.4 Deliver high quality, cost effective and competitive Principal Certifying Authority (PCA) certification services with the aim that Council is the PCA for more than 50% of building projects annually	Completed	100%	Statistics reported to Council on a monthly basis in the Planning and Environmental Services information report. Council is currently the Principal Certifying Authority in more than 50% of cases	
		24.2.5 Undertake inspections of development sites subject to Development Application / Construction Certificate in accordance with statutory requirements	Completed	100%	Statistics reported to Council on a monthly basis in the Planning and Environmental Services information report.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		24.2.6 Facilitate the registration and inspection of all regulated premises (caravan parks, food outlets, skin penetration premises, hairdressers, mortuaries, private water supply) in accordance with regulatory requirements to ensure public health and safety is protected	Completed	100%	Staff have completed all food shop inspections and have commenced inspections of skin penetration businesses and hairdressers. Statistics are reported to Council on a monthly basis in the Planning and Environmental Services information report.	
		24.2.7 Facilitate registration, care and control of animals in the Shire in accordance with the Companion Animals Regulations with the aim that more than 50% of stray or surrendered animals scanned by Council staff are established to be microchipped and registered	Completed	100%	More than 50% of animals arriving at the shelter in the last quarter were microchipped. Staff use Facebook posts to encourage owners to update contact/address details.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		24.2.8 Ensure statutory requirements relating to fire safety measures are implemented through maintenance of a register, annual notices and follow up with businesses to record compliance	Completed	100%	Council staff have reviewed the accuracy of information held in Council's registers and have followed up with businesses in relation to their Fire Safety Statements.	
		24.2.9 Ensure statutory requirements under the Private Swimming Pools Program (Swimming Pool Act 1992) are achieved through annual inspection of a minimum of 30% of the pools in the Shire	Completed	100%	Inspections during the fourth quarter of 2020-21 has increased. Twenty six per cent of pools in the Shire have a current safety certificate. Statistics in relation to inspections are reported to Council on a monthly basis in the Planning and Environmental Services information report.	
		24.2.10 Continue to review, update and revoke policies in accordance with the policy framework management strategy	Progressing	70%	Resources for policy review and update has been reviewed as part of a review of the Governance structure and further resources for maintenance of the policy framework is under consideration.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		24.2.11 Provide support services for the elected Council and executive	Completed	100%	All council meetings are supported in line with Council Code of Conduct and Code of Meeting Practice. Additional training in the Code of Meeting Practice has been supplied in 2021.	
		24.2.12 Implement the Muswellbrook Council Resourcing Strategy	Not Progressing	60%	Council's Resourcing Strategy is due for review as part of the next Delivery Program 2022-2024.	
		24.2.13 Ensure compliance with all Recover at Work processes in accordance with requirements of regulators and insurer	Completed	100%	All Recover at Work compliance is in accordance with regulators and insurer. Templates and procedures have been developed, all HR staff are qualified RTW coordinators. Covid-19 has placed restrictions on HR staff attending doctors visits with Recover at Work employees but all information and communication is completed regularly with injured employees and our insurer. Regular fortnightly conference calls are held with our insurer. All communication, and documentation is stored electronically in the Workers compensation file of the injured worker.	

DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
		24.2.14 Provide clear, accessible and relevant information to the community	Progressing	80%	The launch of Council's new website was delayed in 2021. The website delivery team has been renewed. Delivery of the new website is scheduled for the end of August 2021.	
		24.2.15 Engage with other levels of government to promote the interests of the Shire's communities	Completed	100%	Council continues to work well with NSW State Government and agencies, meeting regularly with NSW Department of Resources, Transport for NSW and the Hunter Joint Organisation of Councils.	
		24.2.16 Contribute to regional strategic partnerships	Completed	100%	Council unanimously endorsed continued membership with the Hunter Joint Organisation of Councils at the July Ordinary meeting of Council.	

A sustainable Council that is best practice employer providing safe, happy and productive workplace.

Continue to prioritise safety and risk management initiatives, employee welfare initiatives, and upgrades to Council's works depot and waste management facility.

Target: Initiatives and upgrades undertaken

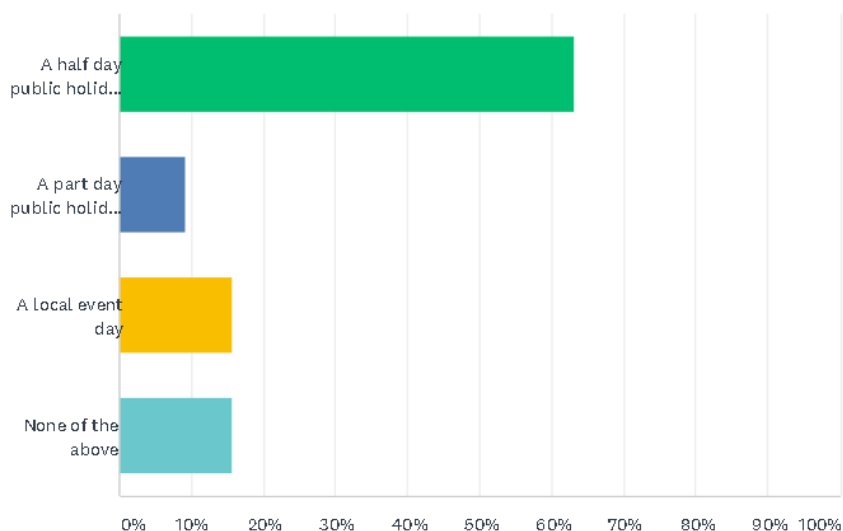
DP Strategy Code	DP Strategy	Action Name	Status	Progress	Comments	Traffic Lights
25.1	Continue to prioritise safety and risk management initiatives, employee welfare initiatives, and upgrades to Council's works depot and waste management facility.	25.1.1 Ensure Council continues to meet each of its Workplace Health and Safety obligations and responsibilities	Completed	100%	Council has improved the WHS department with the addition of a new WHS Advisor to support improvement in WHS services and systems.	

Have your say on the 2022 half-day public holiday for the Muswellbrook Cup

SurveyMonkey

Q1 For Muswellbrook Cup Day on Friday, 1 April 2022 which of the following would you prefer to be held in the Muswellbrook Shire:

Answered: 76 Skipped: 0



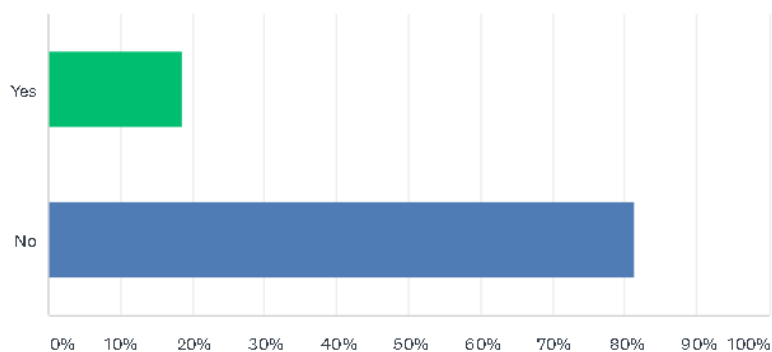
ANSWER CHOICES	RESPONSES	
A half day public holiday (from noon)	63.16%	48
A part day public holiday (noon to 6pm only)	9.21%	7
A local event day	15.79%	12
None of the above	15.79%	12
Total Respondents: 76		

Have your say on the 2022 half-day public holiday for the Muswellbrook Cup

SurveyMonkey

Q2 Do you have a business that would be impacted by the gazettal of public holidays?

Answered: 75 Skipped: 1



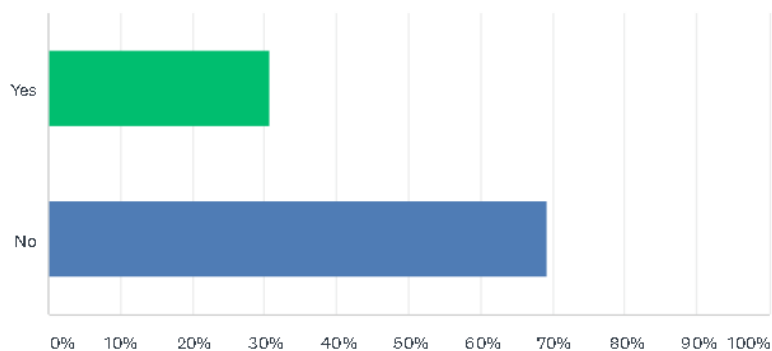
ANSWER CHOICES	RESPONSES	
Yes	18.67%	14
No	81.33%	61
TOTAL		75

Have your say on the 2022 half-day public holiday for the Muswellbrook Cup

SurveyMonkey

Q3 Are you a parent or carer who would be affected by the gazettal of public holidays (e.g. child's travel to and from school, childcare during business hours)?

Answered: 75 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	30.67%	23
No	69.33%	52
Total Respondents: 75		



6th July 2021

Fiona Plesman
General Manager
Muswellbrook Shire Council

Dear Fiona,

On behalf of Muswellbrook Race Club, I would like to strongly support the application for a part day public holiday for our Muswellbrook Cup Day on **Friday 1st April 2022**.

I feel that a part-day holiday (12 noon to 6pm) would benefit the club and community and be beneficial to the hospitality businesses in the town who will be taking a large number of patrons into their premises after 6pm.

The Race Club relies heavily on this application being successful to ensure the success of not only the day but also the festival of events that is created over several days and the increased business to the local area from outside visitors during this time.

The hospitality and tourism sector in the Upper Hunter as suffered significantly from the effects of Covid so continuing with previous arrangements with events such as ours is essential to supporting these businesses.

I look forward to seeing a favourable outcome.

Kind Regards,

Duane Dowell
CEO

Office: 02 6541 1699 Fax: 02 6543 4553
PO Box 361 Muswellbrook NSW 2333



Email: admin@muswellbrookraceclub.com.au
www.muswellbrookraceclub.com.au

From: [Audrey Lockwood](#)
To: [Muswellbrook Shire Council](#)
Subject: Proposed half-day holiday.
Date: Thursday, 5 August 2021 5:17:22 PM

I think the proposed half-day holiday for the Muswellbrook races on 1st April 2022 should NOT be allowed. I think it would be regarded as the council supporting gambling. Gambling is a problem. Too many families suffer from gambling already, no matter what the form, resulting in having no money for the necessities (like food, clothing, or rent) which can break up a family and sometimes violence occurs as a result. Smoking and drinking alcohol advertisements are no longer allowed in this country so why are we seeing ads on television encouraging people to bet online? A half-day holiday inconveniences shoppers and those wishing to go to the races, will anyway.



DRAFT Section 355 Committee Guidelines

Reference Number



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1. Purpose and Delegations

1.1. Introduction

The Muswellbrook Shire Council ("Council") acknowledges and appreciates the important work undertaken by volunteers and community groups through the Section 355 committee framework. These guidelines are established to assist committee members in the operation of a Section 355 committee ("Committee"). A Committee and their delegated functions and members must be adopted by Council. Once adopted the Committee must adopt and implement the guidelines set out in this document.

Due to the varied functions of each Committee across differing areas and assets, each Committee will have a separate delegation and terms of reference document outlining in detail the implicit roles and duties of the Committee. Consequently, these guidelines are to be applied as guidelines supporting the Terms of Reference relevant to each Section 355 Committee.

1.2. Purpose of these Guidelines

These guidelines are designed to implement the legislative requirements of the Local Government Act 1993 (NSW) and other legislation, regulations and guidelines imposed to ensure that both the Council and the Committees are compliant. Principally, the purpose of these guidelines is to outline the roles and responsibilities of both the Council and the Committee to allow for an effective and valuable partnership.

1.3. Delegation of Function

In accordance with Section 355 and Section 377 of the Local Government Act 1993 (NSW) ("Local Government Act") Council is permitted to delegate certain functions to a committee of the council. Council uses this delegation to create Committees comprising members of the community to assist in the management, care and control of Council assets.

Council may dissolve a Committee at any time.

1.4. Role of Section 355 Committees

The Committees allow for interested members of the Muswellbrook Shire community to actively participate in the provision and/or management of Council facilities and services. The aim of each Committee is to accurately reflect the Council's vision and aims as informed by the community. This provides for a dual benefit by providing protection to the community members operating under Council delegation and providing Council with assistance in carrying out its function.

Research shows that the involvement of community members in managing community services and facilities is likely to lead to public decisions which are more equitable and sustainable and generally improve the liveability of the local communities.

2. Committee Responsibility

2.1. Responsibility

Upon establishment of a Committee, the Committee will be responsible for those activities that the Council has deemed the purpose of the Committee. Terms of Reference for each Committee must be created and adopted by Council upon establishment of the Committee.

2.2. Limitation of Powers

In accordance with the Local Government Act, some powers are not delegable by Council. As such, a Committee is not authorised to make decisions concerning the following:

- a) employing or dismissing staff;
- b) the fixing of fees or charges;
- c) the borrowing of money;
- d) the allocation of Council funds for expenditure on other Council works, services or operations;
- e) an application or notice to the Governor or Minister;
- f) acceptance of tenders required to be called by Council;
- g) the sale, lease, sub-lease or surrender of land or other property vested in the Council;
- h) the payment or making of a gift to Committee members;
- i) this power of delegation; and
- j) any function under this Act or any other law that is required to be exercised by Council.

The powers and functions of a Committee are subject to limitations and conditions as imposed by law, resolution of Council or in writing by the General Manager to the Committee, from time to time. If Council, in its sole discretion, considers a Committee not to be functioning in strict accordance with its powers described herein, the Committee may have its powers revoked by signed written notice from the General Manager or his/her representative.

2.3. Accountability

The Committee is accountable non-exclusively for its actions, decisions and omissions to Council, user groups and the community at large. Committees are required to:

- a) hold an Annual General Meeting ("AGM") to elect office bearers as discussed further herein;
- b) provide to Council a report, minutes and annual financial statements as applicable and/or requested; and
- c) ensure that any affected persons are notified of the Committee meeting details.

In providing notification of the Committee's AGM, Committees must adopt the Advertisement for Annual General Meeting Template, generally in its approved form.

2.4. Responsible Staff

Council's Governance Manager is the staff member responsible for the administration of Committees. In addition, the Council's finance staff will provide Committees with financial reporting assistance.

3. Committee Procedures

3.1. Appointment

A Committee must be formally appointed by Council by way of the minutes of the AGM being sent to Council for endorsement at an ordinary Council meeting. Similarly, upon establishment of the Committee, all members of the Committee must be formally appointed by Council in the same manner.

Committee membership is:

- a) open to all interested citizens residing in the Council area; or
- b) in relation to Committees established to provide specialist assistance to Council, by written invitation of Council;
- c) to include representation of the predominant user groups of the facility where applicable; and
- d) representatives of minor groups within the community including schools, community groups, service providers et cetera provided such representative is over the age of fifteen (15).

Each Committee member is entitled to one (1) vote. Committee members must be appointed by Council prior to being able to vote or take part in a meeting of the Committee.

Council staff may be appointed by Council as office bearers for a committee as required for example as secretary, treasurer, publicity officer. With the exception of Council staff who are appointed as an office bearer, Council staff are considered observers and advisors and while permitted to participate in Committee discussions and deliberations, are not entitled to voting rights. For the avoidance of doubt, Council staff appointed as office bearers are afforded the same rights and obligations as any other Committee member and are consequently entitled to one (1) vote.

A Committee member will cease to hold office upon the occurrence of one (1) or more of the following events:

- a) resignation;
- b) deemed resignation, being when a Committee member fails to attend three (3) consecutive meetings of the Committee without reasonable excuse;
- c) death;
- d) bankruptcy;
- e) resolution by Council of removal;
- f) failure to disclose a pecuniary interest;
- g) conviction of an offence referred to in Part 4 of the *Crimes Act 1900* (NSW); or
- h) mental incapacity.



Should a Committee member vacancy arise, the Committee must as soon as practicable inform the Council in writing of same.

Council may, in its sole discretion, dissolve a Committee at any time. Unless otherwise indicated in a Committee's terms of reference, the term of office for Committees will be the same term as the current Council with an additional three (3) month period after the General Election of Councillors.

3.2. Committee Membership

Committees must, without prior approval of Council, comprise as a minimum three (3) members and as a maximum seven (7) members. Membership count is to be included in the terms of reference created upon establishment of the Committee, unless otherwise agreed by Council.

Council reserves the right to appoint up to two (2) Councillors to each Committee as voting members of the Committee.

Committee membership consists of office bearers and other Committee members.

If Committee membership is comprised of less than three (3) members, Council may allow the Committee a six (6) month period to re-establish a viable membership or alternatively dissolve the Committee and assume its obligations and responsibilities.

Committee members are expected to have access to a computer and possess the ability to use email as the primary form of communication.

Committee members are eligible for re-appointment.

Any applications for Committee membership must generally be in the approved form, being the Committee Membership Nomination Form Template.

3.3. Procedure for Obtaining New Membership

When a membership position on a Committee becomes vacant or the Committee determines that it requires additional members, the Committee may:

- a) in urgent circumstances, recommend to Council interested persons for appointment and the reasons justifying the urgency of same (urgent circumstances only); or
- b) request Council advertise the membership position in the Muswellbrook Chronicle or by such other means as determined by Council (usual and preferred practice).

3.4. Election of Office Bearers

A Committee must elect from their members certain roles, at a minimum, to be undertaken. These roles include:

- a) chairperson (mandatory);
- b) deputy chairperson (optional);
- c) secretary (mandatory);
- d) treasurer (mandatory if the Committee handles funds);
- e) assistant secretary/treasurer (optional);
- f) bookings officer (optional); and
- g) publicity officer (optional).



With the exception of the appointment of Council staff as office bearers in accordance with clause 3.1, all office bearers are to be elected by majority vote at the Committee's AGM. All office bearers, unless otherwise directed by Council, are to hold their position for a twelve (12) month period or until a successor is appointed.

The details of all office bearers must be provided by written notice to Council as soon as practicable after appointment is made. For the avoidance of doubt such particulars will include, but are not limited to, position, name, address, contact number, contact email and the user group represented (if applicable).

In the absence of a chairperson, either due to resignation or where no member is willing or able to perform such a function, the Mayor of the Council is by default the chairperson for the time being. The Mayor may delegate this position to a Councillor, Council staff member or member of the subject Committee until this role is duly appointed.

3.5. Meetings

Meetings are to be conducted to standard guidelines (based on the Code of Meeting Practice), which are detailed in the following section and include:

- a) a quorum be present;
- b) the appropriate notice is given;
- c) business on the agenda is properly conducted; and
- d) correspondence and minutes are recorded.

Committee meetings are open to the public and may be held as often as necessary but must, unless otherwise stated in the Committees terms of reference, be held quarterly as a minimum.

The Committee is responsible for determining meeting dates, location and providing notice of such meetings to the local community by way of newsletter, letter-drops, printed advertisement in the local newspaper and/or by electronic means.

To enable Council to advertise Committee meeting details via the Council website, Committees must advise Council of the meeting details at least three (3) weeks prior to the nominated meeting date.

3.6. Quorum

A quorum will consist of a majority of Committee members.

3.7. Agenda

Committee meetings must adhere generally to the meeting procedures as outlined in the Agenda Template.

The agenda is an organised list of headings of the major items, in order, that will be discussed at the meeting. A copy of the agenda is distributed to the Committee members at the commencement of the meeting, or before if possible. Late matters can be added to the agenda at the opening of the meeting as the chairperson calls for discussion on the agenda.

Each item of business to be discussed at the meeting needs to be put on the agenda.

Unfinished business and reports on actions taken since previous meetings are included in the agenda under 'Business arising from previous minutes'.



If items on the agenda are not discussed due to limitations of time, they are carried over to the next meeting agenda.

3.8. Minutes

In accordance with Clause 39 of the *Local Government Meeting Regulation 2005 (NSW)*, each Committee must ensure that full and accurate minutes of their meeting is maintained. In particular, the minutes must record the details of each motion moved at a meeting and, if applicable, any amendments moved to it, the full name of the member moving the motion or amendment, the full name of the member seconding the motion or amendment and whether the motion or amendment is passed or lost. Each motion passed by the Committee must have a sequential identifying number and the year, e.g. 1/2021, 2/2021 et cetera.

As soon as practicable after the minutes of meeting are confirmed at a subsequent Committee meeting or by email consensus, the chairperson must sign the previous meetings minutes.

The signed minutes of each meeting must be emailed to Council on or before fourteen (14) calendar days after the chairperson signs same.

Upon receipt by Council of the Committee meeting minutes, Council will review same and the Committee may be contacted if required. Council will not act upon any motion in the minutes without first contacting the Committee to allow the members the opportunity to provide any further information, action or comment.

The minutes of a Committee meeting must be generally in accordance with the Minutes Format Template.

3.9. Annual General Meeting

The AGM date must be set at an ordinary meeting of the Committee and publicly advertised at least fourteen (14) days prior to the AGM being held.

The AGM will report on the activities and achievements of the Committee for the previous twelve (12) month period, develop goals for the next twelve (12) month period, and confirm the details to be included in the annual report to Council. Consequently, the annual financial report must be adopted by the Committee to allow sufficient time to enable inclusion of same in the annual report to Council.

3.10. Annual Report

Council requires every Committee to provide an annual report inclusive of the following details:

- a) membership;
- b) position;
- c) achievements over the past twelve (12) months;
- d) goals for the next twelve (12) months;
- e) goals for the next five (5) years;
- f) goals for the next ten (10) years;
- g) longer term goals (if any);
- h) all income and expenditure; and
- i) submission of a financial statement (required on or before thirty-one (31) July of each year).

4. Role Responsibilities

Committee members are expected to have a certain degree of commitment to their role as a member. An advantage of a Committee is the possibility of a shared workload between the Committee members. The roles responsibilities listed below are not in any way conclusive but rather provided as a general framework for Committees. It is important that each member of a Committee understand their roles minimum responsibilities and what is expected from the community.

4.1. Chairperson

The chairperson's primary responsibilities include, but are not limited to, the following:

Prior to a Committee meeting:

- a) preparation of the agenda (note: this responsibility may be conducted in consultation with the secretary or any other member or alternatively the chairperson may delegate this responsibility);
- b) management of the Committee's general responsibilities under these herein guidelines including for example that proper notice of a meeting is provided and a quorum is present.

During a Committee meeting:

- a) chairing the meeting, opening, welcoming and introducing members and guests (subject to the Mayor deciding, in their sole discretion, that he/she will be attending the meeting and chairing);
- b) keeps individuals and the meeting focused on the topics being discussed and encourages members to participate, ensuring adequate opportunity is given to members who wish to speak;
- c) ensures correct meeting procedures are followed and control of the meeting is maintained, keeping track of time (or delegates to someone to do this);
- d) ensures members are aware of decisions being made and that the minute taker has recorded decisions of the meeting;
- e) acts impartially and uses discretionary powers in the best interests of members and in accordance with the agreed standing orders ie. method of conducting meetings, and ensures statutory regulations and organisation's rules are observed; and
- f) closes meeting after business at hand has been properly concluded.

The chairperson needs to be aware of certain issues and procedures and the importance of establishing and maintaining a working relationship with Council, particularly regarding Government funding, the Committee budget (if any) and Council and community involvement and requirements.

The chairperson is responsible for assisting members of the Committee and ensuring that they fulfil their respective roles. The chairperson is a 'spokesperson' for the organisation and is the one to communicate with government departments and other relevant bodies as applicable.

The chairperson may vote on a motion considered by the meeting and in the event of a tied vote, the chairperson may exercise a second or casting vote.

4.2. Secretary

The secretary's primary responsibilities include, but are not limited to, the following:

Prior to a Committee meeting:

- a) preparation of the agenda (note: this responsibility may be conducted in consultation with the chairperson or any other member or alternatively the chairperson may delegate this responsibility);
- b) draw up the agenda, (in consultation with the chairperson); and
- c) make copies of the agenda if required.

During a Committee meeting:

- a) take minutes;
- b) read minutes of previous meeting if necessary;
- c) provide a list of correspondence in order and summarises the important points; and
- d) record motions and/or decisions of the meeting including, mover and seconder.

After a Committee meeting:

- a) type minutes and distribute to Committee members as soon as possible;
- b) ensure that accurate minutes are kept;
- c) write correspondence as decided (this can be a shared role with another Committee member); and
- d) keep a record of action items and how they are progressing to report back to the committee at each meeting. Where possible, action items from a meeting should be distributed fairly amongst committee members.

Outside of Committee meetings:

- a) keep a register of both internal and external correspondence, with file copies; and
- b) inform other Committee members of correspondence requiring urgent attention.

4.3. Committee Members

Committee members' responsibilities include, but are not limited to, the following:

- a) attend Committee meetings, except in circumstances of a reasonable excuse;
- b) participate in meetings – this involves:
 - i. being on time;
 - ii. sticking to the agenda;
 - iii. contributing to the discussion where appropriate;
 - iv. being objective, listening to others' views; and
 - v. volunteering to do some of the necessary tasks required;
- c) support the office bearers in carrying out their roles, for example assisting with maintenance arrangements and the coordination of volunteers;
- d) assist in organising the AGM;
- e) attend and participate in fundraising days that may be held; and
- f) ensuring members of the Committee are accountable for their actions in relation to the activities of the Committee.

5. Code of Conduct

5.1. Introduction

The Council has adopted a Code of Conduct that is applicable to elected Councillors, employed staff and Committee members. This Code of Conduct sets out the principles to ensure the business of Council is carried out in an efficient, honest and impartial way.



As Committees are operating on behalf of Council, it is important for Committees to be aware of, and abide by, this Code of Conduct.

Appointed Committee members will be provided a copy of Council's Code of Conduct. Committee members are taken to have read and understood the contents of this Code of Conduct. Members could be personally responsible for a breach of the Code of Conduct. Further, without precluding other forms of action, a failure to comply with the Code of Conduct could result in the members removal from the Committee.

Council's Committees have the responsibility to ensure the following:

- (a). access is available to the entire community and is not denied because of ethnicity, gender, disability or religion;
- (b). priority of use should be given to non-profit making community groups and organisations; and
- (c). that the facility not be aligned with, or advocate or advertise for or on behalf of, a political party or person/s.

5.2. Conflicts of Interest

Pecuniary and Non-Pecuniary Interest may be defined as an interest that a Committee person has in a matter, as a member or employee of a company or other body, because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person, or another person with whom the person is associated. Such other persons include the spouse or de-facto partner or relative of the Committee person. Pecuniary refers to possible financial gain whereas non-pecuniary refers to any other type of interest.

Disclosure of Pecuniary and Non-Pecuniary Interests:

- (a). Interest should be declared and noted in the meeting minutes if:
 - (i) a Committee member has a direct or indirect pecuniary interest in a matter being considered or about to be considered at a meeting; or
 - (ii) the interest appears to raise a conflict with the proper performance of the member's duties in relation to the consideration of the matter,
 - (iii) the member must, as soon as possible after the relevant facts have come to the member's knowledge, disclose the nature of the interest at the meeting.
- (b). A Committee must ensure that:
 - (i) particulars of disclosures made under this clause are recorded in the minutes; and
 - (ii) the minutes are available for inspection (ie Committee meeting minutes are placed on Council's website).
- (c). After a member of a Committee has disclosed the nature of an interest in a matter, the member must not:
 - (i) be present during the deliberation of the Committee with respect to the matter; or
 - (ii) take part in the decision of the Committee with respect to that matter.
- (d). For the purposes of the making of a determination by a Committee under subclause, a member who has a direct or indirect pecuniary interest in a matter to which the



disclosure relates must not be present during the deliberation for the purpose of making the determination.

6. Financial Matters

Committees are given authority to operate by Council and are subject to the same rules and regulations. These rules are set out in the Local Government Act, Local Government Regulations and Accounting standards and must be adhered to.

Funds raised, received or spent are subject to public scrutiny and accountability including a responsibility to ensure that Committee funds are used in the manner for which they were intended and that a clear and full disclosure of the Committee's financial activities is available.

For those Committees handling funds, a financial report must be submitted to each of the Committee meetings.

The General Manager has the authority to direct Committees to process their financial records through the Council's financial system.

7. Risk Management and Insurance

7.1. Property Insurance

Council facilities are covered for risks such as fire, theft and malicious damage. Committees should be aware of the excess applicable to this policy which is currently \$20,000.00.

7.2. Public Liability Cover

The appointed Committee members are covered by the public liability policy of Council (currently \$20million).

Members of the Committee should note that they are only covered by third party injuries as a result of negligence which is insured under Council's public liability insurance when acting within the scope of their delegation.

This Policy also covers Council and the Committee against claims made by members of the public for personal injury or injury to personal property arising from a negligent act or omission of Council and/or the Committee.

This insurance does not preclude the Committee from due diligence and Council policies must be adhered to.

This Public Liability Policy for Council and Committees is subject to a claims excess which is currently \$12,500.00 per claim.

7.3. Personal Injury

Committee members may be covered when injured whilst undertaking duties relating to their role in the Committee.

7.4. Contractors insurance

Council's insurance does not provide any cover for Contractors. Where members of the Committee have authority to appoint contractors, the types of insurances that should be held by contractors (available to be sighted by Council if required) include Workers Compensation, Public Liability and where a vehicle is being used on Council property, Third Party Motor insurance.

7.5. Casual and Regular Hirers' Insurance Liability

A Casual and Regular Hirers' Policy (\$20 million) exists in order to cover persons using Council facilities on a non-permanent and not-for-profit basis.

Eg. Weddings, birthday celebrations or the like are covered under Council's Casual hirer's insurance Policy.

For a Casual or Regular Hirer the claims excess is \$1,000.00 for each and every claim, payable by the casual or regular hirer.

A record by the Committee of the history of bookings is essential for a claim to be made.

Note: Fundraising for an individual, a charity or community organisation or group will be covered under Council's Casual Hirer's Policy if the hirer:

- (a). is not a sporting group, club, association, corporation or incorporated body;
- (b). is not a sole trader or registered business;
- (c). is not making a personal financial gain from the activity;
- (d). is not undertaking an activity of a commercial nature;
- (e). is not a large (eg the halls capacity) evening event where alcohol will be permitted;
- (f). provides the Committee a signed statement from the hirer and beneficiary that identifies the hirer and the intended beneficiary will be receiving all proceeds made from the activity; and
- (g). the hirer acknowledges that they are responsible for the claims excess, currently being \$1,000.00 for each and every claim under the policy arising from the event.

7.6. Other hirers' insurance Liability

Persons or groups, not defined in 7.5 must have and provide the Committee with proof of their Public Liability insurance policy, including policy schedule and product disclosure statement (PDS), in the sum of not less than \$20 million if they fit into one of the following:

- (a). creates an income or profit from the activity eg. yoga, art, Pilates classes charging a fee for service, workshops by charging door entry, participation fee, prepaid fee;
- (b). makes a personal financial gain from the activity;
- (c). a sole trader or registered business;
- (d). a corporation or incorporated bodies; or
- (e). sporting body, club or associations of any kind.

It is the Committee's responsibility to ensure that users of the facility that meet any of the categories in this clause have adequate Public Liability insurance.



If there are situations not identified above where a hirer of the facility does not have its own Public Liability Insurance and there is uncertainty as to whether the hirer meets the "Casual or Regular Hirer" or "Other Hirer Guidelines" the matter must be referred to Council to confirm with its insurer.

7.7. Definitions of Clause 7

- Casual Hirer** Person or group of persons (not being a sporting body, club, association, corporation or incorporated body), who hires a council facility for non-commercial or non-profit making purposes, less frequently than once per calendar month or twelve (12) times per calendar year.
- Regular Hirer** Person or group of persons (not being a sporting body, club, association, corporation or incorporated body), who hires a Council facility for non-commercial or non-profit making purposes, more frequently than once per calendar month or twelve (12) times per calendar year.
- Personal Injury**
1. Bodily injury, death, sickness, disease, disability, shock, fright, mental anguish and mental injury;
 2. False arrest, false imprisonment, wrongful eviction, wrongful detention, malicious prosecution and humiliation;
 3. Assault and battery not committed by or at the direction of the Casual or Regular hirer unless committed for the purpose of preventing or eliminating danger to person or property.

8. Care, Control and Management of a Council Facility

Hiring a facility and making it readily accessible to the community is central to the purpose of most Committees.

8.1. Conditions of Hire

It is essential that hirers sign a Hire Agreement which demonstrates their agreement to abide by the Conditions of Hire set out by the Committee and in accordance with Council policies. It is best practice for a Committee member to ensure each hirer understands their obligations when hiring the facility, explaining the conditions with the hirer if required.

8.2. Inclusion

The Committee is acting on behalf of Council, and it is important to uphold the principles of equity, accessibility and inclusivity. Consideration of disability and inclusion is managed under the Disability Inclusion Act 2014 (NSW), which requires all government departments and certain public authorities, including councils, in NSW to have a Disability Inclusion Action Plan.

For Committees, this means that inclusion needs to be considered in all areas of planning and operation of the relevant hall or facility. Critical areas requiring consideration include access to the hall and facilities (including toilets and kitchen), making written and web materials available to sight and/or hearing-impaired people and supporting access to sporting and recreation opportunities.



8.3. Fees and Charges

The schedule of fees and charges is set by Council, taking into the consideration the recommendations of the Committee and the operating requirements of the facility.

Only Council has the power under the Local Government Act to set fees and charges. Committees are to review their fees annually and make recommendations to Council. The Committee will be contacted by Council each year prior to the adoption of the Budget with regard to the fees applicable for the following financial year. Figures submitted should show the GST (Goods and Services Tax) exclusive amount to which Council will add the ruling rate of GST. Once Council has adopted the fees and charges, a list will be supplied to each Committee.

The Committee is not able to provide subsidies or waive hire fees. Requests concerning fee reduction must be referred to Council.

8.4. Bonds

As a safeguard against possible damage, the Committee may hold a bond for the facility or equipment, or to cover the need for additional cleaning, where appropriate.

Hirers should be advised that this bond amount will be refunded if conditions of hire are satisfactorily met.

Abnormal costs associated with the hire of the facility will be deducted from the bond including the GST proportion. This may include extra removal of garbage, extra cleaning etc.

8.5. Keys and Security

Committees are encouraged to manage keys and access to the facility in an efficient manner. This may include installing a key safe for key pick-ups and drop offs. If a key safe is used, the combination should be changed regularly for security purposes (eg weekly).

A complete change of locks may be required if there are too many outstanding or lost keys distributed throughout the community. The Committee should manage keys with the utmost security in mind. Key deposits or bonds collected may help fund a change of locks from time to time.

8.6. Cleaning

The Committee has the responsibility for the overall cleanliness of the facility under its control. The Committee is responsible for the employment of the cleaner and this should be contracted out to a professional cleaner with the appropriate public liability insurance and an ABN, in accordance with Council's Procurement Policy and Procedure.

8.7. Purchasing of Goods and Services

Under the Local Government Act, Council can assist Committees by purchasing goods to be used in association with a function of the Committee. The benefit this provides to the Committee is that the item would be free of GST and utilise the purchasing power of Council to reduce costs.

Council is required to authorise a Committee to purchase goods and services in accordance with Council's Procurement Policy and Procedure.

9. Council Policies

Code of Conduct

Code of Meeting Practice

WHS Policy

Procurement Policy

Procurement Procedures

10. Templates

Advertisement for Annual General Meeting Template

Committee Membership Nomination Form Template

Agenda Template

Minutes Format Template

Authorised by:	
Minute No:	
Date:	
Review timeframe:	
Department:	
Document Owner:	

Details History

Version No.	Date changed	Policy type	Modified by	Amendments made



MACH Energy Australia Pty Ltd
PO Box 2115, Dangar NSW 2309
ABN 34 608 495 441

t: +61 2 5517 1150
e: info@machenergyaustralia.com.au
www.machenergyaustralia.com.au

10 August 2021

Ms Fiona Plesman
General Manager
Muswellbrook Shire Council

By email

Dear Fiona,

RE: MOUNT PLEASANT OPTIMISATION PROJECT - VOLUNTARY PLANNING AGREEMENT WITH MUSWELLBROOK SHIRE COUNCIL.

As you are aware, the Mount Pleasant Optimisation Project (the Project) is currently being assessed.

At a recent meeting on 8 June 2021 with you and your team, MACH Energy confirmed earlier discussions that we intended to offer Muswellbrook Shire Council (MSC) a continuation of the current VPA payments applicable under DA 92/97 (as escalated) for the term of the new Approval, should the Project application be favourably determined.

This letter formalises that offer. The proposed VPA Payments that would apply (as escalated to 1 July 2021) are detailed in the following table:

Item	Development Contribution
Mount Pleasant Community Contribution	\$604,079 per annum (indexed annually according to CPI). A community representative committee will be established, including Applicant representatives, to make recommendations to Council regarding these community contributions.
Council Road Maintenance Costs	Costs associated with the maintenance of roads, as reasonably apportioned to the use of the road by Mount Pleasant, up to a maximum annual payment of \$277,863 per annum (indexed according to CPI). This contribution will be made for the recurrent road maintenance to be used at Councils discretion for that purpose.
Environmental Officer	The Applicant to make contributions to an Environmental Officer, up to a maximum of \$24,169 per annum (indexed annually according to CPI).
Apprenticeships	The Applicant to use its best endeavours to engage 4 apprentices per year for the life of the mine sourced from residents within the Muswellbrook Shire and Aberdeen.



MACH Energy Australia Pty Ltd

Contributions under the new Approval will be contingent on the following:

- Agreement and execution of a Voluntary Planning Agreement between MACH Energy and MSC.
- Favourable determination of the Mount Pleasant Optimisation Project application (SSD-10418) by the NSW Independent Planning Commission or the Minister for Planning and Public Spaces (or delegate).
- MACH Energy taking up the new Development Consent under SSD-10418 and surrendering DA 92/97.

Contributions under the proposed VPA would be made quarterly in advance. Apprenticeships may be provided through MACH Energy's mining services and/or coal processing services contractors.

MACH Energy expects that contributions for Thomas Mitchell Drive which are currently required by Schedule 3, Condition 41A of DA 92/97 would be similarly conditioned in the new consent.

MACH Energy looks forward to your response to this offer and advancing the VPA process.

Yours faithfully,

A handwritten signature in black ink, appearing to read "Chris Lauritzen".

Chris Lauritzen

General Manager Resources Development
MACH Energy Australia Pty Ltd.



Dear Muswellbrook Shire Council members,

We have been advised that you are approaching decisions about investment for the next financial year. HunterWiSE would like to take this opportunity to thank you for the support you have offered us, to provide you with a summary of the engagement with Muswellbrook to date, and to invite continued involvement in the HunterWiSE program.

Muswellbrook Shire Council are foundational sponsors of the HunterWiSE Program. The goal of HunterWiSE is to create new avenues for women in Science, Technology, Engineering and Mathematics (STEM) in the Hunter to liaise, collaborate, and mentor each other. HunterWiSE aims to make the crucial contribution of women in STEM to regional economies visible. The initiative also works to positively influence how school aged girls perceive STEM careers, thereby increasing participation in STEM education and career choices by young women in the Hunter. Below we take the opportunity to summarise the engagement of Muswellbrook in each of the three HunterWiSE initiatives; the outreach program, the network events and the 2021 launch of the Alumni network.

Outreach

We commenced our efforts in 2017 to run a pilot program in Muswellbrook High School. The HunterWiSE Outreach program provides a 10-week intensive program to female high school students within the Hunter region. Using a problem-based approach, the program links young female students and their teachers with successful women in STEM to address problems in their local community. Through this, the program aims to increase the number of girls taking HSC STEM courses, and ultimately, participation in STEM careers. The project aims to be data-driven, using data from participants and school communities to measure outcomes and deliver continuous program improvement. This program has grown from an initial cohort of 27 year 9 girls from Muswellbrook High School to now having reached more than 300 girls in the Hunter Region. Muswellbrook Highschool has participated in the program every year it has been run with 52 girls having enrolled in the program since it commenced. In 2021, two teams of girls from Muswellbrook high are working on STEM solutions to problems that they believe to be of local importance to the region. The girls will present the outcomes of their project to be judged by an industry panel with their graduation from the program and awards for best projects to be presented at the Presentation Night on July 21. We look forward to your attendance at this event.

Industry Network

Since 2017, over 200 women from organisations across the Hunter region have joined the HunterWiSE Network and participated in numerous events including forums, networking breakfasts, industry panels and events with renowned guest speakers. Women within the HunterWiSE Network have also played a vital role in mentoring activities and career talks for

the HunterWiSE Outreach program. Over the past year HunterWiSE has hosted Countering COVID, Media Training, Overcoming Imposter Syndrome, International Women in Engineering Day, and we have had great engagements in these events. The industry network also provides a very important avenue to link our outreach program to industry-relevant expertise while they build their STEM solutions.

Alumni Network

In 2020, HunterWiSE had to adapt to the challenges of COVID19 and “rested” the schools outreach program to reduce the impost on teachers and schools during a challenging year. In 2021 we celebrate the recovery of our region by recommencing the outreach and launching HunterWiSE Graduates. The aim of this alumni program is to sustain the benefits of participation in the program over time, continuing our opportunity to communicate and engage with the girls about avenues to education and careers in STEM. This new initiative was proposed by the girls themselves when they asked the question “Can we do HunterWiSE again next year?” We thought we had to honour their wishes and have commenced this pathway to continued engagement with our industry partners in a fun and social environment.

Research

HunterWiSE is committed to a “best practice” approach to all activities and to continuing to explore how best to facilitate improved gender balance in STEM engagement. Our research continues to explore the impact of all our activities. Outputs to date include:

“STEM initiatives matter: results from a systematic review of secondary school interventions for girls” was published in 2020. It can be found online here:

<https://www.tandfonline.com/doi/full/10.1080/09500693.2020.1749909>

“A study of lived experiences in STEM: “It’s not a matter of changing women, it’s a matter of changing women’s value in STEM” has is under review for publication in Nature’s ‘Humanities and Social Sciences Communications’.

“Improving girls’ perceptions of STEM: Evaluation of a high school program to increase female participation”, has been submitted for publication in the International Journal of Science and Mathematics Education, a top journal (Q1) in the STEM Education field. It is currently under review.

“Investigating the Impact of an Outreach Intervention on Girls’ STEM Identity Formation”, has been submitted for publication in the International Journal of Inclusive Education, a top journal (Q1) in the STEM Education field. It is currently under review.

Since 2017, Muswellbrook Shire Council has contributed approximately \$80, 000 in HunterWiSE support (\$30,000 in 2017, \$10,000 in 2018, \$23,000 in 2019, \$20, 000 in 2020 carried over to 2021 due to COVID19). We are incredibly grateful for the opportunity to contribute to the region through the program and hope that you will continue to remain a GOLD Sponsor of our cause (see attached Business Plan).

Should you have any questions or wish to discuss sponsorship we would be happy to receive your call.

Yours sincerely,



Juanita Todd on behalf of,

HUNTER*wise*
Hunter Women in STEM Network

College of Engineering, Science and Environment

The University of Newcastle | University Drive Callaghan NSW 2308 Australia

T: +61 2 4921 5085 | E: HunterWiSE@newcastle.edu.au HunterWiseGraduates@newcastle.edu.au

hunterwise.newcastle.edu.au | https://twitter.com/UoN_HunterWiSE | <https://www.facebook.com/UoNHunterWiSE/>

I acknowledge the Traditional Custodians of the land in which the University resides and pay my respect to Elders past, present and emerging.





HUNTERwise

Hunter Women in STEM Network

2020-2022 BUSINESS PLAN

Berretta R., Blackmore K., Giacomini A., Johnson S., Prieto E., Todd J., & Wanless E.

And Forrer B. (Project Manager)

ABOUT HUNTERWISE

HunterWiSE is creating new avenues for women in Science, Technology, Engineering and Mathematics (STEM) in the Hunter to liaise, collaborate, and mentor each other. Established as a pilot program in 2017 by a committed group of female academics from the University of Newcastle, HunterWiSE aims to make the crucial contribution of women in STEM to regional economies visible. The initiative also works to positively influence how school aged girls perceive STEM careers, thereby increasing participation in STEM education and career choices by young women in the Hunter.

HunterWiSE features three interlinked activities – a network for women working in STEM professions, a schools outreach program, and an alumni club;

1. **HunterWiSE Network** – a network for STEM women in the Hunter, currently has more than 200 members drawn from STEM industries and Academia; and
2. **HunterWiSE Outreach** – a targeted schools program for girls focused on the development of technical skills applied to science, engineering and entrepreneurship through technology. STEM Outreach also features mentoring support from HunterWiSE Network
3. **HunterWiSE Alumni** – a brand new 2020 initiative to support girls who have participated in the program in their path to STEM education and careers

The 2017 Pilot Project established the Network and delivered the Outreach Program to our first cohort girls at Muswellbrook High School, and was initially funded by the University of Newcastle in partnership with Muswellbrook Council, Glencore and Hunter Water. The project has since grown; supporting more network events and the expansion of the outreach program to high schools across the Hunter region, with invaluable contribution from a wide range of local industries.

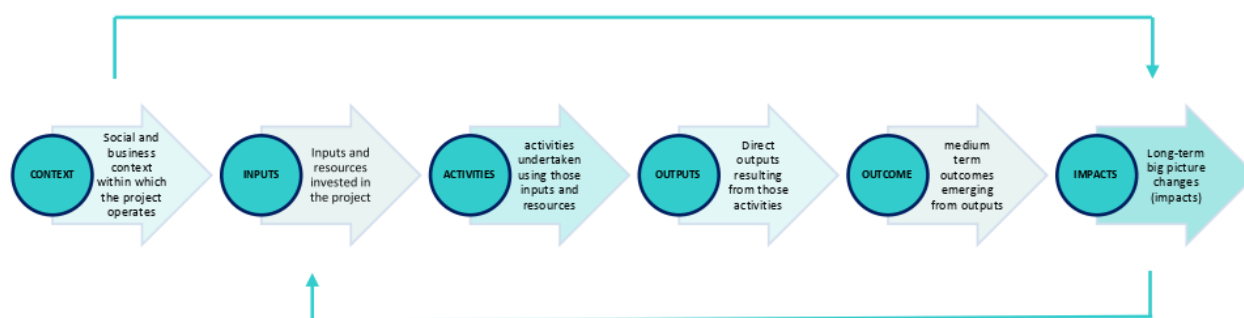
HUNTERWISE NETWORK

Since 2017, over 200 women from organisations across the Hunter region have joined the HunterWiSE Network and participated in numerous events including forums, networking breakfasts, industry panels and events with renowned guest speakers. Women within the HunterWiSE Network have also played a vital role in mentoring activities and career talks for the HunterWiSE Outreach program.

The mentors who have supported the outreach activities of HunterWiSE are a crucial part of the network. They are all young females undertaking STEM degrees at the University, predominantly in the last year of their undergraduate degree or in the beginning stages of their doctoral studies.

Without the support and collaboration of these mentors and all the professional women in the HunterWiSE Network the delivery of the schools program would not have been possible.

HunterWiSE Network Logic Framework

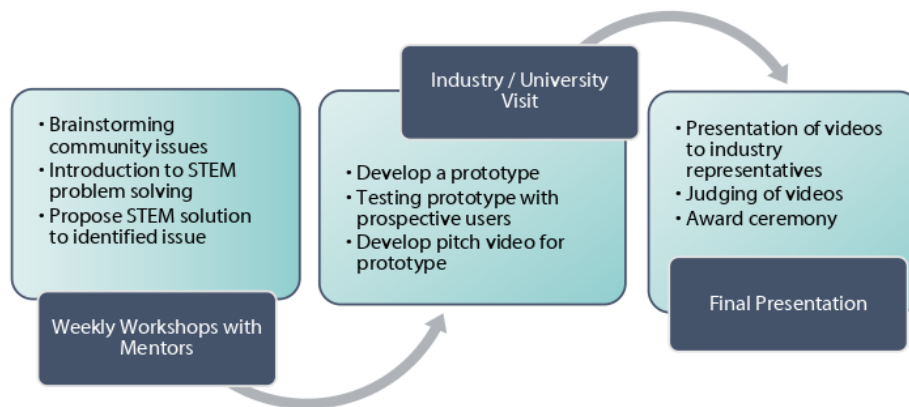


CONTEXT	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> Significant gender imbalance in STEM industry 	<ul style="list-style-type: none"> University academic time inclusive of Intellectual input to industry network activities Access to University administrative support and infrastructure for networking activity Industry contribution to network activities, inclusive of participation, hosting and delivering 	<ul style="list-style-type: none"> Coordinating and implementing the industry network program, e.g. high profile guest speakers, panel discussions, informal mentoring and training opportunities 	<ul style="list-style-type: none"> A growing network for STEM women in the Hunter from STEM industries and Academia Program of networking events 	<ul style="list-style-type: none"> Engagement between industry network member and HunterWiSE mentors and members Connecting HunterWiSE members with STEM opportunities Building a supportive network in the Hunter, e.g. sharing successful strategies and creating mentoring opportunities for career path in STEM Increase visibility of viable career pathways for women in the STEM community 	<ul style="list-style-type: none"> Making STEM choice a rewarding career path for women Improve retention, profile and advancement of current women in STEM fields Expand entrepreneurial capacity through collaborations between women in industry, local government and academia

HUNTERWISE OUTREACH

HunterWiSE Outreach provides a 10-week intensive program to female high school students within the Hunter region. Using a problem-based approach, the program links young female students and their teachers with successful women in STEM to address problems in their local community. Through this, the program aims to increase the number of girls taking HSC STEM courses, and ultimately, participation in STEM careers. The project aims to be data-driven, using data from participants and school communities to measure outcomes and deliver continuous program improvement.

Building on the success of the 2017 pilot phase at Muswellbrook High School, the HunterWiSE Outreach Program has expanded and is currently delivered to Year 8 girls in high schools across the Hunter Region. As illustrated below, the program enables girls to apply technical skills to science, engineering and technology in a project addressing local community issues. Other components are a visit to the University of Newcastle campus or industry site, weekly workshops with mentors and a final presentation of their project solution to industry representatives.



"I am inspired by what I see happening and humbled by the opportunities our girls have been given. It has already generated discussion about subject selection choices in their senior years and life beyond school."

*Elizabeth Bate, Principal Muswellbrook High School

HunterWise Outreach Logic Framework

CONTEXT	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> Significant gender imbalance in STEM both in topic choices in high school and university degrees creating an inadequate number of females entering the STEM related careers. 	<ul style="list-style-type: none"> University academic time inclusive of Intellectual input to program development, delivery and refinement Access to University administrative support and infrastructure industry contribution to program delivery, e.g. career workshops, school visits, fielding questions from student groups Access to industry infrastructure e.g. site visits 	<ul style="list-style-type: none"> Coordinating and implementing the program delivery in schools Mentors training for program delivery Teacher training for program delivery Mentor activity in schools Coordinating student access to STEM professionals Communication of activities across media platforms Coordinating industry site visits, inclusive of risk assessment according to partner requirement Program refinement and research Organisation of end of the year presentation night for school and community including project evaluation Maintaining HunterWise alumni network 	<ul style="list-style-type: none"> 10-week intensive program delivered to high schools Creation of engagement activities and career talks for female students of the HunterWise Outreach program Creating opportunities for industry to engage with HunterWise students, e.g. involvement in site visits, project advise, project evaluation and presentation night Photo and video documentation of school outreach program Coverage of the program on social media posts HunterWise Alumni Network for students who have completed the outreach program Professional development of participating teachers in the HunterWise Teacher Training program Evidence based program 	<ul style="list-style-type: none"> Increased awareness of STEM careers amongst Year 8 girls and teachers and increased confidence in their ability to pursue these careers Scaffolding the pipeline through access and engagement with graduates via HunterWise Alumni Continue visibility of viable career pathways for women in the STEM community Increase in STEM subject selection for HSC in high school girls 	<ul style="list-style-type: none"> Increase female participation in STEM related university degrees Improve gender diversity within Australia's future STEM workforce

HUNTERWISE ALUMNI

We also provide opportunities to engage with the HunterWiSE team, industry and each other for all girls that have participated in our HunterWiSE Outreach program. The aim of the HunterWiSE Alumni club is to sustain the benefits of participation in the program over time, creating avenues to education and careers in STEM.

This new initiative was proposed by the girls themselves when they asked the question “Can we do HunterWiSE again next year?” We thought we had to honour their wishes and will prepare a host of activities for them to engage with our industry partners in a fun and social environment.

HunterWiSE Alumni Logic Framework

CONTEXT	INPUTS	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<ul style="list-style-type: none"> Significant gender imbalance in STEM both in topic choices in high school and university degrees creating an inadequate number of females entering the STEM related careers. Evidence linking long term STEM engagement activities (including multiple touch points) with success 	<ul style="list-style-type: none"> University academic time inclusive of Intellectual input to program development, delivery and refinement Access to University administrative support and infrastructure Industry contribution to Alumni Network, e.g. career workshops, school visits, fielding questions from student groups Access to University and industry infrastructure e.g. site visits 	<ul style="list-style-type: none"> Organisation and coordination of Alumni Network Engagement of Alumni network, eg. Social media, Alumni events and activities Coordinating Alumni member access to STEM professionals Communication of Alumni Network activities across HunterWiSE media platforms Research on longitudinal impacts of HunterWiSE interventions and programs 	<ul style="list-style-type: none"> Creation of engagement activities and career talks for female students in the HunterWiSE Alumni Network Creating opportunities for industry to engage with Alumni, e.g. involvement in events, social media content (eg. Webinars, live career chat sessions, etc.) Photo and video documentation of HunterWiSE Alumni events Coverage of the Alumni on social media posts Mechanism for participant recruitment for HunterWiSE research activities, including data collection for continued evaluation of the effectiveness of HunterWiSE program(s) and aid in program refinement 	<ul style="list-style-type: none"> Increased awareness of STEM careers amongst girls, teachers, parents, and increased confidence in their ability to pursue these careers Scaffolding the pipeline through access and engagement with graduates via HunterWiSE Alumni Continued visibility of viable career pathways for women in the STEM community post participation in HunterWiSE programs Increase in STEM subject selection for HSC in high school girls Increase in STEM career choices amongst HunterWiSE program Alumni 	<ul style="list-style-type: none"> Increase female participation in STEM related university degrees Improve gender diversity within Australia's future STEM workforce

RESEARCH AND EVALUATION

Our research continues to explore the impact of all our activities. Research and evaluation is ongoing and will continue to be an important element of the HunterWise approach. Outputs to date include:

- STEM Initiatives Matter: Results from a systematic review of secondary school interventions for girls
- Structural Barriers Impeding Individual Strengths: Narratives of the Career Paths of Female STEM Professionals in Australia
- Experiences of STEM Outreach: What shapes girls' identities?
- Improving Girls Perceptions of STEM: A High School Program Engaging Girls and Encouraging Careers

HUNTERWISE IN 2020-2022

The HunterWiSE program addresses the issue of low female participant in STEM, and provides targeted interactive skills learning in line with NSW Jobs for the Future Strategies enduring priorities (NSW Govt, 2016). The program follows specific recommendations for successful approaches to engage students in STEM education (Kennedy & Odell, 2014). This includes rigorous curriculum, instruction, and evaluation, and the integration of technology and engineering to promote scientific inquiry and the engineering design process. Teachers are also provided with support and professional development opportunities to enable them to guide students toward acquiring STEM literacy.

The longevity and expansion of the HunterWiSE program is reliant on the receptiveness of schools and teachers to its ongoing delivery, and the subsequent uptake of the program by students. Continued delivery and expansion is dependent upon our ability to be able to provide schools with resources and continuing support. It is our vision to be able to expand this project to as many as 360 girls in the Hunter, particularly those that may not otherwise have access to the kind of support we can provide.

HunterWiSE Indicative Yearly Budget

The table below provides an indicative breakdown of expenses to run the project for a one year period, delivering the outreach program to nine schools. This budget includes all components required for the operation of the project including: mentors, project officers, evaluator, catering for outreach and network events, travel expenses, and all incidentals.

Expenditure Item	Detail	Cost per year
Mentors	School visits and presentations, including travel time	\$40,205
Project Officer	Managing all components of the project	\$78,854
Project Evaluator	In charge of evaluation and improvement	\$38,155
Outreach Developer	Developing teacher training & outreach program	\$4,100
Alumni and Events Officer	Coordinating all network and alumni events	\$38,155
Catering	Catering school visits, presentation night, and all events	\$20,000
Bus Hire	University and site visits, and final presentation night	\$8,014
Consumables	Student booklets, specialist printing, marketing materials	\$4,000
Gift Cards	Student finalists	\$500
Total per year		\$231,983

HUNTERWISE SPONSORSHIP OPTIONS

Bronze Sponsorship

Cost

\$5,000

Option 1: Event Sponsorship

This option allows sponsors to provide support for one HunterWiSE networking event*

Benefit	Location	Supplier	Details	Frequency
Logo placement - Collateral	HunterWiSE Annual Report	HunterWiSE, Sponsor	Sponsor logo to be placed in the Sponsors section of the HunterWiSE Annual Report, placement will be grouped by sponsorship category	Single placement in Annual Report the year of sponsorship
Logo placement - Banners	HunterWiSE Networking Event	Sponsor	Sponsor banner to be placed in a visible location at Sponsored Networking Event	One (1) Sponsored Networking Event
Collateral placement	HunterWiSE Networking Event	Sponsor	Reasonable Sponsor collateral may be present at Sponsored Networking Event	One (1) Sponsored Networking Event
Social media promotion	HunterWiSE Twitter, HunterWiSE Facebook	HunterWiSE	Sponsor to be mentioned and linked in the social media promotion of the Sponsored Networking Event	Two (2) posts per channel promoting the Sponsored Networking Event, one (1) post after the Sponsored Networking Event
Staff engagement at sponsored event	HunterWiSE Networking Event	Sponsor	Opportunity for sponsor staff to engage with/speak to HunterWiSE Network	One (1) Sponsored Networking Event

* Subject to available events (maximum of 9 events per year). Where sponsorship exceeds the number of events, HunterWiSE may contact the sponsors for potential co-hosting and/or sponsors may elect to redirecting funds towards strategic HunterWiSE activities.

Sponsor Obligations

- Provision of any desired collateral for the event
- Provision of high-resolution logo

Option 2: Event Strategic Projects Support

This option allows sponsors to provide support for HunterWiSE initiatives aimed at improving the program such as teacher professional development days, research assistants for evaluation, or career advice for mentors or members of our network.

Benefit	Location	Supplier	Details	Frequency
Logo placement - Collateral	HunterWiSE Annual Report	HunterWiSE, Sponsor	Sponsor logo to be placed in the Sponsors section of the HunterWiSE Annual Report, placement will be grouped by sponsorship category	Single placement in Annual Report the year of sponsorship
Logo placement – End of Year Event	HunterWiSE end of year event	HunterWiSE	Sponsor logo to be featured as a strategic sponsor in the presentation giving details on strategic project progress	Single placement in presentation at the single end of year event
Social media promotion	HunterWiSE Twitter, HunterWiSE Facebook	HunterWiSE	Sponsor to be mentioned and linked as a sponsor of our strategic initiatives on social media channels	Two (2) posts per channel over the sponsorship year

Sponsor Obligations

- Provision of any desired collateral for events
- Provision of high-resolution logo

Silver Sponsorship

Cost

\$20,000

Option 1: School Sponsorship

This option allows sponsors to provide support for the HunterWise Outreach Program at one school*

Benefit	Location	Supplier	Details	Frequency
Logo placement - Collateral	HunterWise Annual Report	HunterWise, Sponsor	Sponsor logo to be placed in the Sponsors section of the HunterWise Annual Report, placement will be grouped by sponsorship category	Single placement in Annual Report the year of sponsorship
Logo placement - Banners	Sponsored School events	Sponsor	Sponsor banner to be placed in a visible location at Sponsored School Events	At two (2) events annually: Industry Forum and School Award Ceremony
Logo placement - Website	HunterWise section of UON Website	Sponsor	Sponsor logo to be placed in Sponsor section of HunterWise section of University website	Continuous for the Sponsorship Year
Social media promotion	HunterWise Twitter, HunterWise Facebook	HunterWise	Sponsor to be mentioned and linked by HunterWise's social media with reference to the Sponsor's sponsorship	Two (2) mentions per year at approximate six-monthly intervals
Direct engagement with students	Sponsored School	Sponsor	Sponsor staff member to speak at Sponsored School Event	One (1) event per year
Direct engagement with students	Industry site/offices	Sponsor	Opportunity for sponsor to host students of sponsored school for HunterWise Outreach Program site visit	One (1) site visit per year

* Subject to available schools (maximum of 10 schools in 2020, more opportunities available in the future). Where sponsorship exceeds the number of schools, HunterWise may contact the sponsors for potential co-hosting and/or sponsors may elect to redirecting funds towards strategic HunterWise activities.

Sponsor Obligations

- Provision of any desired collateral for the site visit
- Provision of high-resolution logo

Option 2: Alumni Club

This option allows sponsors to provide support for the HunterWiSE Alumni Club.

Benefit	Location	Supplier	Details	Frequency
Logo placement - Collateral	HunterWiSE Annual Report	HunterWiSE, Sponsor	Sponsor logo to be placed in the Sponsors section of the HunterWiSE Annual Report, placement will be grouped by sponsorship category	Single placement in Annual Report the year of sponsorship
Logo placement - Banners	Sponsored Alumni events	Sponsor	Sponsor banner to be placed in a visible location at Sponsored Alumni Events	At two (2) events annually: Alumni event and School Presentation Night
Logo placement - Website	HunterWiSE section of UON Website	Sponsor	Sponsor logo to be placed in Sponsor section of HunterWiSE section of University website	Continuous for the Sponsorship Year
Social media promotion	HunterWiSE Twitter, HunterWiSE Facebook	HunterWiSE	Sponsor to be mentioned and linked by HunterWise's social media with reference to the Sponsor's sponsorship	Two (2) mentions per year at approximate six-monthly intervals
Direct engagement with students	Sponsored Alumni event	Sponsor	Participation of sponsor staff in HunterWiSE Alumni Network industry engagement activity or event including, but not limited to, guest talks, site visits, webinars, etc.	One (1) event per year

Sponsor Obligations

- Provision of any desired collateral for alumni events
- Provision of high-resolution logo

Gold Sponsorship

Cost

\$50,000

Details

Sponsor the HunterWiSE program at two schools, contribution to Strategic Projects and sponsorship of end of year event.

Benefit	Location	Supplier	Details	Frequency
Logo placement - Collateral	HunterWiSE Annual Report	HunterWiSE, Sponsor	Sponsor logo to be placed in the Sponsors section of the HunterWiSE Annual Report, placement will be grouped by sponsorship category	Single placement in Annual Report the year of sponsorship
Logo placement - Banners	Sponsored School events	Sponsor	Sponsor banner to be placed in a visible location at Sponsored School Events	At two (2) events annually: Industry Forum and School Award Ceremony
Logo placement - Website	HunterWiSE section of UON Website	Sponsor	Sponsor logo to be placed in Sponsor section of HunterWiSE section of University website	Continuous for the Sponsorship Year
Logo placement – End of year event	HunterWiSE end of year event	Sponsor	Sponsor logo to be on collateral for end of year event	Single end of year event
Social media promotion	HunterWiSE Twitter, HunterWiSE Facebook	HunterWiSE	Sponsor to be mentioned and linked by HunterWise's social media with reference to the Sponsor's sponsorship	Four (4) mentions per year at approximate three-monthly intervals
Direct engagement with students	Sponsored Schools	Sponsor	Sponsor staff member to speak at Sponsored School in at least one occasion during the period of outreach activities	At least one (1) occasion per year
Direct engagement with students	Industry site/offices	Sponsor	Opportunity for sponsor to host students of sponsored schools for HunterWiSE Outreach Program site visit	One (1) site visit per sponsored school per year

Sponsor Obligations

- Provision of any desired collateral for the school visits and events
- Provision of high-resolution logo

Platinum Sponsorship

Cost

\$85k +

Details

Details are subject to negotiation between sponsor and HunterWiSE but could include: multiple school sponsorship, direction of funds to specific projects such as the Alumni program, or funding personnel such as a post-doc position to enable ongoing research.

Sponsor Obligations

- Provision of any desired collateral for any negotiated events
- Provision of high-resolution logo

CONTACT

Enquiries can be directed to Bree Forrer, HunterWiSE Project Manager.

Email: hunterwise@newcastle.edu.au, Tel: 02 4921 5085



STAGE 1 STRUCTURE PLAN

The first stage undertakes the primary structural changes to Olympic Park including:

General Precinct Upgrades

- Upgrade of Wilkinson Avenue
- Construction of a new bridge over Muscle Creek which provides a new egress from the precinct
- Carparking areas which provide a total of 100 spaces. This includes an allowance for future carparking expansions in Stage 2
- Relocation of the heritage gates to the football precinct forecourt at the eastern end of Wilkinson Avenue
- Intelligent lighting along Wilkinson Avenue and within each precinct. Intelligent lighting – where sensors and timers allow lighting fixtures to function at different times of the day and under varying atmospheric conditions. Lighting intensity will also vary automatically according to a range of factors and requirements
- Street trees and landscaping along Wilkinson Avenue
- Integrate outcomes of the Riparian Corridor Masterplan such as the Riparian Walk and seating/lookout areas
- Integrate outcomes of the Muswellbrook Aquatic Centre Masterplan
- New forecourt for the Rugby League Precinct

Rugby League Precinct

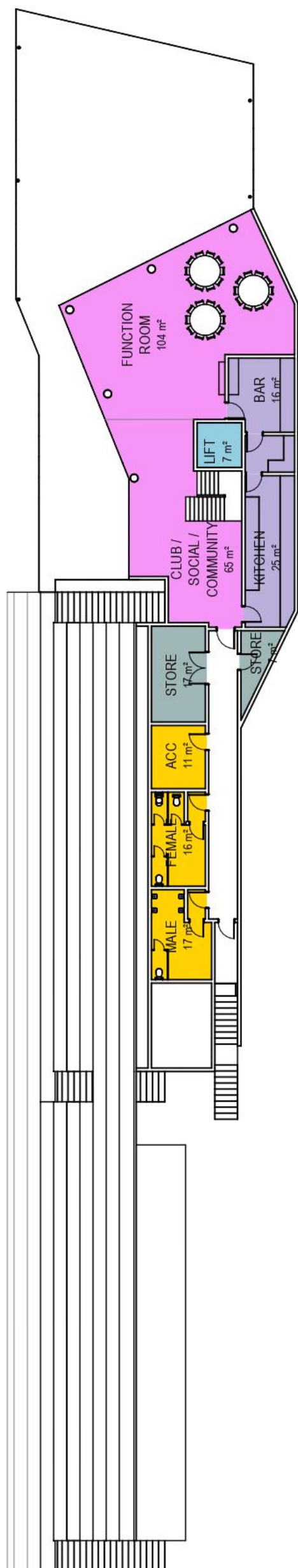
- Field improvement and drainage to Fields 1 and 2
- Irrigation and upgrades to Field 3. Field 3 to be used for touch football and training. Field 3 proposed as a public kick about space
- 1800mm high palisade fence to enclose Fields 1 and 2. The Palisade fence to be black to allow for visual permeability
- New Amenities Building including
 - 2 x change rooms
 - storage for velodrome
 - lift/stair access to multi-function room above

Ron King Velodrome

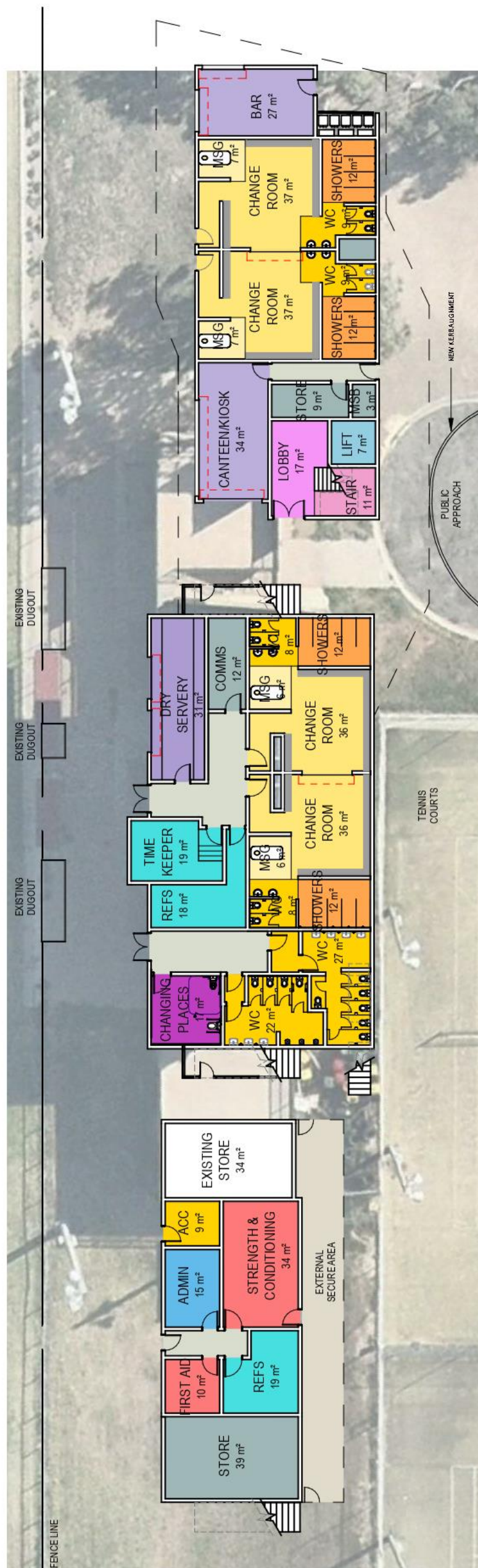
- New intelligent lighting to allow for night training and competition
- New fencing to secure the track
- Removal of storage facility and derelict brick structure.
- New storage area for the Velodrome to be incorporated into the new amenities building located within the Rugby League Precinct



The Muswellbrook Urban Riparian area and Muswellbrook Aquatic Centre have separate design master plans that are scheduled for public exhibition in 2018.

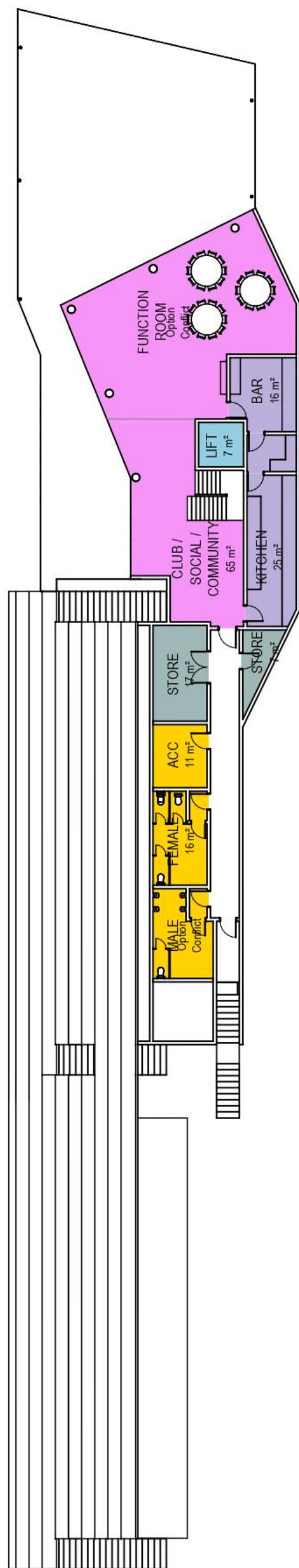


FIRST FLOOR STAGE 4 - Opt 1

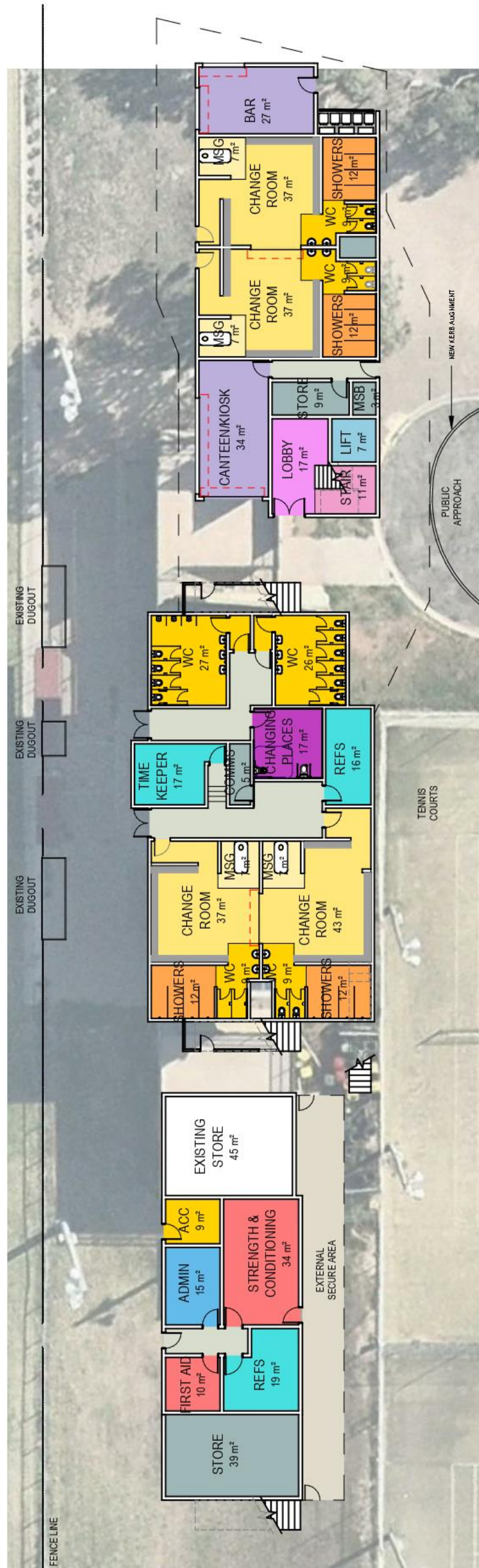


GROUND FLOOR STAGE 4 - Opt 1



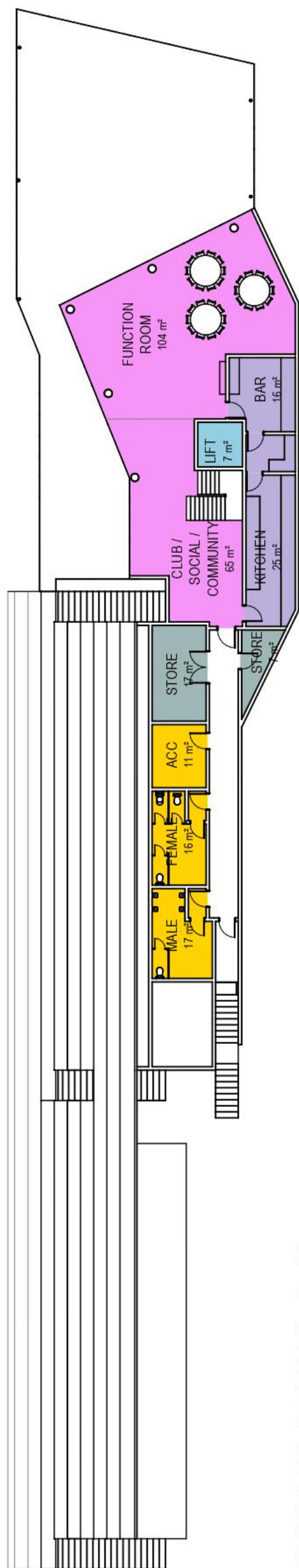


FIRST FLOOR STAGE 4 - Opt 2



GROUND FLOOR STAGE 4 - Opt 2





FIRST FLOOR_STAGE 4 - Opt 3



GROUND FLOOR_STAGE 4 - Opt 3



MUSWELLBROOK RUGBY LEAGUE FOOTBALL CLUB INC

ABN 49 976 588 690
PO BOX 58
MUSWELLBROOK NSW 2333

PRESIDENT
Kurt Dial
0400014319

SECRETARY
Howard Lovegrove
0437308566

TREASURER
Kurt Stallworthy
0427694006

Muswellbrook Shire Council
PO Box 122
MUSWELLBROOK NSW 2333

To whom it may concern,

Muswellbrook Rugby League Football Club (MRLFC) has received notification of Muswellbrook Council's intention to redevelop/build a new grandstand as stage two of the Olympic Park Master Plan.

The MRLFC whole heartedly supports Council's vision and believes these improvements will provide superior and safer facilities and have identified **OPTION 3** as our preferred choice for the following reasons:

- Provides the **flexibility** required to cater and hold a regional standard event.
- Provides a **family friendly** atmosphere due the ability to segregate serving and alcohol areas.
- Meets the appropriate **regional standards** as set by the NRL.
- Meets the current and future community's needs by being more **inclusive**.
- Provides the necessary needs to foster and grow the participation in sport for **females**.

The Muswellbrook Rugby League Football Club (MRLFC) & Muswellbrook District Junior Rugby League Football Club (MDJRLFC) has experienced record numbers in registrations and participants especially with females playing Rugby League and have simply outgrown the current venue's facilities. It is with this in mind that we recommend and agree with the layout concept of **OPTION 3** and that it will benefit the entire community and visitors to the venue.

Yours sincerely

Kurt Dial
President
Muswellbrook Rugby League Football Club (MRLFC)



President: Johnny Marco
 Secretary: Bianca Johnston
 Treasurer: Brooke Pritchard

Po Box 211
 MUSWELLBROOK 2333
mdjrlc@bigpond.com

August 29, 2021

Dear Councillors,

The user groups of Olympic Park namely Muswellbrook Senior League, Muswellbrook Touch Association and Muswellbrook Junior Rugby League have been involved with Council with the redevelopment of Olympic Park over the past four years.

The process has been extremely extensive, open and transparent, with many opportunities to express thoughts/suggestions and possible amendments which has ultimately led to the three options before you now.

Option 1 and Option 3 are basically a mirror image with the major differences substituting the Bar for dry serving area as well as alleviating a congestion issue at the main entry that was identified around the canteen/bar areas in Option 1.

After lengthy consideration of the final 3 options, the major users of Olympic are unanimous in their support of **OPTION 3** for the following reasons:

- Provides the **flexibility** required to cater and hold a regional standard event:
 Meets current and future requirements of the user groups and community for the day-to-day operation of the facility as well as **capacity/flexibility** for **two** serving areas which the facility currently has and is paramount when hosting large crowds. (Option 2 only has the 1 serving area).
- Provides a **family friendly** atmosphere due to segregation of serving and alcohol areas:
 Segregating serving (2) and bar areas allows the promotion of a family friendly atmosphere and ability to have dry/alcohol free zones for the week in/out running of the venue whilst and ability to meet the needs of a large regional event.
- Meets the appropriate **regional standards** as set by the NRL:
 Option 3 meets **ALL** the regional standards as stated in the NRL's Preferred Facility Guidelines for grassroots Rugby League 2014 gaining an extra serving area when comparing to Option 2.
- Meets the current and future community's needs by being more **inclusive**:
 The addition of Accessible toilets and Changing rooms caters for Families with young children as well as people with disabilities and their carer's.
- Provides the necessary needs to foster and grow the participation in sport for **females**:
 Dedicated private massage rooms, toilets, showers and changing rooms that meet todays and the futures needs.

The MDJRLFC has experienced record numbers especially with females playing Rugby League and have simply outgrown the current venue's facilities. With this in mind, we recommend and agree with the concept of **OPTION 3** and believe it will benefit the entire community and it's visitors to the venue for the future and beyond. We would also like to take the time to thank all of the Council staff, Councillors and representatives from the other user groups who have assisted during this lengthy process.

John Marco
 President MDJRLFC



Muswellbrook Shire Council
General Fund
For the Month Ending 31 July 2021

Account Group	Annual Adopted Budget*	YTD % Spend vs Budget - 8.24% target	YTD Actuals	July Monthly Actuals	Monthly Variance fav / (unfav)	Variance comments
Grand Total	648,798	-3144.7%	(20,402,900)	(20,402,900)	(38256%)	
less SRV budgeted surplus	(1,291,370)		54,850	54,850		
SRV adjusted Grand Total	1,940,168		(20,457,750)	(20,457,750)		

Revenue						
Rates and Charges	(22,652,278)	99.9%	(22,629,048)	(22,629,048)	1112%	Rates are raised in full in the first month of the year
User Charges and Fees	(7,831,579)	2.7%	(212,048)	(212,048)	(67%)	Earned & recognised at various stages through the year
Interest and Investments Revenues	(450,573)	6.0%	(27,110)	(27,110)	(27%)	Timing difference; Interest rate movements need to be watched
Other Revenues	(2,588,546)	6.2%	(161,435)	(161,435)	(24%)	Timing difference
Operating Grants and Contributions	(5,731,061)	2.9%	(167,615)	(167,615)	(65%)	Timing Difference
Internal Revenue	(4,120,223)	7.1%	(290,700)	(290,700)	(14%)	Timing Difference
Total Revenue	(43,374,260)	54.2%	(23,487,956)	(23,487,956)	557%	

Expenses						
Wages and Salaries	12,471,836	6.9%	859,789	859,789	16%	Vacancies - IP&R, Sustainability & others
Materials and Contracts	14,505,827	5.2%	754,632	754,632	37%	Timing Difference
Other Costs	4,556,092	12.5%	571,661	571,661	(52%)	Timing Difference - Insurance booked for entire year
Borrowing Costs	437,990	0.5%	2,115	2,115	94%	Timing Difference
Overheads	2,032,850	6.6%	133,703	133,703	20%	Timing Difference
Depreciation	10,018,463	7.6%	763,156	763,156	8%	Timing Difference
Total Expenses	44,023,058	7.0%	3,085,056	3,085,056	15%	

*Includes Carryovers

Muswellbrook Shire Council
Water Fund
For the Month Ending 31 July 2021

Account Group	Annual Adopted Budget*	YTD % Spend vs Budget - 8.24% target	YTD Actuals	July Monthly Actuals	Monthly Variance fav / (unfav)	Variance comments
Grand Total	694,476	-189.7%	(1,317,624)	(1,317,624)	(2402%)	
Revenue						
Rates and Charges	(1,759,959)	100.5%	(1,768,035)	(1,768,035)	1119%	Rates are raised in full in the first month of the year
User Charges and Fees	(4,482,744)	-1.3%	58,845	58,845	(116%)	Earned & recognised at various stages through the year; first billing period yet to occur; debit balance due to pensioner rebates already applied
Interest and Investments Revenues	(199,033)	0.7%	(1,394)	(1,394)	(92%)	Timing Difference
Operating Grants and Contributions	(37,526)	0.0%	0	0	(100%)	Timing Difference
Total Revenue	(6,479,262)	26.4%	(1,710,584)	(1,710,584)	220%	
Expenses						
Wages and Salaries	1,203,699	3.6%	43,778	43,778	56%	Vacancies, plus some allocations have yet to be transferred
Materials and Contracts	1,880,644	3.5%	66,406	66,406	57%	Timing Difference
Other Costs	509,644	2.1%	10,904	10,904	74%	Timing Difference
Borrowing Costs	85,467	0.0%	0	0	100%	Timing Difference
Overheads	1,521,975	7.4%	113,231	113,231	10%	Timing Difference
Depreciation	1,972,310	8.0%	158,641	158,641	2%	Timing Difference
Total Expenses	7,173,738	5.5%	392,960	392,960	34%	

*Includes Carryovers

Muswellbrook Shire Council
Sewer Fund
For the Month Ending 31 July 2021

Account Group	Annual Adopted Budget*	YTD % Spend vs Budget - 8.24% target	YTD Actuals	July Monthly Actuals	Monthly Variance fav / (unfav)	Variance comments
Grand Total	0		(3,872,885)	(3,872,885)		
Revenue						
Rates and Charges	(4,987,077)	86.4%	(4,309,865)	(4,309,865)	949%	Most of the Rates are raised in full in the first month of the year but part of the sewer charges are billed during the water billing cycles throughout the year,
User Charges and Fees	(540,384)	0.0%	0	0	(100%)	Earned & recognised at various stages through the year; first billing cycle yet to occur
Interest and Investments Revenues	(61,136)	1.7%	(1,029)	(1,029)	(80%)	Timing Difference
Operating Grants and Contributions	(36,593)	0.0%	0	0	(100%)	Timing Difference
Total Revenue	(5,625,189)	76.6%	(4,310,894)	(4,310,894)	830%	
Expenses						
Wages and Salaries	848,684	5.4%	46,081	46,081	34%	Vacancies, plus some allocations have yet to be transferred
Materials and Contracts	861,400	5.9%	50,897	50,897	28%	Timing Difference
Other Costs	451,344	14.0%	63,098	63,098	(70%)	Timing Difference
Borrowing Costs	740,742	7.4%	55,136	55,136	10%	Timing Difference
Overheads	833,060	8.3%	69,422	69,422	(1%)	Timing Difference
Depreciation	1,889,959	8.1%	153,375	153,375	2%	Timing Difference
Total Expenses	5,625,189	7.8%	438,009	438,009	6%	

*Includes Carryovers

Muswellbrook Shire Council
Future Fund
For the Month Ending 31 July 2021

Account Group	Annual Adopted Budget*	YTD % Spend vs Budget - 8.24% target	YTD Actuals	July Monthly Actuals	Monthly Variance fav / (unfav)	Variance comments
Grand Total	(2,889,379)	23.8%	(688,531)	(688,531)	189%	
Revenue						
User Charges and Fees	(7,318,858)	14.1%	(1,032,979)	(1,032,979)	71%	Timing difference - includes some August rent in advance; COVID restrictions impact is being assessed.
Internal Revenue	(120,000)	0.0%	0	0	(100%)	Timing Difference
Total Revenue	(7,438,858)	13.9%	(1,032,979)	(1,032,979)	68%	
Expenses						
Wages and Salaries	237,065	6.8%	16,213	16,213	17%	Allocations yet to be processed
Materials and Contracts	1,916,051	3.0%	56,569	56,569	64%	Timing Difference
Other Costs	875,904	23.1%	202,137	202,137	(180%)	Timing Difference: includes insurance for full year
Borrowing Costs	873,086	1.8%	15,581	15,581	78%	Timing Difference
Depreciation	647,374	8.3%	53,948	53,948	(1%)	Timing Difference
Total Expenses	4,549,480	7.6%	344,448	344,448	8%	

*Includes Carryovers



Fixed Interest Security	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
At Call Deposit										
IMACQ 940353885 At Call		3,750,000.00	1,000,000.00	3,750,000.00	100.000	0.000	3,750,000.00	6.01%	0.45%	
ME Bank At Call		500,000.00	1,000,000.00	500,000.00	100.000	0.000	500,000.00	0.80%	0.55%	
Westpac Bus Prem At Call		2,357,523.76	1,000,000.00	2,357,523.76	100.000	0.000	2,357,523.76	3.78%	0.34%	
Westpac Muswellbrook Trading Acct At Call		100,000.00	1,000,000.00	100,000.00	100.000	0.000	100,000.00	0.16%	0.34%	
		6,707,523.76		6,707,523.76			6,707,523.76	10.75%		0.42%
Fixed Rate Bond										
BENAU 1.7 06 Sep 2024 Fixed	AU3CB0266377	2,500,000.00	1,000,000.00	2,500,000.00	102.630	0.679	2,582,725.00	4.14%	1.68%	
SunBank 1.85 30 Jul 2024 Fixed	AU3CB0265403	1,000,000.00	1,000,000.00	1,000,000.00	103.073	0.005	1,030,780.00	1.65%	1.80%	
		3,500,000.00		3,500,000.00			3,613,505.00	5.79%		1.71%
Floating Rate Deposit										
ANZ 1.2 21 Jul 2022 2557DAY FRD		1,000,000.00	1,000,000.00	1,000,000.00	100.000	0.034	1,000,335.84	1.60%	1.23%	
		1,000,000.00		1,000,000.00			1,000,335.84	1.60%		1.23%
Floating Rate Note										
Auswide 0.75 07 Nov 2022 FRN	AU3FN0057345	1,000,000.00	1,000,000.00	1,000,000.00	100.490	0.184	1,006,740.00	1.61%	0.79%	
AU3FN0053567		2,000,000.00	1,000,000.00	2,000,000.00	101.007	0.129	2,022,720.00	3.24%	1.07%	
Auswide 0.6 22 Mar 2024 FRN	AU3FN0056317	1,500,000.00	1,000,000.00	1,500,000.00	100.185	0.067	1,503,780.00	2.41%	0.62%	
BOQ 1.02 16 Nov 2021 FRN	AU3FN0036418	1,000,000.00	1,000,000.00	1,000,000.00	100.283	0.218	1,005,010.00	1.61%	1.06%	
BOQ 1.05 03 Feb 2023 FRN	AU3FN0040549	500,000.00	1,000,000.00	500,000.00	101.264	0.266	507,650.00	0.81%	1.09%	
BOQ 1.03 18 Jul 2024 FRN	AU3FN0046094	1,000,000.00	1,000,000.00	1,000,000.00	102.057	0.035	1,020,920.00	1.64%	1.05%	
BOQ 1.1 30 Oct 2024 FRN	AU3FN0051272	500,000.00	1,000,000.00	500,000.00	102.373	0.003	511,880.00	0.82%	1.12%	
BENAU 1.05 25 Jan 2023 FRN	AU3FN0040523	500,000.00	1,000,000.00	500,000.00	101.276	0.015	506,455.00	0.81%	1.08%	
CUA 1.25 06 Sep 2021 FRN	AU3FN0044269	1,500,000.00	1,000,000.00	1,500,000.00	100.119	0.189	1,504,620.00	2.41%	1.27%	
MACQ 0.48 09 Dec 2025 FRN	AU3FN0057709	3,000,000.00	1,000,000.00	3,000,000.00	99.874	0.072	2,998,380.00	4.81%	0.51%	
RACB 0.93 24 Feb 2023 FRN	AU3FN0053146	1,000,000.00	1,000,000.00	1,000,000.00	100.562	0.181	1,007,430.00	1.61%	0.97%	
MYS 0.65 16 Jun 2025 FRN	AU3FN0061024	3,000,000.00	1,000,000.00	3,000,000.00	100.001	0.083	3,002,520.00	4.81%	0.67%	
NAB 0.93 26 Sep 2023 FRN	AU3FN0044996	2,000,000.00	1,000,000.00	2,000,000.00	101.745	0.087	2,036,640.00	3.26%	0.97%	
NPBS 1.4 06 Feb 2023 FRN	AU3FN0040606	500,000.00	1,000,000.00	500,000.00	101.434	0.339	508,865.00	0.82%	1.42%	
NPBS 1.12 04 Feb 2025 FRN	AU3FN0052827	4,500,000.00	1,000,000.00	4,500,000.00	102.034	0.280	4,604,130.00	7.38%	1.16%	
Old Police 1.5 14 Dec 2021 FRN	AU3FN0046389	750,000.00	1,000,000.00	750,000.00	100.491	0.192	755,122.50	1.21%	1.52%	
Old Police 1.15 06 Dec 2022 FRN	AU3FN0052072	2,000,000.00	1,000,000.00	2,000,000.00	100.943	0.174	2,022,340.00	3.24%	1.18%	
Old Police 0.75 22 Mar 2024 FRN	AU3FN0059416	1,500,000.00	1,000,000.00	1,500,000.00	100.158	0.083	1,503,615.00	2.41%	0.77%	
UBS Aust 1.05 21 Nov 2022 FRN	AU3FN0054151	1,000,000.00	1,000,000.00	1,000,000.00	101.181	0.212	1,013,930.00	1.63%	1.09%	
UBS Aust 0.87 30 Jul 2025 FRN	AU3FN0055307	1,650,000.00	1,000,000.00	1,650,000.00	101.725	0.002	1,678,495.50	2.69%	0.88%	
		30,400,000.00		30,400,000.00			30,721,243.00	49.24%		0.96%
Term Deposit										

Fixed Interest Security	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Running Yield
AMP 0.75 30 Nov 2021 365DAY TD		1,000,000.00	1.00000000	1,000,000.00	100.000	0.499	1,004,993.15	1.61%	0.75%	
AMP 0.3 19 Jan 2022 215DAY TD		800,000.00	1.00000000	800,000.00	100.000	0.035	800,282.74	1.28%	0.30%	
AMP 0.55 14 Feb 2022 276DAY TD		3,000,000.00	1.00000000	3,000,000.00	100.000	0.118	3,003,526.02	4.81%	0.55%	
ME Bank 0.5 18 Oct 2022 484DAY TD		3,000,000.00	1.00000000	3,000,000.00	100.000	0.055	3,001,643.85	4.81%	0.50%	
NAB 0.5 28 Oct 2021 330DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.333	5,016,643.85	8.04%	0.50%	
NAB 0.43 19 Nov 2021 330DAY TD		5,000,000.00	1.00000000	5,000,000.00	100.000	0.258	5,012,900.00	8.03%	0.43%	
NAB 0.5 02 Dec 2021 365DAY TD		2,500,000.00	1.00000000	2,500,000.00	100.000	0.330	2,508,253.43	4.02%	0.50%	
		20,300,000.00		20,300,000.00			20,348,243.03	32.61%		0.49%
Fixed Interest Total		61,907,523.76		61,907,523.76			62,390,850.63	100.00%		0.80%



Portfolio Valuation Report
Muswellbrook Shire Council
As At 31 July 2021

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Report Code: TBSBP100EXT-01.17
 Report Description: Portfolio Valuation As At Date
 Parameters:
 Term Deposit Interest Included
 Cash Excluded
 Settlement Date-Based Balances



Trading Limit Report 125
Muswellbrook Shire Council
As At 31 July 2021

1 Issuer Trading Limits

Issuer	Issuer Rating Group (Long Term)	Issuer Parent	Already Traded (with Issuer Group) For Value National	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AMP Bank Ltd	BBB+ to BBB-		4,800,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	78.00	22.00	1,390,752	0.00	0
ANZ Banking Group Ltd	AA+ to AA-		1,000,000.00 Book	30.00 % of 61,907,523.76	18,572,257.13	5.00	95.00	17,572,257	0.00	0
Auswide Bank Limited	BBB+ to BBB-		4,500,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	73.00	27.00	1,690,752	0.00	0
Bank of Melbourne	AA+ to AA-	Westpac Banking Corporation Ltd	2,457,523.76 Book	30.00 % of 61,907,523.76	18,572,257.13	13.00	87.00	16,114,733	0.00	0
Bank of Queensland Ltd	A+ to A-		6,500,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	100.00	0.00	0	5.00	309,248
BankSA	AA+ to AA-	Westpac Banking Corporation Ltd	2,457,523.76 Book	30.00 % of 61,907,523.76	18,572,257.13	13.00	87.00	16,114,733	0.00	0
Bendigo & Adelaide Bank Ltd	A+ to A-		3,000,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	49.00	51.00	3,190,752	0.00	0
Credit Union Australia Ltd	BBB+ to BBB-		1,500,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	24.00	76.00	4,690,752	0.00	0
Macquarie Bank	A+ to A-		6,750,000.00 Book	20.00 % of 61,907,523.76	12,381,504.75	55.00	45.00	5,631,505	0.00	0
Members Banking Group Limited t/as RACQ Bank	BBB+ to BBB-		1,000,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	16.00	84.00	5,190,752	0.00	0
Members Equity Bank Ltd	A+ to A-	Bank of Queensland Ltd	6,500,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	100.00	0.00	0	5.00	309,248
MyState Bank Ltd	BBB+ to BBB-		3,000,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	49.00	51.00	3,190,752	0.00	0
National Australia Bank Ltd	AA+ to AA-		14,500,000.00 Book	30.00 % of 61,907,523.76	18,572,257.13	78.00	22.00	4,072,257	0.00	0
Newcastle Permanent Building Society Ltd	BBB+ to BBB-		5,000,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	81.00	19.00	1,190,752	0.00	0
QFCU LTD t/as QBANK	BBB+ to BBB-		4,250,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	69.00	31.00	1,940,752	0.00	0
Rural Bank Ltd	A+ to A-	Bendigo & Adelaide Bank Ltd	3,000,000.00 Book	10.00 % of 61,907,523.76	6,190,752.38	49.00	51.00	3,190,752	0.00	0
St George Bank Limited	AA+ to AA-	Westpac Banking Corporation Ltd	2,457,523.76 Book	30.00 % of 61,907,523.76	18,572,257.13	13.00	87.00	16,114,733	0.00	0
Suncorp Bank	A+ to A-		1,000,000.00 Book	20.00 % of 61,907,523.76	12,381,504.75	8.00	92.00	11,381,505	0.00	0
UBS Australia Ltd	A+ to A-		2,650,000.00 Book	20.00 % of 61,907,523.76	12,381,504.75	21.00	79.00	9,731,505	0.00	0
Westpac Banking Corporation Ltd	AA+ to AA-		2,457,523.76 Book	30.00 % of 61,907,523.76	18,572,257.13	13.00	87.00	16,114,733	0.00	0
					216,676,333.16			138,514,729		618,496
					(Excluding Parent Group Duplicates)					
					61,907,523.76					



2 Security Rating Group Trading Limits

Security Rating Group	Already Traded Face Value	Limit For Book or Notional Entity	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
AA+ to AA-	2,000,000.00	Book	100.00 % of 61,907,523.76	61,907,523.76	3.00	97.00	59,907,524	0.00	0
A+ to A-	15,400,000.00	Book	70.00 % of 61,907,523.76	43,335,266.63	36.00	64.00	27,935,267	0.00	0
A1+	15,957,523.76	Book	100.00 % of 61,907,523.76	61,907,523.76	26.00	74.00	45,950,000	0.00	0
A2	7,300,000.00	Book	80.00 % of 61,907,523.76	37,144,514.26	20.00	80.00	29,844,514	0.00	0
A3	750,000.00	Book	80.00 % of 61,907,523.76	37,144,514.26	2.00	98.00	36,394,514	0.00	0
BBB+ to BBB-	20,500,000.00	Book	80.00 % of 61,907,523.76	37,144,514.26	55.00	45.00	16,644,514	0.00	0
	61,907,523.76			278,683,856.92			216,676,333		0

Notes

1. In instances where long securities have a term remaining which is less than 365 days, the issuer's short term rating is used instead of the security's (presumably long term) rating.



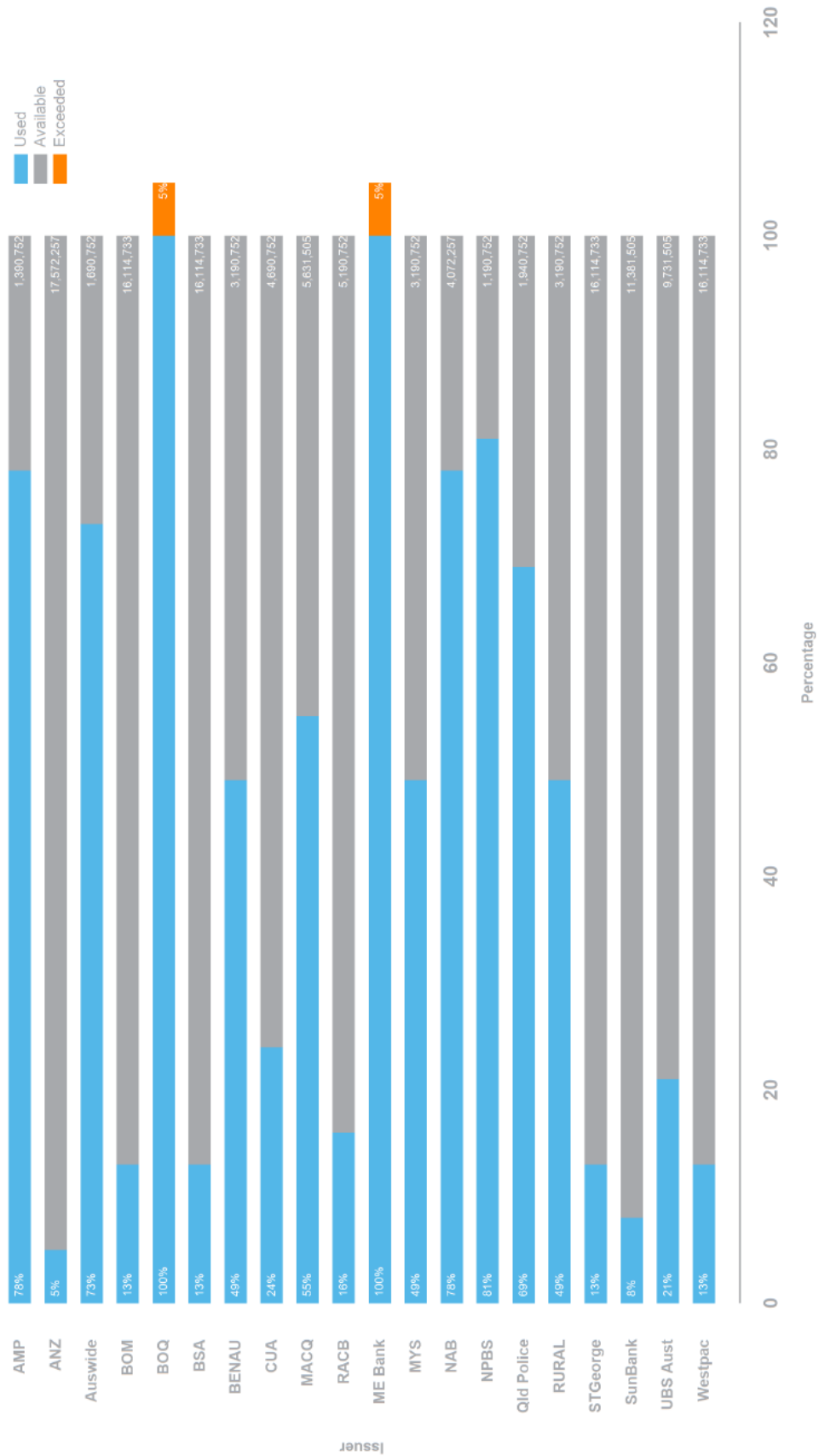
3 Term Group Trading Limits

Term Group	Already Traded Face Value	Limit For Book or Notional Entity	Trading Limit Type	Trading Limit Value	Trading Limit Used (%)	Trading Limit Available (%)	Trading Limit Available (Value)	Trading Limit Exceeded (%)	Trading Limit Exceeded (\$)
0-1 Year	28,257,523.76	Book	100.00 % of 61,907,523.76	61,907,523.76	46.00	54.00	33,650,000	0.00	0
1-3 Year	18,500,000.00	Book	100.00 % of 61,907,523.76	61,907,523.76	30.00	70.00	43,407,524	0.00	0
3-5 Year	15,150,000.00	Book	100.00 % of 61,907,523.76	61,907,523.76	24.00	76.00	46,757,524	0.00	0
	61,907,523.76			185,722,571.28			123,815,048		0



Trading Limit Report 125
Muswellbrook Shire Council
As At 31 July 2021

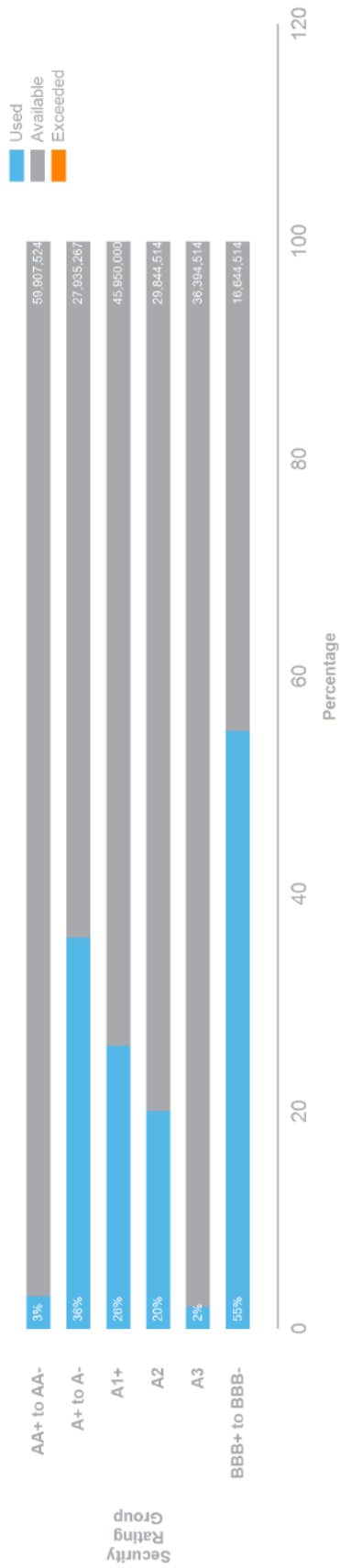
Issuer Trading Limits





Trading Limit Report 125
Muswellbrook Shire Council
As At 31 July 2021

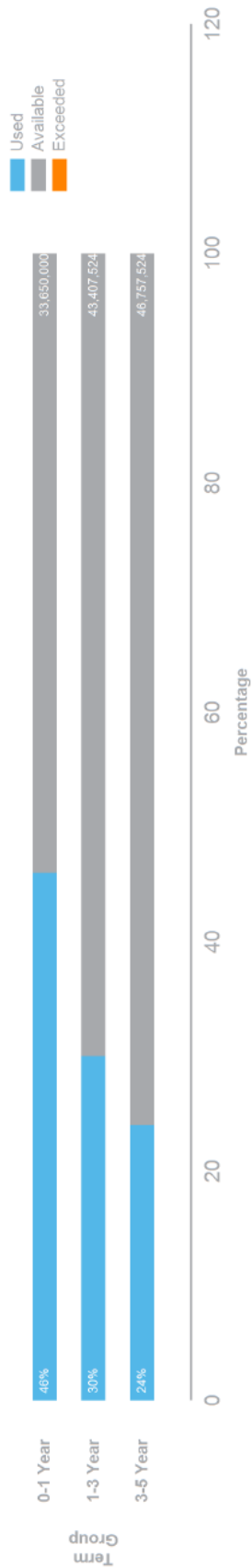
Security Rating Group Trading Limits





Trading Limit Report 125
Muswellbrook Shire Council
As At 31 July 2021

Term Group Trading Limits





Trading Limit Report 125 Muswellbrook Shire Council As At 31 July 2021

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Report Code: TBSBP125EXT-00.16

Report Description: Trading Limit Performance As At Date

Parameters:

As At Scenario Date: 31 July 2021

Balance Date: 8 August 2021 (but 31 Jul 2021 used instead)

Trading Entity: Muswellbrook Shire Council

Trading Book: Muswellbrook Shire Council

Report Mode: Full Only

Use F Values

Trading Entity and Book Limits

Effects of Parent/Child Issuers Not Ignored

Hide Zero Holdings

MINUTES OF THE FINANCE REVIEW AND ADVISORY MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, BRIDGE STREET, MUSWELLBROOK ON THURSDAY 19 AUGUST, 2021 COMMENCING AT 4.00PM.

PRESENT: Cr J. Ledlin (Chair) and Cr R. Scholes.

IN ATTENDANCE: Ms F. Plesman (General Manager), Mr D. Finnigan (Deputy General Manager), Mr J. Hogan (Acting Chief Financial Officer) and Mrs M. Sandell-Hay (PA to General Manager).

1 APOLOGIES AND LEAVE OF ABSENCE

Nil

2 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

The Minutes of the Finance Review and Advisory Committee held on 22 July 2021, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

3 DISCLOSURE OF ANY PECUNIARY AND NON-PECUNIARY INTEREST

Nil

4 BUSINESS ARISING

Nil

5 BUSINESS

5.1 MT PLEASANT OPTIMISATION PROJECT - PROPOSED PLANNING AGREEMENT

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

The Committee

1. Notes the letter of offer regarding a draft Planning Agreement between MACH Energy and Muswellbrook Shire Council (Attachment A).
2. Recommends to Council that a Planning Agreement, as amended by negotiations between the General Manager and MACH Energy, be placed on public exhibition for 28 days if the Independent Planning Commission approves the Mt Pleasant Optimisation Project.

5.2 JUNE 2021 MONTHLY FINANCIAL REPORT

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

The Financial Report for the month ending 30 June 2021 be noted.

5.3 REPORT ON INVESTMENTS HELD AS AT 31 JULY 2021

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

Information showing Council's investments as at 31 July 2021 be noted and that the minor discrepancy with the issuer trading limits be approved.

MINUTES OF THE FINANCE REVIEW AND ADVISORY MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, BRIDGE STREET, MUSWELLBROOK ON THURSDAY 19 AUGUST, 2021 COMMENCING AT 4.00PM.

5.4 JULY 2021 MONTHLY FINANCIAL REPORT

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

The Financial Report for the month ending 31 July 2021 be noted.

6 DATE OF NEXT MEETING

26 August 2021

7 CLOSURE

The meeting was declared closed at 4.16pm.

.....

Ms F. Plesman

General Manager

.....

Cr J. Ledlin

Chairperson

**MINUTES OF THE STATE SIGNIFICANT DEVELOPMENT COMMITTEE MEETING OF THE
MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE,
MUSWELLBROOK ON MONDAY 26 JULY, 2021 COMMENCING AT 3.30PM.**

PRESENT: Cr B. Woodruff (Chair), Cr R. Scholes and Cr J. Ledlin.

IN ATTENDANCE: Ms F. Plesman (General Manager), Mr D. Finnigan (Deputy General Manager),
Ms S. Pope (Executive Manager – Planning & Environment) and Mrs M Sandell-
Hay.

1 APOLOGIES AND LEAVE OF ABSENCE

Nil

2 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

The Minutes of the State Significant Development Committee held on 5 July 2021, a copy of
which has been distributed to all members, be taken as read and confirmed as a true record.

3 DISCLOSURE OF ANY PECUNIARY AND NON-PECUNIARY INTEREST

Nil

4 PUBLIC PARTICIPATION

Nil

5 BUSINESS ARISING

Nil

6 BUSINESS

6.1 MT PLEASANT OPTIMISATION PROJECT RTS - SUBMISSION

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

Council's response to the Response to Submissions (RTS) prepared by Resource Strategies for MACH
Mount Pleasant Operations Pty Ltd ("the Proponent") in relation to the Mt Pleasant Optimisation Project
(MPOP) (SSD 10418) be endorsed by the Committee.

7 DATE OF NEXT MEETING

TBA

8 CLOSURE

The meeting was declared closed at 3.51pm.

.....
Ms F. Plesman
General Manager

.....
Cr B. Woodruff
Chairperson

MINUTES OF THE STATE SIGNIFICANT DEVELOPMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, MUSWELLBROOK ON MONDAY 16 AUGUST, 2021 COMMENCING AT 4.09PM.

PRESENT: Cr B. Woodruff (Chair), Cr R. Scholes and Cr J. Ledlin.

IN ATTENDANCE: Ms F. Plesman (General Manager), Mr D. Finnigan (Deputy General Manager), Ms S. Pope (Executive Manager – Planning & Environment) and Mrs M Sandell-Hay.

1 APOLOGIES AND LEAVE OF ABSENCE

Nil

2 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

The Minutes of the State Significant Development Committee held on 26 July 2021, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

3 DISCLOSURE OF ANY PECUNIARY AND NON-PECUNIARY INTEREST

Nil

4 PUBLIC PARTICIPATION

Nil

5 BUSINESS ARISING

Nil

6 BUSINESS

6.1 LIDDELL BATTERY PROJECT RESPONSE TO SUBMISSIONS - COUNCIL'S FURTHER SUBMISSION

RECOMMENDED on the motion of Cr Scholes and Cr Ledlin that:

The Committee endorses the submission on the Liddell Battery Project and Bayswater Ancillary Works (SSD-8889679) Response to Submissions Report in Attachment B.

7 DATE OF NEXT MEETING

23 August 2021

8 CLOSURE

The meeting was declared closed at 4.23pm.

.....
Ms F. Plesman
General Manager

.....
Cr B. Woodruff
Chairperson

MINUTES OF THE STATE SIGNIFICANT DEVELOPMENT COMMITTEE MEETING OF THE MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE, MUSWELLBROOK ON MONDAY 23 AUGUST, 2021 COMMENCING AT 4.00PM.

PRESENT: Cr B. Woodruff (Chair) and Cr R. Scholes.

IN ATTENDANCE: Ms F. Plesman (General Manager), Mr D. Finnigan (Deputy General Manager), Ms S. Pope (Executive Manager – Planning & Environment (VC)) and Mrs M Sandell-Hay.

1 APOLOGIES AND LEAVE OF ABSENCE

RECOMMENDED on the motion of Cr Scholes and Cr Woodruff that:

The apologies for inability to attend the meeting submitted by Cr J. Ledlin be ACCEPTED.

2 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

RECOMMENDED on the motion of Cr Scholes and Cr Woodruff that:

The Minutes of the State Significant Development Committee held on 16 August 2021, a copy of which has been distributed to all members, be taken as read and confirmed as a true record.

3 DISCLOSURE OF ANY PECUNIARY AND NON-PECUNIARY INTEREST

Cr B. Woodruff declared a non-pecuniary interest in Item 6.2. Cr Woodruff advised the meeting that his employer undertakes work for Company mentioned in the report.

4 PUBLIC PARTICIPATION

Nil

5 BUSINESS ARISING

Nil

6 BUSINESS

6.1 DEMOLITION AND REHABILITATION OF LIDDELL POWER STATION

RECOMMENDED on the motion of Cr Scholes and Cr Woodruff that:

The Department of Planning, Industry and Environment be advised that the draft SEARs provided in attachment A generally addresses all the areas of concern that Council would expect to be addressed in the Environmental Assessment of the Future Land Use and Enabling Works Project, subject to the inclusion of the four additional matters identified by staff in this report.

6.2 MT PLEASANT OPTIMISATION PROJECT - PROPOSED PLANNING AGREEMENT

Disclosure of Interest

Cr B. Woodruff declared a non-pecuniary interest in this item. Cr Woodruff advised the Committee that his employer undertakes work for the company mentioned in the report.

Cr Woodruff vacated the Chair for the duration of this item. Cr Scholes assumed the role of Chair for the conduct of this item.

**MINUTES OF THE STATE SIGNIFICANT DEVELOPMENT COMMITTEE MEETING OF THE
MUSWELLBROOK SHIRE COUNCIL HELD IN THE LOXTON ROOM, ADMINISTRATION CENTRE,
MUSWELLBROOK ON MONDAY 23 AUGUST, 2021 COMMENCING AT 4.00PM.**

RECOMMENDED on the motion of Cr Scholes that:

The report be noted.

Cr Woodruff resumed the role of Chair for the remainder of the meeting.

6.3 DRAFT HUNTER REGIONAL STRATEGIC PLAN

RECOMMENDED on the motion of Cr Woodruff and Cr Scholes that:

The information contained in this report be noted

7 DATE OF NEXT MEETING

30 August 2021

8 CLOSURE

The meeting was declared closed at 4.36pm.

.....
Ms F. Plesman
General Manager

.....
Cr B. Woodruff
Chairperson

ORDINARY MEETING**25 MAY 2021**

15.1 QUESTIONS WITH NOTICE**Attachments:** Nil**Responsible Officer:** Fiona Plesman - General Manager

Cr Graeme McNeill asked the following question with notice for the Council Meeting on 25 May, 2021, as follows:

Cr McNeill referred to the statement dated 21 April, 2021 on Council's website entitled "Statement concerning comments made by Cr Steve Reynolds" and noted that at no time prior to 24 February, 2021 did any Council document or representation refer to any request to refuse consent to the Mangoola Coal Continuation Project.

Cr McNeill also advised that documents on the IPC website lodged by Muswellbrook Shire Council including "Mine Lakes Advice Report – 24 November, 2020", "Muswellbrook Shire Council Critical Review of the Assessment of Impacts to Terrestrial Ecology – 27 November, 2020" and "Muswellbrook Shire Council Comments on recommended Conditions" which were made public on 1 March, 2021 and 4 March, 2021 make no request to Independent Planning Commission to refuse consent to the Mangoola Coal Continuation Operation Project. Cr McNeill further advised that the transcript of the IPC/Muswellbrook Shire Council hearing held on 24 February, 2021 contained the following statements made by Craig Leggett SC:

"Council does not want the Continued Operations Project to proceed. Council wants the IPC as the consent authority to refuse to grant consent to the Continued Operations Project."

"Council's starting point is, as I've said on a number of occasions, no approval should be granted."

1. Cr McNeill asked which Muswellbrook Shire Council officer or Councillor engaged the services of Messrs Jim Griffiths and Craig Leggett SC (Council's representatives) and on what date?
2. Cr McNeill also asked Muswellbrook Shire Council Officer or Councillor briefed either or both of the Council representatives to make the above statements collectively referring to a request by Council to "refuse to grant consent to the Mangoola Coal Continuation Project" and when was the authority granted to the Muswellbrook Shire Council officer or Councillor to provide such instructions (by resolution, delegation or Mayoral Minute)?

Cr McNeill also noted that the Department of Primary Industries – Environment referral letter to the Independent Planning Commission dated 29 January, 2021 contained the statement "While Muswellbrook Shire Council provided a detailed submission, it did not object to the Project."

RESPONSE BY GENERAL MANAGER

1. On 4 February 2021 Margaret Mason of the Independent Planning Commission notified Council that MSC was scheduled to appear via video conference to the IPC re the Mangoola Coal Continued Operations, at 11am on 24 February. The General Manager engaged the services of Jim Griffiths of Moray Agnew Lawyers Newcastle on 4 February to prepare representation to the IPC based on Council's submissions forwarded to the Department of Planning on 16 September 2019, 10 February 2020 and the expert advice commissioned by the General Manager on 5 August 2020. The General Manager requested Peter Tomasetti SC represent Council as he was very familiar with the Mangoola Mine, however as Mr Tomasetti was unavailable Mr Craig Leggett SC was engaged.
2. On 22 February a meeting was Chaired by the General Manager including Jim Griffiths, Sherie McCullough and Ziggy Andersons (expert advisers) ahead of the IPC hearing. Authority was granted by Council at the Ordinary Council Meetings of 27 August 2019 and again on 30 June 2020 to delegate to the General Manager the responsibility to:

ORDINARY MEETING

25 MAY 2021

- Seek expert advice; and
- Prepare a submission to Department of Planning on the Mangoola Extension SSD.

OFFICER'S RECOMMENDATION

The information contained in this report be noted.

Moved: _____ Seconded: _____

**NSW Government
Regional Sport Facility Fund****MUSWELLBROOK SHIRE COUNCIL Regional Sport****Contact Information**

Name of Organisation MUSWELLBROOK SHIRE COUNCIL
ABN / ACN 86 864 180 944
Main Street Address 60-82 Bridge Street MUSWELLBROOK 2333 NSW

Postal Address PO BOX 122 MUSWELLBROOK 2333

Name Mr Ivan Skaines
Position GENERAL MANAGER
Telephone 0428258464
Mobile 0428258464
Fax 0265493701
Email council@muswellbrook.nsw.gov.au

Project Description

Upgrading facilities at Olympic Park, Muswellbrook to a regional facilities standard. It will involve the construction of a new two storey Club House comprising, two change rooms, male and female amenities, and dividable function/club rooms, with associated facilities including a kitchen, storage rooms, viewing balcony, internal access stair, passenger lift. Also, the construction of a new one storey Timekeepers Building and new one storey Sports Building (referee's room, first aid room, administration room, accessible bathroom and strength/conditioning room).

Project Location

Location Olympic Park
Address 3 Wilkinson Ave
Muswellbrook 2333 NSW
Electorate Upper Hunter
Local Government Area Muswellbrook Shire
GPS Coordinates -32.268669357972925, 150.89028968191656

**NSW Government
Regional Sport Facility Fund**

MUSWELLBROOK SHIRE COUNCIL Regional Sport



Project Budget

Requested

Amount requested from this program	1000000.00
Contributions from Local Government	0.00
Grants from Federal Government	0.00
Grants from Other State Government	0.00
Contributions from Sport Organisations	0.00
Contributions from Public	0.00
Contributions from Philanthropic Organisations	0.00
Contributions In Kind	0.00
Applicant Cash Contribution	1212000.00
Sub-Total	2212000.00

Details of lost income

Construction of new 2 storey Club House	1618000.00
Construction of new Sports Building and Timekeepers Building	394000.00
Administration Costs	100000.00
Budget surplus or deficit	100000.00

**NSW Government
Regional Sport Facility Fund****MUSWELLBROOK SHIRE COUNCIL Regional Sport****Declaration by Applicant**

The declaration below must be agreed to by a **person who has delegated authority to sign on behalf of the organisation** e.g. CEO, General Manager, member of the Board of Management or authorised staff member.

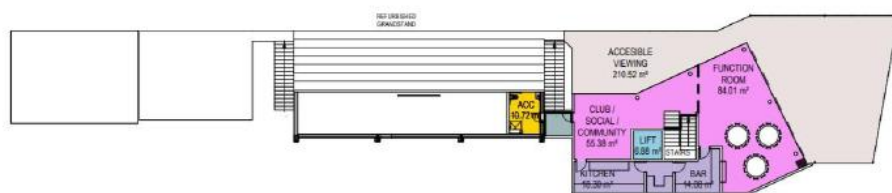
1. I am duly authorised by the organisation to prepare and submit this application.
2. This organisation is eligible to apply for funding in accordance with the eligibility criteria in the Funding Guidelines.
3. The responses in this application and all supporting documents provided are to the best of my knowledge true and correct.
4. I understand that the Office of Sport may disclose the information provided in this application to other Government agencies, Local Government, reviewers and staff assisting with the administration or promotion of State Government Grant Schemes and/or in the event of a request pursuant to the Government Information (Public Access) Act 2009.
5. I understand that information in relation to this project will be made public in the event that the application for funding is successful and in other circumstances as outlined in the Program Guidelines.
6. Where required, our project will comply with all the relevant codes, standards and applicable legislation of the Australian and NSW Governments.
7. I acknowledge that in preparing this application I am not aware of any known conflicts of interest as outlined in the Program Guidelines, and will keep the Office of Sport updated if any conflict of interest arise during the term of the funding agreement.

Name	Ms Fiona Plesman
Position	GENERAL MANAGER
Consent To Disclosure	Y
Agree With Declaration	Y
Date of Submission	26/02/2021
Acknowledgement of Signature	Y

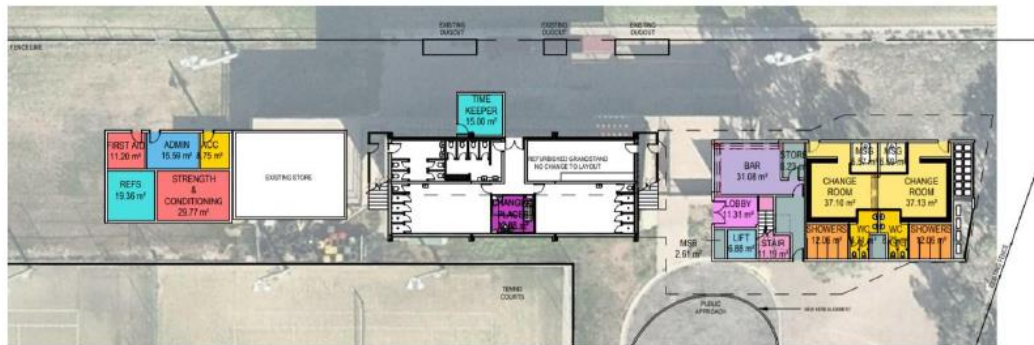
Regional Sport Facility Fund 2020/21

UPGRADING SPORTS FACILITIES AT OLYMPIC PARK, MUSWELLBROOK TO A REGIONAL FACILITY STANDARD

PROJECT PLAN



FIRST FLOOR-STAGE 2



GROUND FLOOR-STAGE 2

MUSWELLBROOK SHIRE COUNCIL
25 February 2021

Project details

Project name:	UPGRADING SPORTS FACILITIES AT OLYMPIC PARK, MUSWELLBROOK TO A REGIONAL FACILITY STANDARD
Project location:	3 Wilkinson Avenue MUSWELLBROOK NSW 2333 -32.270152, 150.892912
Local Government Area:	Muswellbrook Shire
NSW Electorate:	Upper Hunter
Applicant Organisation	Muswellbrook Shire Council 60-82 Bridge Street
Contact Information:	PO Box 122 MUSWELLBROOK NSW 2333
ABN/ACN:	86 864 180 944
End User:	Muswellbrook Shire Council
Applicant Lead Contact Officer:	Ivan Skaines Grants and Community Engagement Co-ordination Muswellbrook Shire Council 02 6549 3700 council@muswellbrook.nsw.gov.au
Project brief version no.:	Version 01 25/02/2021
Project Anticipated Start Date:	1/7/2021
Project Anticipated End Date:	30/6/2023
Project Plan endorsed by:	Derek Finnigan Director Community Infrastructure and Deputy General Manager 02 6549 3700 council@muswellbrook.nsw.gov
Project Plan approved by:	Fiona Plesman General Manager, Muswellbrook Shire Council 02 6549 3700 council@muswellbrook.nsw.gov 25 February 2021
Attachments:	A. Project Milestone Schedule B. Risk Identification C. Project Budget D. Concept Design – a new two storey Club House and a new one storey Timekeepers Building and new one storey Sports Building E. Supporting Images F. REPLAN Impact Report

1 Assessment Overview

The extent of the answers may require references and additional information included in other sections of the Project Plan.

The components of the project included in this application are:

1. New two storey Club House

This includes the demolition of existing canteen and storage room building, and a new construction of a two storey club house comprising:

- Two change rooms
- Male and female amenities
- Dividable function/club rooms, with associated facilities including a kitchen, storage rooms, viewing balcony, internal access stair, passenger lift and realignment of existing cul-de-sac to allow for new building footprint.

2. Construction of a new one storey Timekeepers Building and new one storey Sports Building

The new Timekeeper Room will connect into the existing grandstand.

The new one storey Sports Building will include a referee's room, first aid room, administration room, accessible bathroom and strength/conditioning room, all of which align with Regional Facilities Guidelines.

1.1 Assessment Criteria 1

[Describe/demonstrate how this project achieves one or more of the Greater Cities and Regional Sport Facility Fund key objectives \(refer to Program Guidelines\).](#)

The Olympic Park Masterplan, which was accepted by Council in August 2018, has the following vision for Olympic Park:

"Olympic Park will become Muswellbrook's regional sporting precinct which provides people of all ages and abilities the opportunity to participate in community sport and independent exercise.

The Precinct will be safe, accessible and inclusive."

Therefore, in line with this Vision, Muswellbrook Shire Council's proposed project in this application:

- improve the standard of existing sporting facilities by delivering a regional facility;
- increase participation in various sports of women and girls, as well as people with a disability; and
- provides best value for money through making use of existing facilities.

The project will result in both improved equity and access for the local Muswellbrook Shire community, and the wider Upper Hunter Region. In terms of equity, there will be an increased female participation in sport, enabling a wider age range of the population to participate.

In terms of access, there will be an increased opportunity for all sections of the community to participate in sport with improvements in all the facilities offered at Olympic Park. Muswellbrook Shire faces the following significant challenges.

The Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA) score for Muswellbrook Shire in 2016 was 930. Across Australia's local government areas SEIFA scores range from 188 (most disadvantaged) to 1186 (least disadvantaged).

Muswellbrook Shire:

- Ranks 119 out of 544 local government areas with SEIFA scores in Australia (Decile 3) and 27 for NSW (also Decile 3)
- There are 425 local government areas which are less disadvantaged; and
- There are 118 local government areas that are more disadvantaged.

There is strong evidence of the need for these proposed improvements. In terms of specific areas of opportunity, Muswellbrook Shire has a higher proportion of children under 12 years (18.4%) compared with NSW (15%) and Australia as a whole (15.1%) and a lower median age of 35 years compared with both NSW and Australia (38 years). Other relevant sociodemographic indicators include a significantly higher proportion of Aboriginal and/or Torres Strait Islander people, a significantly lower proportion of the population with a Bachelor degree and above, and a higher level of unemployment, one parent families and rented occupied private dwellings.

In the past, Muswellbrook Shire has played an important part in lifting people out of social disadvantage and this proposed regional facility will ask with this objective. With over 450 social housing dwellings, Muswellbrook has a proud history of providing skills and jobs to people coming to live in Muswellbrook's social housing from across New South Wales – predominantly into the energy industry but also into agriculture and the retail services industries.

1.2 Assessment Criteria 2

Describe/demonstrate how this project will address the aim and focus of the Fund (refer to Program Guidelines).

The Fund aims to increase participation in sport (and especially by women and girls and people with a disability), through provision of universally designed, innovative and aspirational facilities that aim to be beyond compliant. The aim is to design and construct quality new sport facilities and upgrade and expand existing sport facilities for people and communities that need it most.

The proposed infrastructure will:

- Provide sufficient change room and amenities to allow for women and girls and removing barriers for people with disability.
- Be designed for multi-use by multiple codes (rugby league, touch football, rugby union and soccer), both men's and women's teams and by various age groups
- Allow for increasing capacity at the currently well-utilised Olympic Park and the further development of multi-purpose facilities that incorporate environmentally sustainable design.

It is likely the proposed project will also result in the following positive economic and community outcomes:

Economic outcomes

- Increased exhibition matches – If this new infrastructure is delivered, Country Rugby League has identified the venue as a potential site to host games such as regional and state competitions and associated events. This will attract visitors from surrounding areas to watch higher level games such as City v Country and NRL trial matches.

- Increased competitions – improved facilities will allow Muswellbrook to host regional three day competitions and State level carnivals for sports such as touch football, rugby league and soccer.
- Increased overnight visitations – increased multi-day events will lead to increased overnight visitation. Touch football have indicated that they would be eligible to host a regional and state carnivals, involving at least 600 competitors. Adding supporters and spectators, it is anticipated that this number would almost treble and visitors would stay for a minimum of two nights.

Community

Improved liveability – this includes a number of factors including being able to watch higher level matches in Muswellbrook without having to travel to Tamworth, Newcastle or Sydney; improved social cohesion as spectator numbers increase and increased participation in sporting, recreational and community activities.

Improved health – Muswellbrook has one of the highest obesity rates in the state.

1.3 Assessment Criteria 3

Describe/demonstrate how this project will address the needs of women and girls and People with Disability (refer to Program Guidelines).

The new facilities will provide inclusive facilities allowing for greater female participation. The main constraint of the existing amenities (integral with the grandstand) is that there are only two change rooms on site, thus limiting the ability of female athletes to fully participate at this site. To cater for all participants, there is a need to provide four change rooms.

The new amenities will provide better disabled access and added storage facilities with the provision of lift access to the second level of the facility. It will also provide meeting facilities which currently do not exist on site.

The facilities will improve equity, accommodating women and girls via an increase in the number of change rooms, which will lead to an increase in female participation in the Shire.

As the Precinct is located in the centre of town it is within walking distance of most locations and residential areas, easily accessed by school groups, after school sport, casual user and representative sports.

1.4 Assessment Criteria 4

Describe/demonstrate how this project addresses the assessment criteria of strategic justification

Premier's Priorities

- Delivering infrastructure – key metropolitan, regional and local infrastructure projects to be delivered on time and on budget
- Tackling childhood obesity – reduce overweight and obesity rates of children by five percentage points by 2025

NSW Office of Sport Strategic Plan 2018-2022

- Well managed facilities that meet the needs of users and investors
- More people in NSW participating in sport and active recreation

Hunter Regional Plan 2036

- Enhance access to recreational facilities and connect open spaces
- Enhance the amenity and attractiveness of existing places.

Hunter Regional Economic Development Strategy - 2018

- Improve infrastructure, services and amenities to fully realise and sustain the Region's growth potential

Australian Government's Sport 2030 Plan

- More people of all ages engaged in sport and physical activity through every stage of their life
- A strong, viable, contemporary and inclusive sports industry with high quality successful organisations driving economic and social benefits.

Muswellbrook Shire Council's Community Strategic Plan 2017-2027

- Goal 4: Develop Muswellbrook as a Regional Centre.
- Goal 5: Continue to improve the affordability, liveability and amenity of the Shire's communities.
- Goal 7: Build social inclusion and improve the delivery of social services.
- Goal 19: Our community's infrastructure is planned well, is safe and reliable, and provides required levels of service.
- Goal 24: A council that is well managed, efficient and properly resourced and that is responsive to its communities and stakeholders.

1.5 Assessment Criteria 5

Describe/demonstrate how this project addresses assessment criteria of project scope and inclusive design and the highest standard of design principles (refer to Fact Sheet and FAQs).

As outlined in the Olympic Park Masterplan (August 2018) a number of urban design principles will guide the revitalisation of Muswellbrook's Olympic Park, namely:

1. Establish Olympic Park as a regional level facility
2. Increase the safety of the users of Olympic Park
3. Modernise the Precinct
4. Improve connections between Olympic Park and the town centre
5. Seek opportunities to collaborate with local groups overtime

1.6 Assessment Criteria 6

Describe/demonstrate how this project addresses the assessment criteria of project affordability (refer to Fact Sheet).

The following steps have been/will be taken to ensure project affordability and that the project can be delivered within budget:

- Quantity survey undertaken, sufficient allowance for contingencies have been made in the budget. There is potential to reduce the scope without impacting key objectives.

- Muswellbrook Shire Council will exercise restraint in the final size, scope and specification of facilities.
- Good contract and project management to minimise risk of variations.

1.7 Assessment Criteria 7

Describe/demonstrate how this project addresses the assessment criteria of project deliverability (refer to Fact Sheet).

Muswellbrook Shire Council has extensive experience in the development, management and delivery of major infrastructure projects at this scale and scope and believes the project can be completed by end of June 2023.

The development of a governance structure for the project is an important stage in the planning and construction process. An effective governance structure will ensure consistency in the decision-making process and will assign responsibility to the relevant groups for the ongoing management and delivery of the project.

This project will be overseen and governed in its development by a working group comprising experienced staff members.

The chair of the working group will be the nominal Project Manager, tasked with all formal stakeholder, service provider and project worker liaison in addition to the co-ordination of timelines, budget and contractual standards. Regular reports will be compiled by the Project Manager and submitted to the project working group. They will then provide the reports to Council with recommendations for any necessary external action.

2 Project definition

2.1 Description and Background

Provide a description of the project and any background information for the project. Outline the demonstrated need for the project and how the decision to commence the project came about and what work precedes it.

Olympic Park is Muswellbrook's premier Sporting Precinct; home to junior and senior rugby league, touch football, a velodrome and two tennis clubs. It also includes the Muswellbrook Aquatic Centre to the north and Muswellbrook Golf Club to the south. Images of Olympic Park and associated current activities are included with this document as Attachment E.

The central location of the Precinct was pivotal to Council's decision to invest in upgrading this site to a regional facility. It will have flow-on economic benefits to the town centre and will be easily accessible by locals and visitors.

The Olympic Park Sports Precinct Master Plan consists of:

- Stage 1 lays the foundations. Construction of a bridge, formal parking and shared pathways will address safety and access issues. This stage will also address over-use of fields, install field drainage and improve functionality of the Precinct.
- Stage 2 completes the Plan. Construction of a new 1,000 seat capacity, regional standard grandstand will attract high profile sporting events and regional competitions for the enjoyment of local residents and boosting out-of-region visitation.

It will also deliver additional car parking, a new tennis clubhouse, an all-ages fitness playground and landscaping.



The components of the project included in this application are:

	<p>New two storey Club House</p> <p>This includes the demolition of existing canteen and storage room building, and a new construction of a two storey club house comprising:</p> <ul style="list-style-type: none"> – Two change rooms – Male and female amenities – Dividable function/club rooms, with associated facilities including a kitchen, storage rooms, viewing balcony, internal access stair, passenger lift and realignment of existing cul-de-sac to allow for new building footprint. <p>Construction of a new one storey Timekeepers Building and new one storey Sports Building</p> <p>The new Timekeeper Room will connect into the existing grandstand.</p> <p>The new one storey Sports Building will include a referee's room, first aid room, administration room, accessible bathroom and strength/conditioning room, all of which align with Regional Facilities Guidelines.</p>
2.2 Key Objectives, Outcome and Benefits	<p>Describe the key objectives of the project and the desired outcome or result of change anticipated from its delivery for the organisation, any particular interest group and the broader community.</p> <p>----</p> <p>The vision for the Olympic Park Sports Precinct is that it will become Muswellbrook's regional sporting precinct which provides people of all ages and abilities the opportunity to participate in community sport and independent exercise.</p> <p>The aims of the Olympic Park Sports Precinct improvements are to:</p> <ul style="list-style-type: none"> • increase participation in sport and recreational activities by locals • improve public domain, recreational spaces, parking, traffic movement and landscaping • enhance the connection between the Precinct, town centre and neighbouring residential areas • incorporate crime prevention through environmental design principles • provide a coordinated and strategic planning approach to the development of the area • increase ability to host major regional and state level carnivals, competitions and events • provide an economic boost to the local economy when state level trial matches or multi-day carnivals are held

	<ul style="list-style-type: none"> • address safety issues in accessing, and moving around, the Precinct <p>Council has committed to the implementation of Stage 1 as the foundational aspect of the Master Plan.</p> <p><u>The key objectives of this project are to:</u></p> <ul style="list-style-type: none"> • increase participation in sport and recreational activities by locals • improve public domain, recreational spaces, parking, traffic movement and landscaping • increase ability to host major regional and State level carnivals, competitions and events • provide an economic boost to the local economy during the construction period (see Attachment F – REMPLAN Impact Report where total employment, including all direct, supply-chain and consumption effects is estimated to increase by up to 7 jobs. • provide an economic boost to the local economy when state level trial matches or multi-day carnivals are held
2.3 Scope and Exclusions	<p>Provide a high-level overview of what is in scope for the project. The scope clearly outlines what the project will deliver and identifies all exclusions.</p> <p>-----</p> <p>As mentioned previously, the components of the project included in this application are a New two storey Club House comprising:</p> <ul style="list-style-type: none"> – Two change rooms – Male and female amenities – Dividable function/club rooms, including kitchen, storage rooms, viewing balcony, internal access stair, passenger lift and realignment of existing cul-de-sac to allow for new building footprint. <p>Construction of a new one storey Timekeepers Building and new one storey Sports Building comprising a referee's room, first aid room, administration room, accessible bathroom and strength/conditioning room.</p> <p>According to the Feasibility Cost Estimates prepared by Muller Partnership (February 2021), the following general and project specific exclusions are made in relation to the project.</p> <p>General exclusions:</p> <ol style="list-style-type: none"> 1. GST; 2. Escalation & changes in market conditions; 3. Authority's fees and charges & legal fees; 4. Client Side Project Management; 5. Delay costs including latent conditions; 6. Design Consultant costs; 7. Works outside the specified site area;

	<ol style="list-style-type: none"> 8. Finance costs; 9. Works outside normal hours; 10. Land/ Property Acquisition; 11. 11.Contamination allowances; 12. Treatment / disposal of unsuitable or hazardous material; 13. Delays resulting from approvals such as Environmental/ Authorities; 14. Site allowances; 15. Repairs & Maintenance works; 16. Coordination and storage of loose furniture and equipment including workstations, chairs, etc; 17. Staging; 18. Groundwater control; 19. BCA compliance for existing grandstand [NB: During construction of the New Timekeepers & Sports Building]; 20. Upgrades to existing service infrastructure; 21. Mine subsidence allowances; <p>Project Specific Exclusions:</p> <ol style="list-style-type: none"> 22. Fall arrest system to roof; 23. Kitchen appliances; 24. New road pavement to cul-de-sac [NB: Allowed to modify existing only]; 25. Air-conditioning to buildings; 26. Gas connections & reticulation; 27. Fire sprinkler system; 28. Kiosk substation; 29. Solar panel system; 30. Disposal of excess soil to licenced facility as GSW; 31. Water bubblers; 32. Landscaping furniture; 33. FF&E / AV & IT Equipment; 34. Landscape maintenance and irrigation.
2.4 Assumptions	<p>Outline assumptions identified for the project planning that are known at the time of writing this document.</p> <p>-----</p> <p>According to the Feasibility Cost Estimates prepared by Muller Partnership (February 2021), the following general and project specific assumptions are made in relation to the project.</p> <p>General assumptions</p> <ol style="list-style-type: none"> 1. The works will be competitively tendered to a number of suitable contractors under a fixed lump sum; 2. Works will be undertaken during normal trade hours; 3. Provisional allowances have been made using benchmarking where no detail has been provided; 4. Assumed existing stormwater, sewer, fire, water, electrical and communications services are sufficient and allowed for connection/extension only; 5. Project will be undertaken across 4 No. options;

	<p>6. Assumed builder will have clear access to the work area;</p> <p>7. A design development allowance has been included given the current level of design information;</p> <p>Project specific assumptions</p> <p>8. Allowed 200mm cut to fill bulk earthworks based on building footprints [NB: Excluded to Alterations to Existing Grandstand];</p> <p>9. Allowed specification of walls & doors as per drawings;</p> <p>10. Allowed for anti-vandal hydraulic fixtures;</p> <p>11. Roof and roof plumbing details;</p> <p>12. Allowed 1000mm high glazed balustrade to viewing balcony [NB: New 2 Storey Club House Only];</p> <p>13. Structural details based on benchmarking as no structural drawings have been issued;</p> <p>14. Internal and external finishes including ceiling finishes, wall finishes, floor finishes, etc;</p> <p>15. Joinery and fitment details/quantities;</p> <p>16. New switchboards to new buildings;</p> <p>17. Allowances have been made for services based on benchmarked data;</p> <p>18. Siteworks & landscaping details [NB: Included provisional allowance].</p>
2.5 Constraints	<p>Outline constraints that are known at the time of writing this document.</p> <p>----</p> <p>Muswellbrook Shire Council will need to continue to manage the expectations of the diverse Olympic Park user groups (rugby league, touch football and other nearby user groups) via regular, open and honest communication and consultation during the project.</p> <p>Of particular concern is managing the impact of practice sessions and games of seasonal sport played at Olympic Park (touch football in summer and rugby league in winter. This will be achieved by including maintaining access to grounds as a requirement in the tender scope for construction.</p>

<p>2.6 Interfaces and Dependencies</p>	<p>Outline dependencies to other activities, funding sources or other that project delivery will be impacted by. Describe the interfaces and dependencies and how these are managed.</p> <p>-----</p> <p>The Olympic Park Master Plan was adopted by Council on 13 February 2018 and Stage 1 includes the following components:</p> <ul style="list-style-type: none"> - Safer vehicle access (in particular, construction of a bridge over Muscle Creek to facilitate access); - Car parking; - Additional storage; - Better cycleway and pedestrian connections; - Environmental works; - Field improvements; and - Additional amenities. - Design work for the new grandstand. <p>The construction of a new grandstand is included in Stage 2 which is assumed to be funded by an additional grant.</p> <p>The following aspects of the Master Plan have already been achieved:</p> <ul style="list-style-type: none"> - New car parks 6 & 7 constructed - April 2019 - Demolition and relocation of MATS Hall - August 2019 - Construction of Park Tennis Hitting Wall – November 2019 - Muscle Creek Nature Trail works - November 2019 - Construction of Wilkinson Avenue shared path - December 2019 - Revised Olympic Park Master Plan exhibited December 2019 - GHD engaged for Grandstand & Amenities Design – February 2019 <p>In addition, the installation of Intelligent lighting at Olympic park and the Relocation of Sustainability Hub will both occur in 2021.</p> <p>Two associated Master Plans have also been developed for aspects of the precinct, namely the Muswellbrook Aquatic Centre Master Plan (adopted 10 July 2018) and the Muswellbrook Urban Riparian Landcare Master Plan (adopted October 2018).</p> <p>Council is continuing to engage with key stakeholder groups including Muswellbrook District Junior and Senior Rugby League, Touch Football, cycle and tennis clubs. This approach was used during each stage of the Master Plan development and continues until the present, and ensured that the project addressed capacity and functionality issues and met user needs.</p>
<p>2.7 Risks</p>	<p>Outline <u>key</u> risks to delivering the project, and, if possible, how they would be managed or mitigated in the table at Attachment B.</p>

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3 Project approach

The decision to pursue an approach is based on a choice among different options, which may have been assessed in terms of costs and benefits. Developing options and choosing the best approach to implement the project will also be based on project risks, stakeholder requirements and constraints or interfaces.

3.1 Approach(es)	Outline how the project would be implemented and delivered, or options for how it could be implemented including any alternative delivery strategies.						
3.2 Stages	<p>Outline what stages the project would need to go through. Provide an overview of key project milestones, i.e. what needs to have been achieved by certain dates. Comments can be used to describe flexibility around due dates, dependencies or other.</p> <p>Indicate how each of the Milestones, at Attachment A, are aligned to these stages and the table in 6.1.</p> <ul style="list-style-type: none">• Initiation stage: Has there been an initiation stage to develop a master plan, business case and/or feasibility study, and to prepare detailed Project Management Plan (Project Initiation Documentation), design plans, land transfer or Development Application (DA)?• Implementation stage(s): Will the project be broken down in different stages to, for example, manage different contracted works such as demolition work, site clearance, different construction or fit out works?• Closure stage: Will this include a hand-over of a new asset, a transition to commence new activities, or other. Will there be an evaluation of the outcome / benefits achieved? <p>-----</p> <table><tr><th>Project Stage</th><th>Deliverables</th><th>Start/end</th></tr><tr><td>Planning approval</td><td>Whilst the proposed project is development permitted without consent and exempt development, Council is considering submitting a</td><td>1 July 2021 – 30 December 2021</td></tr></table>	Project Stage	Deliverables	Start/end	Planning approval	Whilst the proposed project is development permitted without consent and exempt development, Council is considering submitting a	1 July 2021 – 30 December 2021
Project Stage	Deliverables	Start/end					
Planning approval	Whilst the proposed project is development permitted without consent and exempt development, Council is considering submitting a	1 July 2021 – 30 December 2021					

		Development Application to ensure complete transparency in the development and delivery of the project	
Detailed design	Consultation and agreement from user groups on the detailed design	1 January 2022 – March 2022	
Advertise tender for construction and award tender	Tender documentation Contracts	1 April 2022 – 30 June 2022	
Construction	Demolition of existing buildings Modification of existing buildings Construction of new buildings Landscaping	1 July 2022 – 30 March 2023	
Construction completion	Commissioning and handover	March 2023	
Official opening	Ceremony to coincide with the start of the winter season	April 2023	
3.3 Stakeholder Management	<p>Outline who the principal stakeholders are, such as end users of the project, and other stakeholders who would be essential to keep involved/informed to successfully deliver the project (such as sporting organisations, local council, residents etc).</p> <p>-----</p> <p>In 2016 as part of reviewing and refining its Muswellbrook Town Centre Strategy, Muswellbrook Shire Council undertook a preliminary community consultation session (12.4.16) with the express purpose to give local stakeholders the opportunity to have meaningful input at the inception of the strategy planning process. The public meeting was made up of two parts:</p> <ul style="list-style-type: none"> – firstly, for council to explain the background and purpose of the plan; and – secondly to take comments from stakeholders in the format of a forum, and to record the findings. <p>The thorough and robust dialogue presented the community view that the town centre has many characteristics of value and which are worth building upon and strengthening, together with those that would benefit from a holistic reassessment. Whilst there were concerns expressed around the likely timeframe of the construction program for the proposed bypass, it was commonly regarded that Muswellbrook's town centre would necessarily become a more active place for recreation, commerce and living, offering a diversity of outlets for myriad users in the future.</p>		

	<p>Council's comprehensive community engagement program conducted over the past years (including telephone and online surveys, the establishment of a Community Panel, Listening Posts and community forums has informed the corporate strategic planning of Council and consistently confirmed the importance to the <u>community of improved liveability</u>,</p> <p>Council was granted a permanent Special Variation to its rates base to fund regionally significant projects including the delivery of the various stages of the Olympic Park Masterplan, which was founded on a well informed and supportive community for those projects earmarked for funding.</p> <p>Council is continuing to engage with key stakeholder groups including Muswellbrook District Junior and Senior Rugby League, Touch Football, cycle and tennis clubs. This approach was used during each stage of the Master Plan development and continues until the present, and ensured that the project addressed capacity and functionality issues and met user needs.</p>
3.4 Procurement Management	<p>Outline which procurement / tender processes that will need to be undertaken as part of the project and how this will be managed.</p> <p>-----</p> <p>Council regularly contracts for the purchase of a wide range of goods and services in fulfilling their role as a local government authority.</p> <p>Purchases can vary from year to year, but include the provision of: building trades; purchase and hire of plant and equipment; supply of materials and services for road and drainage works, parks and reserves, water and waste, community facilities, libraries and swimming pools; purchases and/or leases for office equipment and information technology; printing and stationery supplies; as well as professional consulting services including legal, financial, auditing, engineering, architectural and planning services.</p> <p>Individual purchases may vary in monetary value from a petty cash receipts to major contracts exceeding \$1 million. Irrespective of the value of the purchase Council implements strict policies, procedures and processes which encourage high standards of compliance, accountability, probity, transparency, competitiveness, efficiency and consistency in all dealings.</p> <p>Council's Procurement Policy specifically states that: "In undertaking procurement decisions, staff will apply a positive weighting when giving consideration to the possible procurement of goods and services that may be supplied by local suppliers.</p> <p>Local suppliers are defined as suppliers either:</p>

	<ul style="list-style-type: none"> • based entirely within the boundaries of the Muswellbrook Shire • having a significant physical presence in the Shire, or • providing permanently based employment within in the Shire.” <p>Muswellbrook Shire Council is currently incorporating the NSW Government target of achieving a minimum of three percent of annual procurement to Indigenous businesses, including in employment.</p>
3.5 Risk Management	<p>All projects require risks to be managed. Outline here the specifics of the risk management approach to be applied to the project.</p> <p>Council's risk management framework and project management framework requires all projects to undergo a risk assessment at inception and for that risk assessment to be updated monthly and reviewed.</p> <p>The table below identifies the primary risks arising from this project. These are assessed in terms of likelihood and consequence. Treatment measures to manage them are identified.</p> <p>Overall the project is assessed as being a low risk proposal.</p> <p>A structured risk assessment review will be undertaken. It will include the following activities:</p> <div style="display: flex; align-items: center;"> <div style="text-align: center; margin-right: 10px;"> <p>Plan</p> <p>Act</p> <p>Manage</p> </div> <div> <ul style="list-style-type: none"> • Planning and delivering the new infrastructure (including design, procurement, construction and commissioning) • Planning and implementing the new Early Education and delivery arrangements • Managing stakeholders and the change processes the facility and service • Contingency planning </div> </div> <p>Identified risks will be scored for likelihood and consequence. An overall risk score will be used to rank individual risks based on the assessed likelihood and consequence of a particular event. High-ranked (unacceptable) risks are generally selected in accordance with the Pareto Principle i.e. the top 20% (or thereabouts) of</p>

	<p>risks constitute the top 80% of risk impacts. Special consideration must also be given to risks that are not in the top 20% but have been identified as having extreme consequences.</p> <p>For this project, and with reference to the risk matrix, high ranked risks are considered as those with a risk ranking of 8 or higher.</p> <p>All remaining risk events will be assessed as tolerable or acceptable and will be subject to management within normal project processes and ongoing monitoring by the project team, comprising internal and external stakeholders.</p> <p>Two types of treatments for high-ranked risks are possible:</p> <ul style="list-style-type: none"> – Specific actions to reduce the impacts of the identified risks (for example, by reducing the likelihood of the risk event occurring or reducing the consequences if it does occur) – The “watch list” to monitor the preconditions to a risk event occurring so that timely interventions or contingency readiness can be undertaken. <p>Consideration has been given to risks identified as being significant enough to question the viability or progression of the project. Further, the project control group will, after consideration of the nature of the high ranked risks and proposed risk management strategies, determine whether the proposed works program should proceed as planned.</p> <p>Treatments for all identified risks will continue to be identified and refined throughout the planning phase.</p> <p>The following Risk Management Strategy actions will be implemented following approval of the project. The Risk Register, Risk Management Strategy, and associated documents will form the Risk Management Plan. All actions are necessary to give effect to an ongoing and comprehensive risk management culture for the successful delivery of the project.</p>
3.6 Milestones	<i>Please prepare the Milestone Payment Schedule separately in Attachment A.</i>
3.7 Publicity and Media	<p>Outline what publicity and media opportunities there will be during the delivery of the project for the community, relevant government officials and parliamentarians to attend (i.e. turning of the sod, achievement of key milestones, final completion, opening)</p> <p>-----</p>

	<p>Muswellbrook Shire Council enjoys a healthy relationship with local media outlets enabling widespread community consultation on important issues and promotion of activities and events.</p> <p>In addition, Muswellbrook Shire Council has well received social media outlets and a web site, to keep the community informed and updated of the status of this project. Council's Mayor or General Manager submit a fortnightly column to the Hunter River Times newspaper and are interviewed weekly on local radio stations ABC Radio Upper Hunter and Radio 2NM, ensuring the community is well informed regarding Council's activities.</p> <p>Therefore, there will be ample opportunity for the promotion of various stages of the project to key stakeholders and the rest of the community, and for relevant government officials and parliamentarians to attend such as commencement of the project, achievement of 50% of the project and final completion.</p> <p>It is anticipated that an official opening ceremony will be held in April 2023 to coincide with the commencement of the winter season.</p>
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4 Commercial delivery and resourcing

4.1 Project Team, Skills and Resources	Outline who would need to be involved in the project and how – including both internal and external contracted service providers (i.e. professional project managers, undertake design works, project management, project assurance, quality assurance, legal advice or other).			
	Specified Personnel	Position	Role	Internal/Engaged External
	Dennis Fernandes	Project Manager Property and Building Services	Project Director	Internal
	Paul Chandler	Project Manager	Technical Officer, Recreation and Property	Internal
	Matthew Lysaught	General oversight	Manager, Property and Building	Internal
	Prapti Shrestha	Contracts and Procurement Officer	Contract management and administration	Internal
	Ivan Skaines	Grants and Community Engagement Co-ordination	Reporting to funding body	Internal
	Derek Finnigan	Deputy General Manager and Director,	Member of Council's Management	Internal

		Community Infrastructure	Executive (MANEX)	
	Fiona Plesman	General Manager	Member of Council's Management Executive (MANEX)	Internal
	Muswellbrook Shire Council including Council's Sports Spokesperson will ultimately be responsible for the successful completion of the project.			
4.2 Estimated Project Budget	Outline total estimated project income and expenditure at Attachment C. All costs should be GST exclusive. ----- According to the Feasibility Cost Estimates prepared by Muller Partnership (February 2021), the following detailed costing includes the new two storey Club House, new Timekeepers Building & new Sports Building.			
	Item Description	New 2 Storey Club House	New Timekeepers Building & New Sports Building	Total
	1.0 Demolition	9,370	12,520	21,890
	2.0 Site Preparation	5,400	2,035	7,435
	3.0 Substructure	65,950	31,390	97,340
	4.0 Stairs & Balustrades	48,450	0	48,450
	5.0 Upper Floors	161,940	0	161,940
	6.0 Structural Steel	44,600	11,600	56,200
	7.0 Roof	54,770	19,545	74,315
	8.0 External Walls	179,295	45,315	224,610
	9.0 Windows & External Doors	39,000	15,200	54,200
	10.0 Internal Walls	114,680	21,120	135,800
	11.0 Internal Doors	7,200	3,600	10,800
	12.0 Wall Finishes	24,475	12,540	37,015
	13.0 Floor Finishes	82,730	9,675	92,405
	14.0 Ceiling Finishes	28,250	7,090	35,340
	15.0 Painting	23,726	6,596	30,322
	16.0 Joinery, Metalwork & Signage	99,100	23,650	122,750
	17.0 Hydraulic Services	62,500	33,450	95,950
	18.0 Mechanical Services	7,500	2,250	9,750
	19.0 Electrical Services	79,200	17,168	96,368
	20.0 Fire Services	10,300	1,160	11,460
	21.0 Vertical Transportation	120,000	0	120,000
	22.0 External Services	11,400	12,300	23,700
	23.0 Siteworks & Landscaping	49,660	25,000	74,660
	24.0 Design Development Allowance	66,000	15,001	81,001

	<p>25.0 Preliminaries & Margin 222,503 65,795 288,298</p> <p>26.0 Construction Subtotal (Excl GST) 1,617,999 394,000 2,011,999</p> <p>27.0 Construction Contingency 80,000 20,000 100,000</p> <p>28.0 Project Budget Total (Excl GST) 1,697,999 414,000 2,111,999</p>
4.3 Financial Management	<p>Outline the policies and procedures as to how project finances (not just the funding being provided by the NSW government) will be managed and any existing reporting requirements (applicable to non-government funding recipients).</p> <p>Governance and management arrangements in the design and construction phase will be similar to other projects undertaken previously. Council will apply its existing systems to ensure that the project is undertaken in a way that achieves objectives for time, cost, quality and risk as well as compliance with relevant requirements.</p> <p>A detailed program and budget for the project will be developed early on to manage time and cost. This will be a key agenda item at project review meetings.</p> <p>Progress on the project will be reported to Council at a minimum quarterly, with more regular updates provided as necessary. Operational reporting to Council's Executive will be on a more regular basis. Key stakeholder groups will be kept up to date.</p> <p>Key milestones on the project are outlined in this document. Council will assess the relevant information in the context of the overall project budget and scope and make any necessary adjustments as required. It will keep the funding body fully apprised of progress at all times.</p>
4.4 Ongoing Financial Sustainability	<p>Outline how the new or upgraded asset(s) will be operated and maintained after project completion, estimated costs and estimated revenue sources.</p> <p>-----</p> <p>Muswellbrook Shire Council will add this infrastructure to its asset list and maintain it accordingly.</p> <p>Given that the project involves an upgrade of existing facilities, current governance arrangements are considered suitable. Council's Technical Officer (Recreation and Property) is responsible for ensuring that maintenance activities are undertaken to meet the needs of users within the resources allocated by Council. This includes regular liaison with user groups to identify and address particular needs where possible.</p> <p>Any regional competitions will be managed by the relevant sporting body in close association with Council staff.</p> <p>All on-going maintenance and renewal requirements for the improved road assets will be absorbed into the annual asset management program of each Council. Lifecycle costs of these roads, including maintenance activity, are</p>

	embedded within respective annual infrastructure budgets. Cost projections form part of both Councils' four year operational and delivery planning processes within the framework of the Integrated Planning and Reporting Framework.
4.5 Insurances	<p>Where possible, provide evidence of:</p> <p>a) Public liability insurance for a minimum of \$20,000,000 in each instance and in aggregate; and</p> <p>b) Worker's compensation insurance in accordance with legislative requirements.</p> <p>Public Liability Insurance</p> <p>Company: Statewide Mutual Policy Number: 226 Coverage: \$20,000,000.00 Current (expiry date): 30/06/2021</p> <p>Workers Compensation Insurance</p> <p>Company: Statecover Policy Number: WC01149 Coverage: \$20,000,000.00 Current (expiry date): 30/06/2021</p>

5 Project legal and governance

5.1 Land, Consents and Assets	<p>Outline who owns the land and/or the existing assets in scope for the project, any easements or exceptions relevant to the project, any lease arrangement between funding recipient and landowner. Provide attachments.</p> <p>-----</p> <p>Muswellbrook Shire Council is Crown Land Manager for Fitzgerald Park Reserve No. D570025.</p> <p>The proposed project is development permitted without consent and exempt development, however Council is considering submitting a Development Application to ensure complete transparency in the development and delivery of the project.</p> <p>The project will be governed by the following legislation:</p> <p>Local Government Act, 1993 and regulations Tendering, reporting on activities as part of the annual report and financial statements</p> <p>Environmental Planning and Assessment Act, 1979 Obtain required planning and environmental approvals as part of the works.</p> <p>Heritage Act, 1977</p>
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	<p>Consider non-aboriginal heritage in SEE, notify if items are discovered during construction</p> <p>National Parks and Wildlife Act, 1974 Consider flora, fauna and aboriginal heritage in SEE, notify if items are discovered during construction</p> <p>Contaminated Land Management Act, 1997 Consider contaminated lands in SEE, actions to be in accordance with management plan / order if required</p> <p>Protection of the Environment Operations Act, 1997 Controls to avoid pollution of the environment addressed in SEE and implemented via project management system</p> <p>Work Health and Safety Act, 2011 Eliminate or minimise risks to health and safety, ensure appropriate arrangements are implemented via project management system</p> <p>Building and Construction Industry Security of Payment Act, 1999 Comply with processes and timeframes for payments to contractors and subcontractors engaged for the project</p>
5.2 Governance and Project Assurance	<p>Outline what governance structure will be in place for the project and how this will operate, e.g. project outcome ownership, decision making, membership, meetings required, reporting.</p> <p>-----</p> <p>Council has extensive experience in the development, management and delivery of major infrastructure projects at this scale and scope.</p> <p>The development of a governance structure for the development of the project is an important stage in the planning and construction process. An effective governance structure will ensure consistency in the decision-making process and will assign responsibility to the relevant groups for the ongoing management and delivery of the project.</p> <p>This project will be overseen and governed in its development by a working group comprising experienced staff members. The chair of the working group will be the nominal Project Manager, tasked with all formal stakeholder, service provider and project worker liaison in addition to the co-ordination of timelines, budget and contractual standards.</p> <p>Regular reports will be compiled by the Project Manager and submitted to the project working group. They will then provide the reports to Council with recommendations for any necessary external action.</p>

6 Project plan

6.1 Stages

Provide description of project stages and overall schedule. Describe the specific products that are delivered in each stage in the table.

Project Stage	Deliverables	Start/end
Planning approval	Whilst the proposed project is development permitted without consent and exempt development, Council is considering submitting a Development Application to ensure complete transparency in the development and delivery of the project	1 July 2021 – 30 December 2021
Detailed design	Consultation and agreement from user groups on the detailed design	1 January 2022 – March 2022
Advertise tender for construction and award tender	Tender documentation Contracts	1 April 2022 – 30 June 2022
Construction	Demolition of existing buildings Modification of existing buildings Construction of new buildings Landscaping	1 July 2022 – 30 March 2023
Construction completion	Commissioning and handover	March 2023
Official opening	Ceremony to coincide with the start of the winter season	April 2023

6.2 Quality management

Governance and management arrangements in the design and construction phase will be similar to other projects undertaken previously by Muswellbrook Shire Council, and we will apply existing systems to ensure that the project is undertaken in a way that achieves objectives for time, cost, quality and risk as well as compliance with relevant requirements.

A detailed program and budget for the project will be developed early on to manage time and cost. This will be a key agenda item at project review meetings.

Progress on the project will be reported to Council at a minimum quarterly, with more regular updates provided as necessary. Operational reporting to Council's Executive will be on a more regular basis. Key stakeholder groups will be kept up to date about progress with the project.

Key milestones on the project are outlined in this document. Council will assess the relevant information in the context of the overall project budget and scope and make any necessary adjustments as required. It will keep the funding body fully apprised of progress at all times.

The administration and on-going management of the contract with the successful tenderer will be the means by which Council will ensure the quality management of the project with the contractor.

Muswellbrook Shire Council will adhere to best practice principles in terms of contractor management, including:

- Consult with the contractor to ensure the employment of relevant skilled and trained workers and verify credentials;
- Conduct risk assessments where appropriate;
- Be clear on the scope of work;
- Verify the safety management system of the contractor; and
- Verify the work is being undertaken as agreed.

Attachment A – Payment Milestone Schedule

Note: This table is part of the standard Funding Agreement template and will be used to populate the final version of the Funding Agreement.

Mile-stone No.	Key Milestone Performance Measure (output)	Milestone Payment Amount	% of Funding	Evidence required	Anticipated date	Comments
1	Execution of Funding Agreement and Pre-Project Evaluation Report	\$250,000	25	a) Funding Agreement signed by all parties b) Completed Pre-Project Evaluation Report c) Tax Invoice	1 July 2021	Includes obtaining necessary approvals etc
2	Tender document preparation Appointment of design and construction contractor	\$250,000	25	a) Performance Report to date b) Copy of signed contract with design company c) Copy of project detailed design plans including defined project scope d) Copy of executed contract with construction company e) Tax invoice	30 June 2022	
3	50% completion of Project construction	\$250,000	25	a) Performance report to date b) Written evidence from construction company confirming project construction is 50% complete c) Tax invoice	31 October 2022	
4	100% completion of Project construction	\$250,000	25	a) Performance report to date b) Written evidence from construction company confirming Project construction is 100% complete c) Photographic evidence d) Tax invoice	31 March 2023	Longer time allocated because of December/January shut down
5	Practical completion of the Project and Final Acquittal and Financial Statements and Audit	Nil	Nil	<ul style="list-style-type: none"> Final report including: <ul style="list-style-type: none"> details on the achievement of the project objectives, final project outputs/outcomes project design and ongoing commitment as outlined in the project application Practical completion certificate Any supporting documents requested by the Office of Sport Audited Financial Report 	30 June 2023	

Attachment B – Risk Identification

#	Risk Category	Risk Description	Risk Mitigation
1	Performance	Facility doesn't satisfy community needs and expectations	Involve user groups in design phase and engage suitably qualified and experienced contractors.
2	Performance	Increased expectations from other sporting groups	Ensure that strategic plans for investment in other sporting facilities identify actions to address key deficiencies such as renewal of the Muswellbrook Netball Courts within the scope of resources available in the LTFP.
3	Financial	Changes in detailed design or resulting from detailed investigation lead to increase costs or the need to reduce scope	Quantity survey undertaken, sufficient allowance (10%) for contingencies made in budget. There is potential to reduce the scope without impacting key objectives. Exercise restraint in the final size, scope and specification of facilities. Good contract and project management to minimise risk of variations.
4	Supplier	Resources and correct skills unavailable including local procurement	Request for quotations will be widely advertised well in advance to maximise the chance of suitable contractors available. Promote the opportunity to local suppliers and give preference to them
5	Legal and Regulatory	Planning and approvals	Continuous communication with other agencies
		How to describe a risk: A [risk cause/driver] may result in a [risk event] which may affect [an objective i.e. what is the risk impact?]	Risk mitigation includes options and actions to be taken to reduce or prevent the risk from happening, or to reduce its impact on the project if it happens

Risk Categories:

Category	Description
Financial	Risks relating to, for example, dependencies on other funding sources or revenue – if total project costs exceed the funding commitment from NSW Government. Risks generally relating to an escalation of project costs due to cost estimating accuracy, changes to scope or necessary changes in building design or construction.
Schedule	Risks relating to completion of activities against planned milestone dates.
Performance	Risks relating to the extent to which the results of the project are consistent with project objectives/outcomes.
Governance	Risks relating to board and management performance with regard to ethics, stewardship, and reputation of your organisation and how they impact on project delivery.
Operational	Risks relating to implementation activities and process relating to project delivery, such as procurement, supplier management, internal approval processes.
Supplier	Risks that include competition or unavailability of suppliers or products or requirements/obligations to only approach a particular supplier
Legal/Regulatory	Risks arising from legal or regulatory obligations, including contract risks, litigation brought against the organisation, planning permits and approvals etc.
Environmental	Risks associated with external hazards, including storms, floods, droughts, fires, vandalism

Attachment C – Project Budget Overview

Note/ All costs should be GST exclusive.

ITEM	\$
A. INCOME	
Office of Sport Funding	1,000,000
Recipient's cash contribution	1,212,000
Federal or local government or other NSW Government funding – provide complete details of all funding – contribution from Muswellbrook Shire Council	
Local/State/National Sporting Organisation cash contributions	
Other e.g. benefactor, project partner	
Sub-Total (A)	2,112,000
B. EXPENDITURE – CAPITAL RELATED COSTS	
Grossed Up Construction	2,012,000
Asset Purchases	
Leases, Permits & Licences	
Contingencies	100,000
Sub-Total (B)	2,112,000
C. EXPENDITURE – ADMINISTRATION COSTS	
Professional Services (e.g. project management, accounting, legal)	50,000
Other administration costs	50,000
Other costs	
Sub-Total (C)	100,000
TOTAL COST (B + C) (D)	2,212,000

Attachment D – Concept Design - new two storey Club House and a new one storey Timekeepers Building and new one storey Sports Building



Attachment E – Supporting Images



Figure 1: Olympic Park. Muswellbrook



Figure 2: Existing Grandstand at Olympic Park. Muswellbrook



Figure 3: Typical District Event held at Olympic Park



Figure 4: Under 15 yrs Womens Tackle Team - Premiers 2019



Figure 5: Muswellbrook Players participating in the Koori Knockout Competition 2019

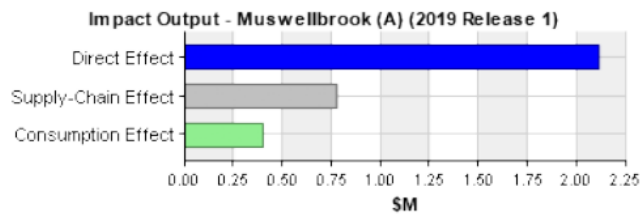


Attachment F – REMPLAN Impact Report

Impact Scenario

Industry Sector	Direct Change Jobs	Direct Change Output (\$M)
Construction		\$2.112

Impact on Output

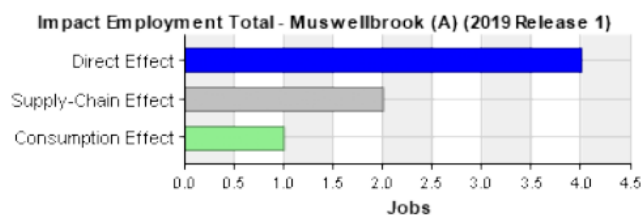


From a direct increase in output of \$2.112 million it is estimated that the demand for intermediate goods and services would rise by \$0.775 million. This represents a Type 1 Output multiplier of 1.367. These supply-chain effects include multiple rounds of flow-on effects, as servicing sectors increase their own output and demand for local goods and services in response to the direct change to the economy.

The increases in direct and indirect output would typically correspond to the creation of jobs in the economy. Corresponding to this change in employment would be an increase in the total of wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated at \$0.399 million.

Total output, including all direct, supply-chain and consumption effects is estimated to increase by up to \$3.286 million. This represents a Type 2 Output multiplier of 1.556.

Impact on Employment



From a direct increase in output of \$2.112 million the corresponding creation of direct jobs is estimated at 4 jobs. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 2 jobs. This represents a Type 1 Employment multiplier of 1.500.

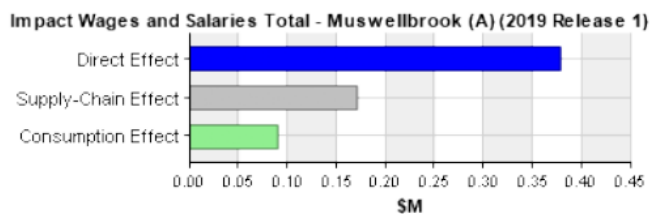
The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on



consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are estimated to further boost employment by 1 job.

Total employment, including all direct, supply-chain and consumption effects is estimated to increase by up to 7 jobs. This represents a Type 2 Employment multiplier of 1.750.

Impact on Wages and Salaries

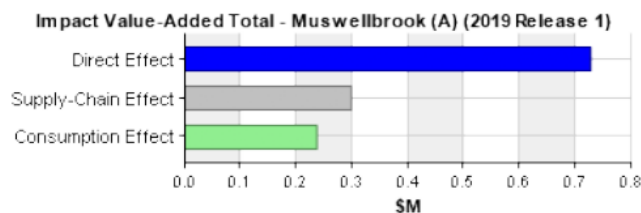


From a direct increase in output of \$2.112 million it is estimated that direct wages and salaries would increase by \$0.378 million. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in the gain of a further 2 jobs and a further increase in wages and salaries of \$0.171 million. This represents a Type 1 Wages and Salaries multiplier of 1.451.

The increase in direct and indirect output and the corresponding creation of jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost employment in sectors such as retail therefore further increasing wages and salaries by \$0.090 million.

Total wages and salaries, including all direct, supply-chain and consumption effects is estimated to increase by up to \$0.638 million. This represents a Type 2 Wages and Salaries multiplier of 1.689.

Impact on Value-Added



From a direct increase in output of \$2.112 million the corresponding increase in direct value-added is estimated at \$0.727 million. From this direct expansion in the economy, flow-on supply-chain effects in terms of local purchases of goods and services are anticipated, and it is estimated that these indirect impacts would result in a further increase to value-added of \$0.299 million. This represents a Type 1 Value-added multiplier of 1.411.



The increase in direct and indirect output and the corresponding boost to jobs in the economy are expected to result in an increase in the wages and salaries paid to employees. A proportion of these wages and salaries are typically spent on consumption and a proportion of this expenditure is captured in the local economy. The consumption effects under this scenario are expected to further boost value-added by \$0.237 million.

Total value-added, including all direct, supply-chain and consumption effects is estimated to increase by up to \$1.263 million. This represents a Type 2 Value-added multiplier of 1.736.

Impact Summary

Impact Summary	Direct Effect	Supply-Chain Effect	Consumption Effect	Total Effect	Type 1 Multiplier	Type 2 Multiplier
Output (\$M)	\$2.112	\$0.775	\$0.399	\$3.286	1.367	1.556
Employment (Jobs)	4	2	1	7	1.500	1.750
Wages and Salaries (\$M)	\$0.378	\$0.171	\$0.090	\$0.638	1.451	1.689
Value-added (\$M)	\$0.727	\$0.299	\$0.237	\$1.263	1.411	1.736